

# South Hams Overview and Scrutiny Panel



<b>Title:</b>	<b>Agenda</b>												
<b>Date:</b>	<b>Thursday, 8th February, 2018</b>												
<b>Time:</b>	<b>10.00 am</b>												
<b>Venue:</b>	<b>Cary Room - Follaton House</b>												
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Saltern <b>Vice Chairman</b> Cllr Smerdon</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldry</td> <td>Cllr Hicks</td> </tr> <tr> <td>Cllr Birch</td> <td>Cllr Huntley</td> </tr> <tr> <td>Cllr Blackler</td> <td>Cllr May</td> </tr> <tr> <td>Cllr Cane</td> <td>Cllr Pennington</td> </tr> <tr> <td>Cllr Green</td> <td>Cllr Pringle</td> </tr> <tr> <td>Cllr Hawkins</td> <td></td> </tr> </table>	Cllr Baldry	Cllr Hicks	Cllr Birch	Cllr Huntley	Cllr Blackler	Cllr May	Cllr Cane	Cllr Pennington	Cllr Green	Cllr Pringle	Cllr Hawkins	
Cllr Baldry	Cllr Hicks												
Cllr Birch	Cllr Huntley												
Cllr Blackler	Cllr May												
Cllr Cane	Cllr Pennington												
Cllr Green	Cllr Pringle												
Cllr Hawkins													
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 6**

to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Panel held on 18 January 2018;
- 3. Urgent Business**

brought forward at the discretion of the Chairman;
- 4. Division of Agenda**

to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
- 5. Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 6. Public Forum** **7 - 8**

A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. Executive Forward Plan** **9 - 14**

**Note:** If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before **5.00pm on Monday 5 February 2018**, to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.
- 8. Section 106 Agreements Schedule**

To follow
- 9. Universal Credit Roll-Out Update** **15 - 18**
- 10. Quarter 3 Performance Indicators** **19 - 30**

	<b><i>Page No</i></b>
<b>11. Task and Finish Group Updates</b>	<b>31 - 32</b>
<b>(a) Performance Measures; and</b>	
<b>(b) Drug and Alcohol</b> (draft terms of reference attached)	
<b>12. Actions Arising / Decisions Log</b>	<b>33 - 36</b>
<b>13. Draft Annual Work Programme</b>	<b>37 - 38</b>
to consider items for programming on to the annual work programme of the Panel, whilst having regard to the resources available, time constraints of Members and the interests of the local community	

**This page is intentionally left blank**

**MINUTES OF THE MEETING OF THE  
OVERVIEW & SCRUTINY PANEL  
HELD AT FOLLATON HOUSE, TOTNES ON  
THURSDAY, 18 JANUARY 2018**

<b>Panel Members in attendance:</b>			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry	∅	Cllr E D Huntley
∅	Cllr J P Birch	*	Cllr D W May
*	Cllr J I G Blackler	*	Cllr J T Pennington
*	Cllr B F Cane	*	Cllr K Pringle
*	Cllr J P Green	*	Cllr M F Saltern (Chairman)
∅	Cllr J D Hawkins	∅	Cllr P C Smerdon (Vice Chairman)
∅	Cllr M J Hicks		

<b>Other Members also in attendance:</b>
Cllrs I Bramble, J Brazil, T R Holway, J A Pearce, R Rowe, R J Tucker and K R H Wingate

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Head of Paid Service; and Senior Specialist – Democratic Services
8	O&S.82/17	Assets Community Of Practice Lead; Community Housing Lead; and Specialist – Place Making.

**O&S.77/17 MINUTES**

The minutes of the meeting of the Overview and Scrutiny Panel held on 9 November 2017 were confirmed as a correct record and signed by the Chairman.

**O&S.78/17 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting, but there were none made.

**O&S.79/17 CHAIRMAN'S ANNOUNCEMENT**

Since this was the last scheduled Panel meeting before the Head of Paid Service left the employ of the Council, the Chairman paid tribute to the tremendous support and advice that he had given to the Panel and, on behalf of the Panel, proceeded to wish him every success for the future.

**O&S.80/17 PUBLIC FORUM**

In accordance with the Public Forum Procedure Rules, there were no issues received for consideration.

**O&S.81/17 EXECUTIVE FORWARD PLAN**

The Panel was presented with the most recently published Executive Forward Plan. In accordance with Procedure Rules, a request had been made for the Panel to receive an update on the following agenda item:

**(i) Set up of Wholly Owned Company**

The Head of Paid Service advised that it was very early days in respect of the detail of the proposals (the matter was currently on the Forward Plan for the Executive meeting on 26 April 2018). However, officers were developing a number of workstreams at the moment whereby the ability to trade through a company could offer the Council some advantages.

**O&S.82/17 COMMUNITY HOUSING UPDATE**

Consideration was given to a report that provided an update on progress with the Community Housing Strategy and the programme of action going forward.

In discussion, reference was made to:

- (a) the lack of housing being built. Some Members highlighted the frustrations being experienced (particularly amongst community groups) in respect of the lack of housing that was actually being built. Furthermore, there was a hope amongst Members that the Community Housing Fund (£1.88 million) would result in a number of houses being built and would not be spent on simply administering the Fund;
- (b) the 17 identified sites. Some Members expressed their doubts that the Fund was sufficient to be able to progress each of the 17 identified sites;
- (c) the Strategy still being in its infancy. In acknowledging that the Strategy was still in its infancy, the Panel requested receipt of a more challenging monitoring report in six months' time (at its July 2018 meeting). As part of this report, the Panel also asked for progress updates on each of the 17 identified sites;
- (d) the Transition Homes Totnes Community Land Trust. When questioned, officers confirmed that, following Member approval, £190,000 had been allocated from the Community Housing Fund to support the Community Land Trust, who had obtained planning permission to build 19 affordable homes in Dartington;
- (e) obtaining mortgages for shared ownership properties. Whilst it was accepted that it was often difficult, officers did advise that there were some lenders in the market who were current offering mortgages for shared ownership properties;

- (f) the intermediate housing approach. The Panel was informed of some measures that were being investigated (e.g. the Council continuing to be the freehold owner of a property and the imposing of clauses within a Section 106 Agreement) to ensure that affordable properties did not ultimately end up being sold on at open market pricing levels.

It was then:

**RESOLVED**

1. That the contents of the report be endorsed; and
2. That further update reports be presented on a six monthly basis.

**O&S.83/17 TASK AND FINISH GROUP UPDATES**

**(a) Performance Measures**

By way of an update, the Chairman informed that the Overview and Scrutiny Committee at West Devon Borough Council had formally expressed its desire for the Joint Task and Finish Group to re-commence its review.

In discussion, it was apparent that the Panel was divided in whether or not this request should be accepted. In support of the request, some Members felt it to be important that, with a shared workforce, the performance measures were the same across both councils. In addition, a joint review was felt to be more efficient and would result in less duplication.

In contrast, other Members were unsupportive of the request and confirmed that they had absolutely no wish to work jointly (aside from on the Joint Local Plan and the Waste Review) with West Devon Borough Council.

When put to the vote, it was then (by virtue of a Chairman's Casting Vote) declared **CARRIED** that:

*'The Joint SH/WD Performance Measures Task and Finish Group should re-commence its review.'*

**O&S.84/17 ACTIONS ARISING / DECISIONS LOG**

The contents of the latest version of the Log was presented for consideration.

In so doing, the following points were raised:-

- (a) Those Members who had already met with Enforcement Officers highlighted the success of these sessions and urged all Members to accept the invitation to discuss cases within their local Wards;
- (b) Following the decision of the Council at its meeting on 15 December 2017 (Minute 52/17(a) refers), it was confirmed that the letter on Neighbourhood Policing had been sent to the Police and Crime Commissioner.

#### O&S.85/17 **ANNUAL WORK PROGRAMME 2017/18**

In consideration of its Annual Work Programme, the following comments, additions and amendments were made:-

- (a) The Chairman made reference to a Scrutiny Proposal Form that had been submitted by Cllr Green on the matter of drugs related issues affecting the community in the South Hams.

In so doing and, in line with Procedure Rules, it was noted that the Chairman, Vice-Chairman and Head of Paid Service had recognised that there was merit in this proposal and had therefore supported the request being taken forward.

Whilst acknowledging that the decision had already been made, some Members did nonetheless wish to put on record their reservations over this proposal. In particular, these Members questioned whether this should be a responsibility for this Council and the potential significant resource implications of this review to the authority. In reply, other Members felt that the Council did have a community responsibility in this respect, but did accept that the Terms of Reference would need to be carefully drafted to ensure that the Review was realistic and not overly ambitious.

In terms of next steps, it was agreed that the Task and Finish Group would comprise of: Cllrs Smerdon (Chairman), Birch, Cuthbert and Green. The Panel also recognised that there may be merit in co-opting a Totnes Town Council representative (who was not a dual hatted Member) onto the Group. It was also emphasised that the Council's appointed representative on the Community Safety Partnership would be a key witness during the review.

Finally, in light of the legitimate concerns raised at this meeting, it was agreed that the draft Terms of Reference for this Review would be presented to the next Panel meeting on 8 February 2018 for formal approval.

- (b) The Panel agreed that the 'Update on the Urban Fringe Delivery Team and Sherford Strategic Review' could be deferred to the Panel meeting on 22 March 2018;



- (c) Following the decision of Council on 14 December 2017 (Minute 52/17(b) refers), the Panel requested that the report into the 'Feasibility of Installing Electric Car Charging Points in the Council's Public Car Parks' should be programmed for consideration by the Panel at its 3 May 2018 meeting.

(Meeting started at 1.40 pm and concluded at 2.45 pm)

---

Chairman

**This page is intentionally left blank**

## **PUBLIC FORUM PROCEDURES**

### **(a) General**

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Panel in relation to agenda items (and in accordance with the O&S rules in Part 4). This session will last for up to fifteen minutes at the beginning of each meeting.

### **(b) Notice of Questions**

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to the Democratic Services Lead Specialist by 5.00pm on the Monday, prior to the relevant meeting.

### **(c) Scope of Questions**

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Development Management Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

**This page is intentionally left blank**

## **SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN**

This is the Leader of Council's provisional forward plan for the four months starting 1 February 2018. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Executive and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Panel in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a monthly basis. The Plan is published in hard copy and on the Council's website ([www.southhams.gov.uk](http://www.southhams.gov.uk))

**Members of the public are welcome to attend all meetings of the Executive, which are normally held at Follaton House, Totnes, and normally start at 10.00 am. If advance notice has been given, questions can be put to the Executive at the beginning of the meeting.**

*The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.*

*Cllr John Tucker – Leader of the Council*

*Cllr Simon Wright – Deputy Leader and lead Executive Member for Support Services*

*Cllr Keith Wingate – lead Executive Member for Business Development*

*Cllr Rufus Gilbert – lead Executive Member for Commercial Services*

*Cllr Hilary Bastone – lead Executive Member for Customer First*

*Cllr Nicky Hopwood – lead Executive Member for Customer First*

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01803 861185 or by e-mail to [member.services@southhams.gov.uk](mailto:member.services@southhams.gov.uk)

**All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated for the reasons shown**

## INDEX OF KEY DECISIONS

Service	Title of Report and summary	Lead Officer and Executive member	Anticipated date of decision

### KEY DECISIONS:

For the purpose of the Executive Forward Plan, a key decision is a decision that will be taken by the Executive, and which will satisfy either of the following criteria:

'to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates

(For this purpose significant expenditure or savings shall mean:

Revenue – Any contract or proposal with an annual payment of more than £50,000; and

Capital – Any project with a value in excess of £100,000); or

to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority, in the opinion of the Monitoring Officer (or the Democratic Services Manager in his/her absence).

A key decision proforma will be attached for each key decision listed above.

**OTHER DECISIONS TO BE TAKEN BY THE EXECUTIVE**

<b>Service</b>	<b>Title of Report and summary</b>	<b>Lead Officer and Executive Member</b>	<b>Decision maker</b>	<b>Anticipated date of meeting</b>
SLT	<b>Revenue Budget Proposals 2018/19</b> - to set out recommendations for the Revenue Budget for 2018/19 (including the council tax level for 2018/19)	LB/Cllr Tucker	Council	1 February 2018
SLT	<b>Capital Budget Proposals 2018/19</b> – to set out recommendations for the Capital Programme Budget for 2018/19	LB/Cllr Tucker	Council	1 February 2018
SLT	<b>Revenue Budget Monitoring for 2017/18 (nine monthly position)</b> - A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2017/18, and to provide a forecast of the year end position.	LB/Cllr Wright	Executive	1 February 2018
SLT	<b>Capital Programme Budget Monitoring for 2017/18 (nine monthly position)</b> - The report advises Members of the progress on individual schemes within the approved capital programme, including an assessment of their financial position.	LB/Cllr Wright	Executive	1 February 2018
Support Services	<b>Write Off Report Q3 2017/18</b> – the Council is responsible for the collection of Housing Rents, Sundry Debts including Housing Benefits Overpayments, Council Tax and National Non Domestic Rates. The report infirms Members of the debt written off for these revenue streams	LB/Cllr Wright	Executive	1 February 2018
Customer First	<b>Air Quality Strategy</b> – to consider a report that seeks a recommendation to Council to go to public consultation	IL/Cllr Hopwood	Council	1 February 2018
Customer First	<b>Planning Applications Validation Checklist</b> – to update Members on the review of the Planning Applications Validation Checklist	PW/Cllr Bastone	Executive	1 February 2018
Customer First	<b>Community Reinvestment Fund annual report</b> – to provide Members with a summary of all applications and officer recommendations for use of the Community Reinvestment Fund	RS/Cllr Bastone	Executive	1 February 2018

Support Services	<b>Transformation Programme Closedown</b> – to provide a closedown report of the T18 Transformation Programme	LB/Cllr Wright	Executive	26 April 2018
Support Services	<b>Treasury Management Strategy for 2018/19 onwards</b> – to set out the strategy for the Council’s investments together with associated prudential indicators	LB/Cllr Wright	Council	15 March 2018
Commercial Services	<b>Procurement of the Waste Contract - Haulage</b>	JS/Cllr Gilbert	Executive	15 March 2018
Commercial Services	<b>Waste Policies - Update</b>	JS/Cllr Gilbert	Executive	15 March 2018
SLT	<b>Set up of Wholly Owned Company</b>	SH/Cllr Tucker	Council	26 April 2018
Strategy and Commissioning	<b>Corporate Plan</b>	NT/Cllr Tucker	Council	26 April 2018
SLT	<b>Peer Review Report</b>	SH/Cllr Tucker	Council	October 2018
Strategy and Commissioning	<b>Business Development Opportunities</b>	DA/Cllr Wingate	Council	STANDING ITEM

\* Exempt Item (This means information contained in the report is not available to members of the public)

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

SH – Sophie Hosking – Executive Director Service Delivery and Commercial Development

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

IB – Isabel Blake – COP Lead Housing, Revenues and Benefits

AR – Alex Rehaag – Specialist Place and Strategy

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

TJ – Tom Jones – COP Lead Place Making



**South Hams**  
District Council





**This page is intentionally left blank**

Report to: **Overview & Scrutiny Panel**  
Date: **8 February 2018**  
Title: **Universal Credit Roll-Out Update**  
Portfolio Area: **Customer First**  
Wards Affected: **All**  
Urgent Decision: **N** Approval and clearance obtained: **Y**

Author: **Isabel Blake** Role: **COP lead Housing, Revenues & Benefits**

Contact: [isabelblake@swdevon.gov.uk](mailto:isabelblake@swdevon.gov.uk)

---

## **RECOMMENDATION**

**That the Panel acknowledges the impact to date of Universal Credit and requests receipt of a further update report for consideration at its November 2018 meeting.**

### **1. Executive summary**

- 1.1 Full Service for Universal Credit went live in the South Hams in certain postcodes on the 17<sup>th</sup> January 2018. This report outlines the impact to date, future key dates and changes agreed to the system in November 2017

### **2. Background**

- 2.1 On 17 January 2018 full service for universal credit went live in the PL postcodes that are served by Plymouth Job Centres. For South Hams this centred on Ivybridge and surrounding areas.
- 2.2 The definition of full service is that when a postcode, associated with a particular job centre is transferred to Universal Credit if the claimant is a working age customer (including families and couples) claiming Job Seekers Allowance (income based), Employment support allowance (income based, income support, child tax credit, working tax credit or housing benefit your new claim will be for Universal Credit and not for one of the legacy benefits named above Families with 3 or more children will remain housing benefit claimants.

- 2.3 SHDC is responsible for one of these legacy benefits – Housing Benefit. In December 2017 it was identified that we had 326 customers living in the affected postcodes who were of working age and claiming housing benefit. Gradually over time, this number will reduce as new claimants, make Universal Credit applications and existing claimants receive a fundamental change to their circumstance. SHDC has an important role in ensuring customers who make a new claim for Housing Benefit are identified quickly and contacted to ensuring they make a claim for Universal Credit. Any delay in claiming correctly will have a negative impact on the claim start date. This is a particular challenge for SHDC, as it is only part of the District in full service. We have contacted the DWP to highlight our particular situation as the rest of the District will not now go live until September 2018 (subject to change) and therefore a daily manual intervention is now in place so that those claiming the wrong benefit are informed of the changes.
- 2.4 In line with the anticipated reduction in caseload, the 2018 Housing Benefit Administration Grant was reduced from £225,607 to £207,343. The reduction in grant was budgeted for and Members were made aware of this in the recent budget papers. Anecdotally Officers from other Authorities who have already transitioned in their entirety report that although their working age caseload has reduced, the amount of work generated has increased, These Councils report an additional 500 changes in circumstances per month. This would be a 50% increase in current change in circumstance workload.
- 2.5 For households who the Council owes a duty to provide temporary accommodation under the Housing Act 1996 (as amended) there were some amendments announced in November that ensured the housing component of the universal credit payment stayed under housing benefit. If not addressed this posed a big financial risk to the Authority in that it would be more difficult to recover the cost of for example Bed and Breakfast accommodation, because of the transient nature of the accommodation provision and in some cases the chaotic lifestyles of people who could be accommodated. This amendment is welcomed.
- Currently there is a consultation on the future funding of Supported Accommodation, it is hoped there is some clarity around this quickly as the confusion has led to many providers reviewing their provision of supported housing, with some leaving the sector altogether.
- 2.6 To assist applicants with online support and budgeting advice, we are working with the DWP to ensure this provision is made available. There is some limited funding available for this, although the final figure for this has not been published at the time of writing this report.

### 3. Outcomes/outputs

3.1 The DWP informed us they have received 6 universal credit claims for the postcodes affected as at 29 January 2017. None of these have raised any concerns, however we will continue to have dialogue with the DWP to ensure residents are supported wherever possible.

### 4. Proposed Way Forward

4.1 The need to monitor closely the impact of Universal Credit is recognised and it is recommended that the Panel receive a further update report in November 2018 (i.e. two months after the anticipated September 2018 roll-out for the rest of the South Hams district).

### 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	
Financial	Y	Reduction in Housing Benefit grant will be monitored. Households with Universal Credit claims in temporary accommodation will require additional support to ensure until April the housing costs of Universal Credit remain with the local authority to continue funding placements. New Burdens support for Universal Credit transition has not yet been released for 2018/19. Whilst the Authority wishes to support claimants, this will need to be cost neutral to SHDC
Risk		
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	Not relevant to this report, however the DWP continues to assess impact.
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

## **Supporting Information**

### **Appendices:**

None

### **Background Papers:**

None

# Agenda Item 10

**Report to:** Overview and Scrutiny Panel

**Date:** 8 February 2018

**Title:** Q3 2017/18 Performance Report

**Portfolio Area:** Strategy & Commissioning

**Author:** Jim Davis, Specialist - Performance & Intelligence

**Presented by:** Cllr Keith Wingate

## **RECOMMENDATION**

**That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**

## **Executive summary**

- 1.1. Measures for Quarter 3 have maintain their good level of performance.
- 1.2. Q3 performance had 2 measure at 'Red': Missed bins per 100,000, and % of Benefits Change of circumstances submitted online, a new measure to capture online take up.
- 1.3. Due to the meeting schedule, waste & recycling tonnage and % split are provisional due to the usual delay in data from third parties.
- 1.4. Planning determination performance in Q3 was above target for all types of applications for the eighth successive quarter.
- 1.5. New dashboards have been developed to display information in an easy to understand way. These are available online from any web-enabled device and can be used to monitor performance in between the O&S reporting cycle. There is a regular update of the previous month's figures that occurs by the 3<sup>rd</sup> Wednesday of the month, for SLT to keep on top of performance issues.
- 1.6. There is a downloadable app from the council catalogue to take you to the portals or you can access them from any computer through a new URL: [swdevon.pentanarpm.uk](http://swdevon.pentanarpm.uk)

## **2. Background**

- 2.1. The current set of indicators came from a review of all Performance measures which was undertaken by a Task & Finish Group. The format has changed to allow better viewing in black & white and to include target information to provide context.
- 2.2. The balanced scorecard had four areas including information about the T18 Programme. The programme has moved past the active project management phase so these measure are less informative and new measures will continue to be developed focusing on online transactions and uptake of online services.
- 2.3. The new web-based performance dashboards provide monthly up-to-date information to provide context against the report that comes to Committee and gives access to a much larger range of data if desired.

## **3. Outcomes/outputs**

- 3.1. **Appendix A** is the balanced scorecard – this contains the high level targeted performance information.
- 3.2. **Appendix B** is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.
- 3.3. **Appendix C** contains the description of the targets chosen for the Balanced Scorecard.
- 3.4. Covalent Dashboards are accessed via a web-link and users have access to more than one dashboard. All the dashboards can be



'drilled into' for more information and they can be viewed on any web-enabled device, smartphone or ipad.

#### 4. **Options available and consideration of risk**

- 4.1. O&S reporting could be dealt with completely through dashboards or in conjunction with reports, with the report element focusing on other areas such as management comments rather than data.

#### 5. **Proposed Way Forward**

- 5.1. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role. Further training sessions will be organised and communicated through the Member bulletin.

### 6. **Implications**

<b>Implications</b>	<b>Relevant to proposals Y/N</b>	<b>Details and proposed measures to address</b>
Legal/Governance	N	Whilst there are no longer statutory performance measures, some measures are still reported nationally. We collect these in the same format as required to improve consistency. Other measures aim to improve efficiency & understand workload.
Financial	N	There are no direct financial implications of the contents of the report
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

### **Supporting Information**

**Appendices:**

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

Appendix C – Explanation of targets

**Background Papers:**

None

# Corporate Balanced Scorecard

## Community/Customer

Q2	Q3	
		Overall waste recycling rate % (Provisional)
		Residual waste per household (Provisional)
		Average no. of missed bins
		<b>CST:</b> % of calls answered
		<b>CST:</b> % of calls answered in 20 secs

## Online uptake

Q2	Q3	
		% of Benefits new claims online (IEG4)
		% of Benefits change of circumstances online (IEG4)
		Ratio of web/call-post-email submissions (W2)

Updated measures to replace the T18 programme measures that added little extra information.

Additional measures to better quantify online uptake and benefit to the council will be developed as the new website goes live.

## Processes

Q2	Q3	% of planning applications determined within time frame
		Major(Statutory)
		Minor
		Other

Q2	Q3	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

## Performance

Q2	Q3	
		<b>EH:</b> % of nuisance complaints resolved at informal stage
		Avg days short term sickness/FTE
		Complaint response speed

## Key

	Below target performance
	Narrowly off target, be aware
	On or above target

**This page is intentionally left blank**

# Information Report

Non-targeted (data-only) performance measures that will be reported every quarter to provide context and background information – not suitable for the Balanced Scorecard page as no targets applicable or relevant.

PI Description	Managed By	Q3 16/17	2016/17	Q3 2017/18		17/18	Comment (If Applicable)
			YTD or Total			YTD or total	
<p><b>Planning Enforcement (Workload)</b></p> <p>Change: Due to issues extracting the information, breaking down the action in each enforcement case isn't possible. Volume of all current outstanding work is being reported instead</p>	Pat Whymer	-	-	Enforcement cases closed: 106 Live enforcement cases: 324 Enforcement cases received: 110  Backlog closed: 10 Backlog remaining: 77		-	<p><i>Figures as at the end of December.</i></p> <p><i>Latest figures are available on the online dashboards as soon as it is available</i></p>
<p><b>All: Complaints resolved</b></p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>	Area	Complaints rec last qtr 2017/18 Q2		Total	Avg Time (Days)	2017/18 YTD	<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>99 complaints were logged during the quarter, 45 of the completed processes were service issues that were dealt with immediately and aren't formal complaints. The remaining 13 processes that are yet to be completed will be a mix between service issues and formal complaints.</p> <p><b>Note:</b> Service Issues – Some issues are logged as complaints as the customer has a justified concern. Often these are simple issues resolved by talking with the customer so don't form part of our formal complaints process but still are captured for improvement and analysis purposes</p>
	Assets	-	Assets	1	18	1	
	Case Management	-	Case Management	-	-	-	
	Council Tax	4	Council Tax	2	3	11	
	Customer Service Team	-	Customer Service Team	-	-	2	
	Environmental Health	-	Environmental Health	2	39	2	
	Environmental Protection	-	Environmental Protection	-	-	-	
	Finance	-	Finance	1	21	1	
	Housing Benefits	-	Housing Benefits	1	16	5	



PI Description	Managed By	Q3 16/17	2016/17	Q3 2017/18			17/18	Comment (If Applicable)
			YTD or Total				YTD or total	
	Housing Advice	-		Housing Advice	-	-	-	
	ICT/Internet	-		ICT/Internet	-	-	-	
	Legal	1		Legal	-	-	1	
	Planning	8		Planning	17	29	37	
	Waste	19		Waste	13	37	39	
	Commercial Services	10		Commercial Services	2	20	16	
	Car Parks/Parking	-		Car Parks/Parking	2	19	2	
	Total	42		Total	41	29	117	
	Service Issues	30		Service Issues	45	N/A	109	
<b>Compliments</b>	-			Service	No.	YTD	<p>We re-launched the compliments process towards the end of this quarter after limited uptake previously.</p> <p>It asks for: service area, team (or staff member), type (helpfulness, solved a problem, above &amp; beyond the call of duty {ABCD}, speed), and a description, which we can make available for managers or members.</p> <p>The process is quick to do and the compliment can be captured by anyone and sent to the staff member involved or their manager for recognition.</p>	
				Commercial Services	-	1		
				Council Tax	-	1		
				CST	12	25		
				Domestic Waste	6	15		
				Housing Advice	1	2		
<b>Long term sickness (days)</b>	Andy Wilson	873.7	YTD 1998	533	YTD 2062	<p>Equivalent to 1.56 days/FTE for the Qtr.</p> <p>Q2 figure: 2 days/FTE</p> <p>This figure relates to 16 individuals averaging 33 working days away. Through the quarter, 2 have resigned and 4 have been managed back into work.</p>		
Number of days lost due to long term sickness								
<b>Short term sickness (days)</b>	Andy Wilson	203	YTD 708	423	YTD 959	<p>Equivalent to 1.2 days/FTE for the quarter.</p> <p>Q2 figure: 0.9/FTE</p>		
Number of days lost due to short term sickness								

PI Description	Managed By	Q3 16/17	2016/17	Q3 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
						Public sector averages for all sickness (long term and short term) are around 2-3days/FTE
<b>Top 5 call types</b>	Anita ley			1) Call dealt with on Switchboard 2) Other - Call transferred to another organisation 3) General - Other Enquiry - Dealt With 4) Move 1st Move 5) Transfer to Housing Advice	-	Last Qtr  1) Other - Call transferred to another organisation 2) Call dealt with on Switchboard 3) Revenues - Move 4) Domestic Waste - Missed Waste 5) General - Other Enquiry - Dealt with
<b>Top 5 website processes</b>	Kate Hamp		-	1) Recycling Sack Request 2) Letter of Representation 3) Missed Waste Report 4) Waste Container Request 5) Parking Permit Request	-	Last Qtr  1) Garden waste subscription 2) Letter of representation 3) Recycling Sack Request 4) Missed Domestic Waste Report 5) Waste Container or Sack Request Contact
<b>% of customer contact through online interaction (Workflow360)</b> Demonstrating channel shift	Kate Hamp	26.2%	23.8%	60%	Q1 16/17 55.6%	Figures as rising more slowly now but seem to be settling around 50% of all transactions
<b>Total number of online transactions</b>	Kate Hamp	4955	13726	Workflow360(W2): 17846	55966	Number of online interactions continues to increase as well as the percentage of all contact through online means. The levels are beginning to level off so further rises from these levels will likely be smaller and based on additional processes coming online and in response to channel shift activities
<b>% of calls resolved at first point of contact</b>  Percentage of calls which are resolved at initial contact with CST	Anita Ley	70%	70%	-	-	Measure no longer captured in new phone system. Online CST dashboard has more measures data updated monthly and broken down into call types and answer speed.
<b>Nuisance complaints Received</b>	Ian Luscombe	88	308	148	462	The nuisance process (covering noise, odours, smoke, etc) has now gone into Workflow360, this has moved the processes into the Customer Service Team and case

PI Description	Managed By	Q3 16/17	2016/17	Q3 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
						management with specialist involvement only required later for more complex investigation.
<b>Average time taken for processing Disabled Facilities Grants</b> (Portion under council control) (Days)	Ian Luscombe	3 days	3 days	0 days	0 days	This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days  The average number of days is 0 and has been improving steadily throughout the year. This means on average the completed paperwork is received and completed on the same working day.

## Exception Report:

Page 28

Code and Name	Managed by	Prev Status	Last Qtr	Oct 2017	Nov 2017	Dec 2017	Q3 2017/18		Action Response
			Q2	Value	Value	Value	Value	Target	
<b>Average no. of missed bins per 100,000 collections</b>	-		586	156	105	97	358	225	A new management team is now in place and improvement measures and increased monitoring of crews has already shown a positive effect and we would expect this to continue into Quarter 4 to bring the measure back into its normal range.
<b>% of Benefits change of circumstances completed online (IEG4)</b>	Lorraine Mullineaux		8%	8.4%	9%	7.2%	8.3%	25%	This is a new measure and a stretching target. The uptake of new claims online has been very good (64%) and keeps slowly increasing. The change of circumstances online process hasn't been as used as extensively. Due to capacity issues the channel shift activities planned for Quarter 3 will take place over the coming months to improve this figure.



Measure	Target	Explanation
Overall waste recycling rate %	55%	A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions
Residual waste per household	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household
Avg number of missed bins	<75 per 100,000	
<i>*Average Call Answer Time No longer captured</i>	<i>1 min</i>	<i>Additional information captured in CST Dashboard but overall figure not collated. Individual areas have % of calls answered in 5 minutes</i>
<i>*% of enquiries resolved at first point of contact: No longer captured</i>	<i>60%</i>	
% of calls answered	90%	Target set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone
% of calls answered in 20 secs	50%-80%	A goldilocks measure that captures how much time CST have without a queue. Being too high would signify over-resourcing
% of Applications determined within time frame Major	60%	Statutory performance measure target
% of Applications determined within time frame Minor	65%	Old statutory performance measure target
% of Applications determined within time frame Other	80%	Old statutory performance measure target
Avg End to End time Benefits New Claims	24 days	Time for processing new claims
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims
% of nuisance complaints resolved at informal stage	90%	Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved
Avg days short term sickness/FTE	1.5days/qtr	Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target. Agile working has had a very

		positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues.
Complaint response speed	30 days	Time to respond to a Level 1 complaints
<i>T18: Programme timescales on track</i>	<i>Against Plan</i>	Superseded
<i>T18: Performance vs. Budget</i>	<i>Under/over spend</i>	Superseded
<i>T18: No. of Processes live</i>		Superseded
Ratio of web/call-post-email submissions (W2)	20% increasing over time	Ratio for customers calling vs self-servicing using integrated processes online. Customers currently fill in online forms but this then requires input into our systems. The new integrated approach inputs directly to our system and routes work where needed. Initially requires creation of account before first submission so expectation of slight drop off in ratio to begin with and then increasing as more customers sign up. Communication initiatives will be coordinated at key times during the year, for example, with annual council tax bills to drive sign ups so a stepwise increase in submissions is expected.
Ratio of benefit new claims web/post submissions (IEG4)	60%	Ratio of submissions via the new IEG4 portal
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	Ratio of submissions via the new IEG4 portal

## Terms of Reference: Drug and Alcohol Abuse Task and Finish Group

### Context

Concerns have been raised by members of the public about the escalating impact of drug and alcohol abuse in our area, and especially in Totnes, leading to the temporary closure of public toilet facilities. The Council has a number of key roles in relation to Community Safety and Licensing which may have the ability to positively impact upon the issues being raised. It is therefore considered prudent to review the evidence of the extent of the problem, and to determine what support or solutions we can bring to bear.

### Purpose

To heighten Member awareness of the solutions available to tackle anti-social behaviour associated with alcohol and drug abuse, and to make recommendations to the Overview and Scrutiny Panel Executive (for onward consideration of the Executive and the ultimate approval of full Council) on a strategy to tackle these issues.

### Objectives

1. To engage with concerned parents and young adults to obtain evidence of the scale of the problem facing our communities.
2. To set up a multi-agency meeting of interested partner agencies to assess risks and develop a working strategy based upon our joint powers, policies and procedures.
3. To devise an action plan and strategy for approval, including communications and health promotion campaign to raise awareness of the existing support in place, and determine potential structural improvements to the public toilets including costings to attempt to design out drug taking in these facilities.
4. Where necessary to seek support of local members of Parliament, Police Crime Commissioner, County Councillors, Clinical Commissioning Group et. Al. for funding for service improvements.

### The Operation of the Group

The Group will initially meet with concerned parents and young adults by the end of March.

Based upon the information gathered, the Group will agree a programme of work and a frequency of meetings that reflects the evidence found and the availability of our partners to develop the strategy. This work to be completed by no later than August 2018.

The Group will be supported by relevant officers from Customer First and Commercial Services as necessary.

The Group will comprise of 4 Members consisting of:-

Cllr. John Birch

Cllr. Kathy Cuthbert

Cllr. John Green

& Cllr. Peter Smerdon (Chairman of Group)

An invitation will be sent to Totnes Town Council to invite a Town Councillor to be a part of the T&F Group.

Action points will be recorded from all meetings.

**This page is intentionally left blank**

## OVERVIEW & SCRUTINY PANEL – ACTIONS ARISING

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer / Member comments and Target Date
6 July 2017	Actions Arising / Decisions Log <b>O&amp;S.21/17</b>	Officers gave an assurance that they would ask for a progress update to be circulated to all Members on the pre-application service review.	Kate Cantwell	
27 July 2017	Planning Enforcement Service Review <b>O&amp;S.31/17</b>	The Panel reiterated that there was a need for greater interaction between Members and those officers working in Planning Enforcement. In an attempt to keep resource implications to a minimum, the Panel requested that, initially as a pilot, a drop-in session be arranged for Members to be able to pre-book a timeslot with an Enforcement Officer to enable for an open discussion on live cases within their local ward.	Pat Whymer / Darryl White	Sessions have taken place in December 2017 and more will be arranged in early 2018 to ensure that all Members have had the opportunity to meet with Enforcement Officers
9 November 2017	Devon Home Choice Annual Review and South Hams Allocation Policy Review <b>O&amp;S.69/17</b>	In response to a request, officers committed to providing an update on the Sovereign / Spectrum Housing arrangements. Furthermore, officers also agreed to provide the contact details for a local representative from Spectrum Housing.	Cassandra Harrison	
9 November 2017	General Data Protection Regulation – Readiness Update <b>O&amp;S.72/17</b>	<b>RESOLVED</b> That the Panel support: <ol style="list-style-type: none"> <li>1. the approach to General Data Protection Regulation readiness ahead of its implementation in May 2018;</li> <li>2. the proposal to implement a blanket scheme covering all Members to be registered as ‘Data Controllers’; and</li> <li>3. the request to arrange a Member Training and Awareness session on the General Data Protection Regulation in the New Year.</li> </ol>	Neil Hawke	





**This page is intentionally left blank**



## OVERVIEW AND SCRUTINY PANEL

### DRAFT ANNUAL WORK PROGRAMME: March 2018 – January 2019

Date of Meeting	Report	Lead Officer
22 March 2018	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Fusion Leisure – Annual Presentation	Jon Parkinson
	Neighbourhood Planning – Support to Groups: Update	Drew Powell / Tom Jones
	Update on the Urban Fringe Delivery Team and Sherford Strategic Review	Gina Small
3 May 2018	Quarterly Performance Indicators (NB. to include Development Management PI's)	Jim Davis / Pat Whymer
	Draft O+S Annual Report 2017/18	Darryl White
	Feasibility of Installing Electric Car Charging Points in the Council's Public Car Parks	Chris Brook / Emma Widdicombe
Page 37	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Options for Delivery of Social / Affordable Housing in South Hams	Alex Rehaag
	IT / Civica – Lessons Learned	Steve Mullineaux
June 2018 (date tbc)	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
July 2018 (date tbc)	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
	Community Housing Strategy – Six Monthly Update	Rob Ellis / Chris Brook
September 2018 (date tbc)	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
October 2018 (date tbc)	Executive Forward Plan	Kathy Trant

	Task and Finish Group Updates (if any)	
	Ombudsman Annual Letter	Sue Nightingale
November 2018 (date tbc)	Executive Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any)	
January 2019 (date tbc)	Draft Budget 2019/20 ( <i>joint meeting with DM Committee Members</i> )	Lisa Buckle

Future items to be programmed:-

- Future Use of Follaton House – to include heating;
- Devon Building Control Partnership;
- Regular Monitoring (Six Monthly) of the Homelessness Strategy 2017/22 and the 2017 Action Plan; and
- Renewable Energy – Income Generation Opportunities (Task and Finish?).