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SOUTH HAMS OVERVIEW AND SCRUTINY PANEL - THURSDAY, 19TH FEBRUARY, 2015

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter - Corporate Performance & Resources Panel** (Pages 1 - 4)

2. **Reports**

Reports to CP&R:

- a) Item 8 - T18 Update (Pages 5 - 12)
 - b) Item 9 - The Code of Conduct and appointments to outside bodies (Pages 13 - 18)
 - c) Item 10 - Request to grant General Dispensations (Pages 19 - 22)
 - d) Item 11 - Request to grant Dispensation for Cllr Carson (Pages 23 - 30)
 - e) Item 12 - Performance Indicators Q2 (Pages 31 - 50)
 - f) Item 13 - Performance Indicators Q3 (Pages 51 - 68)
3. **Minutes** (Pages 69 - 74)

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Agenda Item 1

Please reply to: Kathryn Trant
Service: Corporate Services
Direct Telephone: 01803 861185
E-Mail: Kathryn.trant@southhams.gov.uk

To: Chairman & Members of the Corporate Performance
and Resources Scrutiny Panel

Our Ref: CS/KT

(Cllrs Baldry, Baverstock, Bramble, Bruce-Spencer,
Foss, Hawkins, Hitchins, Squire and Westacott MBE)

cc: Remainder of the Council for information
Usual press and officer circulation

11 February 2015

Dear Councillor

A meeting of the **Corporate Performance and Resources Scrutiny Panel** will be held in the **Cary Room**, Follaton House, Plymouth Road, Totnes, on **Thursday, 19 February 2015** at **10.00am** when your attendance is requested.

Yours sincerely

Kathryn Trant
Member Services Manager

<p>FOR ANY QUERIES ON THIS AGENDA PLEASE CONTACT KATHY TRANT, MEMBER SERVICES MANAGER ON DIRECT LINE 01803 861185</p>
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A G E N D A

1. **Apologies for Absence**
2. **Minutes** - to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Corporate Performance and Resources Scrutiny Panel held on 20 November 2014 (pages 1 to 3);
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** – a period of up to 15 minutes is available to deal with issues raised by the public (page 4 only);
7. **Executive Forward Plan (as published on 4 February 2015)** (pages 5 to 7);

Note: If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before **12 noon on Monday 16 February 2015** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting;
8. **T18 Update** – to consider a report that sets out progress to date in relation to the T18 Transformation Programme to enable effective scrutiny (pages 8 to 14);
9. **The Code of Conduct and appointments to outside bodies** – to consider a report on the Code of Conduct implications for Members serving on outside bodies (pages 15 to 19);
10. **Request to grant General Dispensations** – to consider a report that asks Members to reconsider granting General Dispensations to all Members for the next Council term (pages 20 to 23);
11. **Request to grant Dispensation for Cllr Carson** – to receive a request in respect of a dispensation for Cllr Carson (pages 24 to 31);
12. **Performance Indicators Q2** – to consider a report that provides Members with information on the Key Performance Indicators at the end of Quarter 2 for 2014/15 (pages 32 to 45);
13. **Performance Indicators Q3** – to consider a report that provides Members with information on the Key Performance Indicators at the end of Quarter 3 for 2014/15 (pages 46 to 57).

Members of the public may wish to note that the Council's meeting rooms are accessible by wheelchairs and have a loop induction hearing system

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N.B. Legal and financial officers will not, as a general rule, be present throughout all meetings, but will be on standby if required. Members are requested to advise the Member Support Service in advance of the meeting if they require any information of a legal or financial nature.

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**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER
THIS AGENDA HAS BEEN PRINTED ON ENVIRONMENTALLY FRIENDLY PAPER**

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SOUTH HAMS DISTRICT COUNCIL

NAME OF COMMITTEE	Corporate Performance and Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	Transformation Programme Progress Report
REPORT OF	Strategic Lead for Transformation Programme
WARDS AFFECTED	All

Summary of report: In order to ensure effective scrutiny of the T18 Transformation Programme this report sets out progress to date.

Financial implications: There are no financial implications arising directly from this report.

RECOMMENDATIONS:

That the Corporate Performance Panel note progress to date on the Transformation Programme.

Officer contact: Tracy Winser, Strategic Lead for Transformation Programme
 Email: tracy.winsler@swdevon.gov.uk – Tel: 01803 861277

1. BACKGROUND

- 1.1 In December 2014 the Council agreed to a revised business plan for the T18 Programme which aims to deliver a new operating model in partnership with West Devon Borough Council which will ensure that both Councils can continue to deliver quality services for its customers and communities.
- 1.2 The Programme is structured with a number of workstreams and progress on these is set out below.

2. WORKSTREAM PROGRESS

2.1 HR

- 2.1.1 Recruitment for Phase 1b has begun for the middle management and lead specialist roles and the interviews are currently taking place. The Group Managers have been appointed and the two external candidates will take up their positions at the beginning of March. The two Executive Directors are in post. The remainder of Phase 1b recruitment will take place in March and April.

2.1.2 In order to facilitate this process the detailed organisational design will be published week commencing 16th February and this will include the locality officer posts.

2.1.3 The recruitment timeline remains as previously published.

2.2 **ICT**

2.2.1 There is a significant amount of work to do in this workstream over the next few months and timescales are tight, however we are currently on track against the plans. Highlights include:

- The network infrastructure to support the new accommodation has been delivered.
 - Work on data migration is on track to enable the new systems to be able to deliver the appropriate customer service.
 - Some officers have seen the Civica mobile product which we will be using and it is hoped that we will be able to demonstrate the product to Members and Staff very soon.

2.3 **Accommodation**

2.3.1 The main focus for this workstream over the past few months has been at Follaton House where the second phase of the new office space has now been delivered.

2.3.2 The next quarter will see the emphasis move to the identification of the accommodation hubs that will be required for staff to use as drop in opportunities in and around the district.

2.4 **Customer**

2.4.1 The Customer Workstream relates to the engagement required with our customers to maximise the benefits of the future operating model. These benefits are both for the customer, in terms of improved customer service and greater access to on-line services and for the Authority through reduced costs.

2.4.2 Software to deliver Customer insight information has now been purchased to help us structure our customer access methodology and training in how to use this software has been undertaken.

2.4.3 The channel shift plan is under development and will be delivered later this month. This plan will help us target cheaper forms of contact such as SMS and email to those people who want and can use it rather than trying to encourage all customers to use these types of contact.

2.5 **Business Processes**

2.5.1 In order to reduce the number of staff required to deliver our services we need to review and re-engineer a large number of our existing processes.

2.5.2 This process is broken down into a number of 'sprints' when each type of activity is mapped and analysed in detail. These sprints are well under way and will continue until June 2015.

2.5.3 Some Support Services staff have been trained as trainers in the use of the document imaging software to ensure we are ready to deliver a paperless environment for when staff in phase 1b start working the new way.

2.6 Finance

2.6.1 The profiled budget for Quarter 3 (October to December 2014) is £1,170,460 and the actual spend is £1,158,195. Therefore there is an underspend of £12,265 (1%) against the profiled budget.

2.6.2 The detailed breakdown of actual spend against the profiled budget is shown in the table below.

T18 Budget Codes	Q3 – October to December 2014 Profiled Budget (£) (A)	Q3 - October to December 2014 Actual Spend (£) (B)	(Underspend)/ Overspend (£) (B – A)
ICT Software, Implementation & Workstream Development	280,238	273,498	(6,740)
ICT Workstation Costs, Infrastructure and Furniture	150,912	92,553	(58,359)
Training	26,880	27,740	860
Accommodation	110,500	261,318	150,818
Implementation of future model	160,330	140,330	(20,000)
Contribution to Strategic Change Reserve	441,600	362,756	(78,844)
TOTAL	1,170,460	1,158,195	(12,265) underspend

2.6.3 The areas which are underspent mainly relate to timing of payments, where invoices are due to be paid in the next month.

2.6.4 The accommodation budget is on target. The figures shown above are mainly due to the timing of payments made to refurbishment contractors being slightly earlier than expected.

2.6.5 Council approved a revised business plan in December 2014 which took account of both predicted increased savings and costs. The overall programme is currently on target.

2.6.6 Our Councils have been successful in receiving Government Transformation challenge Award funding of £700,000 to assist in delivering the programme. South Hams District's Councils share of this is £434,000, based on the same ratio as the initial investment costs.

3. LEGAL IMPLICATIONS AND STATUTORY POWERS

3.1 The Council has delegated to the Corporate Performance and Resources Scrutiny Panel, the powers to scrutinise the T18 programme and to provide a quality control function.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising directly from this report. The finances of the programme are set out in Section 2.6.

5. RISK MANAGEMENT

5.1 A Programme of this size and complexity clearly brings a significant number of risks which have to be carefully managed. The Risk Management implications are shown at the end of this report in the Strategic Risks Template and the comprehensive Programme risks are reviewed every four weeks by the Transformation Programme Board.

6. OTHER CONSIDERATIONS

Corporate priorities engaged:	This report relates to the future delivery of the council's four corporate priorities during a period of increasing financial constraint
Considerations of equality and human rights:	This report updates Members on the opportunity for developing improved access to a range of council services and meeting a wide range of customer needs
Biodiversity considerations:	None
Sustainability considerations:	The emerging model is designed to ensure that both councils are sustainable in the medium term. Greater agile working linked to better use of technology should reduce the councils' carbon footprints
Crime and disorder implications:	None

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1.	Financial risk	Funding availability for initial investment to implement the Programme	5	2	10	↓	<ul style="list-style-type: none"> Profile investment and the availability of resources in the context of a business plan Explore external funding opportunities 	Executive Directors
2.	Financial risk	Higher than anticipated costs and/or lower than anticipated savings arising from the Programme. Key variable risk is the cost of staff redundancies.	4	2	8	↓	<ul style="list-style-type: none"> Proof of concept work has demonstrated high level business case Detailed business case in place before committing to implementation of the Programme Sensitivity analysis undertaken Ongoing monitoring of costs and savings within the Programme In recognition of uncertainty of some costs, introduce contingency sum into detailed business plan 	Executive Directors and Section 151 Officer
3.	Financial risk	Unexpected events leading to a delay in delivery which could include delays in recruitment or external cost pressures which divert funding from the Programme.	3	3	9	↔	<ul style="list-style-type: none"> Use of unearmarked reserves to fund a delay in delivery of the programme. Each month of delay could cost between £50,000 at the start of the programme to £320,000 at the end (combined figure). Review the level of corporate priority of the Programme against any new cost pressure 	Senior Leadership Team
4.	Management risk	Management capacity to deliver the Programme	4	3	12	↑	<ul style="list-style-type: none"> Programme identified as the key corporate priority Commission external support as required to ensure the Programme is delivered in line with the timetable 	Senior Leadership Team

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
5.	Management risk	Maintaining the shared vision for the Programme during a period of significant changes	4	3	12	↔	<ul style="list-style-type: none"> Effective communication strategy to engage with Members, staff and other stakeholders embedded within the Programme 	Executive Directors
6.	Management risk	Managing organisational transition to the new operating model, in particular reduction in customer satisfaction and/or drop in service standards	4	2	8	↔	<ul style="list-style-type: none"> Create sufficient organisational capacity to achieve programme timeframes Managing ongoing individual service performance 	Executive Directors
7.	Management risk	Loss of key staff during implementation of the Programme	4	4	16	↔	<ul style="list-style-type: none"> Ensure effective transition plan in place 	Executive Directors
8.	Political risk	Early interest from potential partner organisations to join Programme	3	3	9	↔	<ul style="list-style-type: none"> New partners able to join Programme but based on SH/WD model and timelines, following assessment of risk to the Programme Create flexible model that enables new partners to join at different 'levels' of the model, provided there is no adverse impact on service delivery within SH/WD 	Executive Directors
9.	Staffing risk	Officer capacity and retention of staff morale during significant corporate change	4	3	12	↔	<ul style="list-style-type: none"> Effective communication strategy embedded as part of the Programme Maintain the pace of the change to ensure that key staff are not lost to the organisation 	Executive Directors

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
10.	Staffing risk	Securing successful implementation of major cultural change in relation to the development of skills and approaches to working arrangements within the new operating model	4	2	8	↔	<ul style="list-style-type: none"> Support cultural change with a comprehensive corporate training and development programme and develop recruitment, induction, appraisal and performance management frameworks Communication strategy embedded as a key element of the Programme Procure external skills to respond to expertise or capacity gaps Ensure new systems and processes are resilient and sustainable 	Executive Directors Executive Directors
11.	Staffing risk	Potential Union/staff response to elements of the Programme	4	2	8	↔	<ul style="list-style-type: none"> Ongoing engagement with key staff stakeholder groups and develop corporate understanding of those issues which are essential to successful implementation of the Programme and therefore must be subject to change Communicate potential staff benefits within the model such as developing skills and achieving better work/life balance through agile working 	Executive Directors

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AGENDA
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SOUTH HAMS DISTRICT COUNCIL

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9

NAME OF COMMITTEE	Corporate Performance & Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	The Code of Conduct and appointments to outside bodies
Report of	Monitoring Officer
WARDS AFFECTED	All

Summary of report:

To consider a report on the Code of Conduct implications for Members serving on outside bodies.

Financial implications:

There are no financial implications to this report.

RECOMMENDATION:

That the Panel notes the report.

Officer contact:

Catherine Bowen (Community of Practice Lead Specialist (Legal) and Monitoring Officer)

Email: Catherine.Bowen@swdevon.gov.uk

1. BACKGROUND

1.1 As requested at the 20 November 2014 Corporate Performance & Resources Scrutiny Panel, this report considers the Code of Conduct implications for Members serving on outside bodies.

1.2 The Localism Act 2011 introduced Disclosable Pecuniary Interests, Registers of Interests, requirement for a local code of conduct and new rules on dispensations as part of the new standards arrangements.

2. MEMBERS IN RECEIPT OF ALLOWANCES FROM OTHER LOCAL AUTHORITIES

- 2.1 The 2012 Regulations define one of the potential Disclosable Pecuniary Interests (DPI) as one which includes 'any employment, office, trade, profession or vocation carried on for profit or gain'. This definition includes situations where councillors are members of outside bodies and receive payment for that role (see below) but it can also potentially include councillors who are also members of another authority and receive an allowance for that role, for example the County Council.
- 2.2 It was clearly not the intention to prevent members from participating in different levels of local government, and the rules in the Localism Act are not written in the clearest way and there as yet are no decided cases on this particular matter. In order to protect Members, at its meeting on 20 November 2014, the Corporate Performance & Resources Scrutiny Panel granted a general dispensation to enable members to speak and vote on matters where they are members of another local authority and in receipt of an allowance.
- 2.3 Clearly the general dispensation will not cover circumstances where Members have an interest for other reasons, and Members will still need to declare specific interests where they arise. Members will also need to be mindful of the rules of bias/perceived bias and predetermination in relation to specific matters and advice should always be sought from the Monitoring Officer (see below).
- 2.4 A separate report on the renewal of existing dispensations is included on this agenda.

3. MEMBERS SERVING ON OUTSIDE BODIES

- 3.1 Under the current Code of Members' Conduct, membership of other bodies (without remuneration) is a personal interest which should be listed in Part 2 of the Register of Interests. The interest must also be declared at the beginning of meetings (or as soon as the interest becomes apparent) but the Member can take part in the debate and vote.
- 3.2 Any appointment to an outside body with remuneration must be listed as a Disclosable Pecuniary Interest in Part 1 of the Register under 'Employment, Office, Trade Profession or Vocation'. A DPI must also be declared at the beginning of the meeting at which the matter is discussed (or as soon as the matter becomes apparent) and the member must leave the meeting room and not participate or vote on the matter.
- 3.3 A DPI arises where the member is in receipt of payment and:
- the member belongs to the body in a private capacity
 - the member is appointed directly by the Council

- the appointment follows a recommendation for nomination by the Council to an outside body

3.4 It is not considered that reclaiming expenses (e.g. travelling to outside body meetings) is classed as 'remuneration' and will not therefore be classed as a DPI.

3.5 This has implications with regards to taking part in decisions at the Council relating to the outside body for which the member holds any paid office. The Member must declare a DPI and leave the room for that item. Failure to do so will leave councillors exposed to complaints that they have broken the Code of Conduct and it is also potentially a criminal offence under the Localism Act.

4. PREDISPOSITION, BIAS AND PREDETERMINATION

4.1 Whilst not part of the Code of Conduct, bias and predetermination are frequently linked to questions of interests and whether a member can make a judgement in the public interest.

4.2 Bias and predetermination make a Council's decision challengeable with wider implication for the Council.

4.3 Predisposition is a legally acceptable position and is where a member is predisposed to a particular view but has not made up his/her mind on the matter. The member may still participate in the debate and vote.

4.4 Bias (or presumed bias) is where a member has actual bias towards a particular outcome (or might reasonably be presumed to be biased to a particular view).

4.5 Predetermination is where a member has made up his or her mind in advance and has closed his or her mind to other outcomes. Where predetermination and bias exist, the Member should not participate or vote on a matter.

4.6 In relation to outside bodies, the general principle is that a member should not participate in Council decision-making where his/her outside interests are such that s/he allows those outside interests unfairly to influence his/her decision. A member should not, when participating on one authority, allow his/her decision to be determined by the interests of the other authority; the matter must be decided on the broader public interest.

5. LEGAL IMPLICATIONS

5.1 The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests, a requirement for a local code, Registers of interests and new rules on dispensations.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications to this report.

7. RISK MANAGEMENT

7.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

8. OTHER CONSIDERATIONS

Corporate priorities engaged:	Community Life
Statutory powers:	The Localism Act 2011 Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
Considerations of equality and human rights:	Not applicable
Biodiversity considerations:	Not applicable
Sustainability considerations:	Not applicable
Crime and disorder implications:	Not applicable
Background papers:	CP&R Scrutiny Committee 20 November 2014

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Understanding when relevant interests need to be declared	Failure to declare a relevant interest	4	2	8	↔	Ensuring that Members understand what interests should be declared and the appropriate point to do so	Monitoring Officer

Direction of travel symbols ↓ ↑ ↔

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AGENDA
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SOUTH HAMS DISTRICT COUNCIL

AGENDA
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10

NAME OF COMMITTEE	Corporate Performance & Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	Request to grant General Dispensations
Report of	Monitoring Officer
WARDS AFFECTED	All

Summary of report:

To reconsider granting General Dispensations to all Members for the next Council term.

Financial implications:

There are no financial implications to this report.

RECOMMENDATION:

That General Dispensations are granted to all dual-hatted Members of South Hams District Council to speak and vote on matters set out in paragraphs 1.4 and 1.5 of this report from the Annual Meeting in May 2015 until the Annual Meeting in May 2019

Officer contact:

Catherine Bowen (Community of Practice Lead Specialist (Legal) and Monitoring Officer)

Email: Catherine.Bowen@swdevon.gov.uk

1. GENERAL DISPENSATIONS

1.1 The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests and new rules on dispensations as part of the new standards arrangements.

1.2 It is a criminal offence for Members to fail to register a Disclosable Pecuniary Interest or to speak and/or vote where they have a Disclosable Pecuniary Interest unless they have obtained a dispensation.

1.3 The Council has delegated powers to the CP&R Scrutiny Panel and (in specified circumstances) to the Monitoring Officer to grant dispensations for a specified period of up to a maximum of four years, on the following grounds:

- 1.3.1 That so many members of the Council have disclosable pecuniary interests in a matter that it would impede the transaction of the business (i.e. it would otherwise be inquorate).
- 1.3.2 That without the dispensation, the representation of different political groups on the Council would be so upset as to alter the outcome of any vote on the matter.
- 1.3.3 That the Council considers that the dispensation is in the interests of persons living in the Council's area.
- 1.3.4 That without a dispensation no member of the Executive would be able to participate on the matter
- 1.3.5 That the Council considers that it is otherwise appropriate to grant a dispensation.

1.4 In October 2012 this Committee granted a general dispensation to all members until May 2015 to speak and vote where they would otherwise have a Disclosable Pecuniary Interest in the following matters:

- 1.4.1 Housing: where the Councillor (or spouse or partner) holds a tenancy or lease with the Council as long as the matter does not relate to the Councillor's particular tenancy or lease
- 1.4.2 Statutory sick pay: if a Councillor receives this or is entitled to receive it
- 1.4.3 An Allowance, travelling expense, payment or indemnity for Councillors
- 1.4.4 Any ceremonial honour given to Members
- 1.4.5 Setting the Council Tax or a Precept

1.5 In November 2014 this Committee granted a general dispensation to all dual-hatted Members of South Hams District Council until May 2015 to speak and vote on matters where they are a member of another local authority and in receipt of a Members' Allowance.

1.6 General Dispensations may be granted for a maximum of four years and the dispensations granted in October 2012 and November 2014 expire in May 2015. Members need to reconsider the General Dispensations listed in paragraphs 1.4 and 1.5 with a view to granting new Dispensations in the same terms for the four year term of the next Council i.e. from May 2015 to May 2019.

2. LEGAL IMPLICATIONS

2.1 The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests, the requirement for a local Code, Registers of interests and new rules on dispensations.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications to this report.

4. RISK MANAGEMENT

4.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

5. OTHER CONSIDERATIONS

Corporate priorities engaged:	Community Life
Statutory powers:	The Localism Act 2011 Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
Considerations of equality and human rights:	Not applicable
Biodiversity considerations:	Not applicable
Sustainability considerations:	Not applicable
Crime and disorder implications:	Not applicable
Background papers:	CP&R Scrutiny Committee 4 October 2012 and 20 November 2014

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Failure to grant a general dispensation	Members would need to declare Disclosable Pecuniary Interests and not partake in business of the Council	4	2	8	↔	Recommendations for General Dispensations have been made for adoption by the Council	Monitoring Officer

Direction of travel symbols ↓ ↑ ↔

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11

SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM

11

NAME OF COMMITTEE	Corporate Performance & Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	Request to grant Dispensation for Cllr Carson
Report of	Monitoring Officer
WARDS AFFECTED	All

Summary of report:

To reconsider granting a Dispensation to Cllr Carson in respect of his request attached at Appendix A.

Financial implications:

There are no direct financial implications to this report.

RECOMMENDATION:

To consider the request for a dispensation attached at Appendix A and

Officer contact:

Catherine Bowen (Community of Practice Lead Specialist (Legal) and Monitoring Officer)

Email: Catherine.Bowen@swdevon.gov.uk

1. GENERAL DISPENSATIONS

1.1 The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests and new rules on dispensations as part of the new standards arrangements.

1.2 The Council has delegated powers to the CP&R Scrutiny Panel and (in specified circumstances) to the Monitoring Officer to grant dispensations to enable a member to participate in a matter where s/he would otherwise have a disclosable pecuniary interest (DPI). Dispensations may be granted on the following grounds:

- 1.2.1 That so many members of the Council have disclosable pecuniary interests in a matter that it would impede the transaction of the business (i.e. it would otherwise be inquorate).
- 1.2.2 That without the dispensation, the representation of different political groups on the Council would be so upset as to alter the outcome of any vote on the matter.
- 1.2.3 That the Council considers that the dispensation is in the interests of persons living in the Council's area.
- 1.2.4 That without a dispensation no member of the Executive would be able to participate on the matter
- 1.2.5 That the Council considers that it is otherwise appropriate to grant a dispensation.

1.3 Dispensations may be granted for a maximum of four years and may be granted to enable the Councillor to speak only, or to speak and vote.

1.4 In considering whether or not to grant a dispensation, members will have regard to the following criteria:

- 1.4.1 Whether the nature of the Member's interest is such that to allow him/her/them to participate would not damage public confidence in the conduct of the Council's business.
- 1.4.2 Whether the interest is common to the Member and a significant proportion of the general public;
- 1.4.3 Is the participation of the Member in the business that the interest relates to justified by a member's particular role or expertise?
- 1.4.4 Whether the interest is trivial or remote.

2. APPLICATION BY CLLR B CARSON

2.1 An application for a dispensation has been received by Cllr Carson and is attached at Appendix A.

2.2 The Councillor is a representative on Devon & Cornwall Housing (DCH) for which he receives a payment which means that he has a DPI in matters relating to DCH. The Councillor therefore must declare a DPI in such matters and leave the meeting room for that item.

2.3 Cllr Carson has asked for a dispensation in order to enable him to participate in issues relating to DCH from today until May 2015 and he has requested to speak only and not vote. The Councillor's reasons are set out on the attached application form at Appendix A.

3. LEGAL IMPLICATIONS

3.1 The Localism Act 2011 and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced Disclosable Pecuniary Interests, and new rules on dispensations.

3.2 The Council's adopted procedures require requests for dispensations (other than under ground 1) to be considered and determined by the Corporate Performance & Resources Scrutiny Panel, having regard to the particular circumstances of each case and in accordance with the criteria.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications to this report.

5. RISK MANAGEMENT

5.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

6. OTHER CONSIDERATIONS

Corporate priorities engaged:	Community Life
Statutory powers:	The Localism Act 2011 Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
Considerations of equality and human rights:	Not applicable
Biodiversity considerations:	Not applicable
Sustainability considerations:	Not applicable
Crime and disorder implications:	Not applicable
Background papers:	None
Attachments	Appendix A: Request for dispensation by Cllr Carson

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Request to grant a dispensation to allow participation in matter when otherwise the councillor would have a DPI	To consider whether to grant a dispensation in the terms requested to enable the Councillor to particulate in the matter in which he has a DPI.	4	2	8	↔	Complying with the application process for a dispensation and the Panel to consider the application.	Monitoring Officer

Direction of travel symbols ↓ ↑ ↔

Guidance on Dispensation Requests

The Law

The Localism Act 2011 provides rules on Dispensations from the prohibition of members from participating in matters in which s/he has a Disclosable Pecuniary Interest.

Requests for Dispensations

Grounds:

A dispensation can be granted on the following grounds to enable a member to speak and/or vote where s/he would otherwise have a disclosable pecuniary interest:

1. That so many members of the Council have disclosable pecuniary interests in a matter that it would impede the transaction of the business (i.e. it would otherwise be inquorate).
2. That without the dispensation, the representation of different political groups on the Council would be so upset as to alter the outcome of any vote on the matter.
3. That the Council considers that the dispensation is in the interests of persons living in the Council's area.
4. That without a dispensation no member of the Executive would be able to participate on the matter
5. That the Council considers that it is otherwise appropriate to grant a dispensation.

How to apply

A dispensation request must be made to the Monitoring Officer in writing or by email addressed to Catherine Bowen, Monitoring Officer, South Hams District Council, Catherine.Bowen@swdevon.gov.uk.

Please submit a dispensation request well in advance of the date of the meeting for which the dispensation is sought and in any event, other than in exceptional circumstances, the dispensation request should be submitted **not less than 10 clear days** prior to the date of the meeting to which the dispensation request relates.

Criteria

The following **Criteria** will be considered in determining whether to grant dispensation requests:

1. Whether the nature of the Member's interest is such that to allow him/her/them to participate would not damage public confidence in the conduct of the Council's business.

South Hams District Council

2. Whether the interest is common to the Member and a significant proportion of the general public; *if this is the case a dispensation is more likely to be granted.*
3. Is the participation of the Member in the business that the interest relates to justified by a member's particular role or expertise?
4. Whether the interest is trivial or remote; *if this is the case a dispensation is more likely to be granted.*

Procedure for Granting Dispensation Requests

- (i) Requests under Ground 1 may be granted by the Monitoring Officer
- (ii) Dispensation Requests for any other grounds will be considered by the Corporate Performance & Resources Scrutiny Committee
- (iii) Where it is not expedient to wait until the next scheduled Committee meeting, a Dispensation Request may be granted under (ii) above by:
 - the Monitoring Officer in consultation with the Chairman and Vice Chairman of the CP& R Scrutiny Committee, or
 - a CP&R Scrutiny subcommittee
- (iv) Dispensations may be granted:
 - To speak only
 - To speak and vote
 - For a maximum of four years

Bias and Predetermination

You should note that there may be circumstances where you do not have a Disclosable Pecuniary Interest but where it would be inappropriate for you to speak and vote on any matter by reason that you may be biased (or perceived to be biased) if you were to do so. For example, speaking and voting on a planning application relating to a close family member or neighbour. A dispensation cannot be granted in such circumstances to enable you to speak and vote.

Moreover it is extremely unlikely that a dispensation will be granted in respect of a Disclosable Pecuniary Interest where circumstances of bias or predetermination may arise. For further information please contact the Monitoring Officer.

General Dispensations to District Councillors

At its meeting on **4 October 2012** the Corporate Performance & Resources Scrutiny Committee granted a **General Dispensation**:

- to all Members of South Hams District Council
- until May 2015
- to enable Members to speak and vote at meetings of the Council (as defined in the Code of Conduct) relating to:
 - **Housing**: where the Councillor (or spouse or partner) holds a tenancy or lease with the Council as long as the matter does not relate to the Councillor's particular tenancy or lease
 - **Statutory sick pay**: if a councillor receives this or is entitled to receive it
 - An **Allowance**, travelling expense, payment or indemnity for Councillors
 - Any **ceremonial honour** given to Members
 - Setting the **Council Tax or a Precept**

At its meeting on **20 November 2014** the Corporate Performance & Resources Scrutiny Committee granted a **General Dispensation to**:

- **all dual-hatted Members of South Hams District Council to speak and vote on matters where they are a member of another local authority and in receipt of a Members' Allowance, from the date of this decision until May 2015**

Where a Member is unsure whether these General Dispensations apply to his/her particular circumstances, s/he is advised to make a specific request to the Monitoring Officer.

Dispensation Request

<p>Name of Councillor</p>	<p>Cllr Bryan Carson</p>
<p>Nature and description of interest for which dispensation sought:</p>	<p>As an SHDC Member representative on the CIC Board of DC Housing for which I receive an allowance I need a dispensation to be able to participate in any Council matters which involve DCH</p>
<p>Period for which dispensation is sought.</p> <p>Note:</p> <ul style="list-style-type: none"> • This may be for a maximum period of 4 years. • Where a dispensation is sought for a particular meeting, please specify date of meeting. 	<p>Present – May 2015</p>
<p>Grounds on which the dispensation is sought:</p> <ul style="list-style-type: none"> • Please refer to grounds set out in the attached guidance. • Please provide supporting reasons as to why you consider the dispensation request should be granted. • Please state whether you are seeking a dispensation to speak and to vote or to speak only on the particular matter. 	<p>The point of my being the SHDC representative on the DCH Board is so that I can discuss relevant issues regarding housing with Members, and support meetings between senior representatives from DCH and the Members. I am also required to report back to the Council but without the dispensation I am unable to do so</p> <p>Clearly matters regarding social housing are in the interests of people living in the Council area. The Council has already considered it appropriate to grant dispensations to dual-hatted Members I have had long experience of membership of social housing providers having previously served on TOR Homes Board and therefore have considerable knowledge and expertise in this area.</p> <p>I am seeking a dispensation to speak only.</p>

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SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM
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NAME OF COMMITTEE	Corporate Performance & Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	Performance Report
Report of	Executive Director (Resources)
WARDS AFFECTED	All Wards

Summary of report:

To provide Members with information on Key Performance Indicators at the end of quarter 2 for 2014-15. The information is set out with the Balanced Scorecard showing broad performance levels. Further information for those indicators at 'red' status is provided along with a standard information report giving background information and context to workload.

Financial implications:

There are no financial implications directly related to this report.

RECOMMENDATIONS:

1. That Members note the Key Performance Indicators for Quarter 2 and consider the action detailed to improve future performance.
2. That Members consider any appropriate action for Indicators at 'Red' status for two consecutive quarters as detailed in 2.4 of this report.

Officer contact:

Tracy Winser, Executive Director (Resources) 01803 861277
Tracy.Winser@swdevon.gov.uk

1. BACKGROUND

- 1.1 The current set of indicators came from a review of all performance indicators, which was undertaken by a Task and Finish Group in 2011/12. Since then changes have been made by both Members and Officers to ensure that the indicators are meaningful and useful.

2. ISSUES FOR CONSIDERATION

- 2.1 Appendix A contains the Balanced Scorecard Report to display the high level performance information.
- 2.2 Appendix B relates to data only performance indicators and is the background report that contains the information that sits behind the Balanced Scorecard for context.
- 2.3 The exception report towards the end of appendix B shows all indicators currently 'Red' and also the performance status for the last quarter along with the management response to explain the current level of performance.
- 2.4 There are four indicators that are 10% or more below target.

Two of these have been at red status for two or more consecutive quarters, therefore these require a minuted response of the action required:

- ICT & CS: Average call answer time
 - PEC: % of Planning applications determined within statutory time frame (other)
- 2.5 To assist Members with actions that may be required to address performance of the above, Appendix C provides a list of suggested responses. This list is not exhaustive and merely provides examples for reference.
 - 2.6 As requested by Members, Appendix D shows the Balanced Scorecard for the same period at West Devon.

3. LEGAL IMPLICATIONS

- 3.1 Within the Constitution, the Corporate Performance & Resources Scrutiny Panel oversees performance management at the authority to ensure that poor and deteriorating performance is addressed.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly related to this report.

5. RISK MANAGEMENT

The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

6. OTHER IMPLICATIONS

Corporate priorities engaged:	Community Economy Environment Housing
Statutory powers:	Local Government Act 2000
Considerations of equality and human rights:	There are no equality implications as a result of this report.
Biodiversity considerations:	There are no biodiversity implications as a result of this report.
Sustainability considerations:	There are no sustainability implications as a result of this report
Crime and disorder implications:	There are no crime and disorder implications as a result of this report.
Background papers:	
Appendices attached:	Appendix A – Balanced Scorecard Appendix B – Background and Exception Report Appendix C – Actions available to address performance

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
G11-05	Poor performance leading to poor service delivery and damage to Council's reputation	Failure to adequately monitor and report on Local Performance Indicators. Managers not accepting/paying lip service only to best practice and improvement initiatives or failure to engender an improvement and performance management culture will increase the risk to the Council and it's reputation.	3	2	6	↔	Performance monitored by senior management and actions taken to address poor performance and react to downward trends.	SMT
G11-06	Failure to effectively manage change	There will be a need to ensure that any change within the organisation (whether imposed internally or externally) is effectively managed.	4	2	8	↔	Review of improvements and management actions in response to failing performance should increase the effectiveness of change management within the organization. More visible responsiveness to failing performance should reduce the resistance to change making management easier.	SMT
CX1 1 - 03	Leadership & Management	Ineffective Leadership and management	2	1	2	↔	Emphasis placed on middle managers responding to operational issues and drive performance whilst Heads of Service monitor and take action when needed	CX & SMT

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Appendix A - Corporate Balanced Scorecard 2014-15 Q2

South Hams District Council

Community/Customer

Q1	Q2	
●	●	ES: Car parking tickets sold (Yearly comparison)
●	●	ES: Car parking season tickets sold (Yearly comparison)
●	●	ES: Overall Recycling rate %
●	●	ES: Residual waste per household
●	●	ICT & CS: Average Call Answer Time
●	●	ICT & CS: % of enquiries resolved at first point of contact

Financial

Q1	Q2	
●	tbc	Assets: Employment estates Income (Cumulative)
●	tbc	PEC: Total income collected: Pre-Apps, Apps etc
●	tbc	ES: Car Parking income (Cumulative)
●	tbc	ES: Trade Waste: Projected Net Income
●	tbc	FA: % invoices paid on time
●	●	ICT & CS: Non-domestic Rates Collected
●	●	ICT & CS: Council Tax Collection
●	●	PEC: Income Collected – Land Charges
●	●	AS: Dartmouth Ferry Income Cumulative
●	●	T18: Programme on budget

Processes

PEC

Q1	Q2	
●	●	PEC: % of Applications determined within statutory time frame (Major/Minor/Other)
●	●	

Environmental Health

Q1	Q2	
●	●	EH: Time taken to process Disabled Facilities Grant (Fast track)
●	●	EH: Avg Time to serve notice or close complaints

ICT & CS

Q1	Q2	
●	●	ICT & CS: Avg End to End time (New Claims)
●	●	ICT & CS: Avg End to End time (Change of circumstances)

Performance

Q1	Q2	
●	●	EH: % of nuisance complaints resolved at informal stage
●	●	Assets: Employment Estate Occupancy Level
●	●	CS: Avg days short term sickness/FTE
●	●	T18: Programme timescales on track

Key

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

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Appendix B - Scrutiny Report - 2014-15 Q2 SHDC

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 Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
<p>EH: Volume of nuisance complaints</p> <p>Number of nuisance complaints. The comments show the breakdown of unjustified and unjustified complaints.</p>	Ian Luscombe	550	Reported for Quarters			150	344	Of the total nuisance complaints <i>closed</i> by the council in Quarter 2, 150 out of 154 alleged nuisances were under our jurisdiction (EH officers often offer guidance and signposting in the other cases to provide a better customer service). 150 out of the 150 nuisances investigated were dealt with informally, saving time and money.
<p>EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)</p> <p>The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.</p>	Drew Powell	79	Reported for Quarters			92	213	This figure relates to 29 Disabled Facilities Grant cases completed in this quarter. The portion of this process under the council's full control is performing well. Average time for this portion is 2 work days.
<p>PEC: Active Applications (at end of month) Pre-App & Applications</p> <p>The total number of active applications which gives an overview of the workload for the Planning department. This is broken down into Pre-Applications and Applications.</p>	Justine Gosling	Pre-App App	376 480	413 490	386 421	1175 1391	n/a not measured as cumulative	It is pleasing to note that our customers continue to use the pre-application service and that we are actively dealing with these cases. Officers are working to close speculative pre-application enquiries which currently remain open as we have not received further information from customers. Active Application numbers are slowly reducing, but a high number received in October may skew the next quarters numbers.

PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
<p>PEC: Compliments & Complaints (Justified/Non-Justified split)</p> <p>Detailing the ratio between justified planning complaints (valid complaints about something we did wrong or omitted to do) and non-justified complaints.</p>	Malcolm Elliott	Compliment Just Non-Just	2 4 3	3 3 1	1 5 2	6 12 6	18 17 11	<p>A number of the justified complaints in this quarter relate to the same application - customers were unhappy about the outcome and the way the application was processed. However, we again, have needed to spend significant resources dealing with unjustified complaints regarding unpopular decisions.</p> <p>It is pleasing that customers still take the time to compliment our hard work and the service we provide.</p>
<p>PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)</p> <p>Breakdown of justified complaints - Process (Ps), Statutory Procedure (SP), Person (Pn) & Communication (C).</p>	Malcolm Elliott	Ps S.P. Pn C	0 0 0 3	0 0 0 4	3 0 0 0	3 0 0 7	4 0 0 10	<p>A number of the justified complaints in this quarter relate to the same application - customers were unhappy about the outcome and the way the application was processed.</p>
<p>PEC: Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)</p> <p>The number of enforcement cases resolved by specific action - enforcement action (EA), retrospective planning application (RPA), remedial action (RA) or no breach found (NBF).</p>	Helen Smart	E.A. R.P.A. R.A. N.B.F.	0 3 1 19	2 1 1 7	1 2 1 14	2 6 3 40	8 17 9 81	<p>Officers continue to investigate a large number of cases many of which are found to have not breaches. Additional resource is now in place to reduce the outstanding cases which have built up owing to the number of very time consuming enforcement issues recently.</p>
<p>ES: PCNs: issued</p> <p>The number of Penalty Charge</p>	Cathy Aubertin	5939	690	644	852	2186	4322	<p>The issue of PCNs is a little up on the second quarter of the last couple of years.</p>

PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
Notices issued. View in conjunction with those cancelled.								
ES: PCNs: cancelled The number of Penalty Charge Notices cancelled. View in conjunction with those issued.	Cathy Aubertin	1205	115	111	59	285	693	13% of PCNs issued were cancelled. This indicates a positive decline on last year.
ES: Car parking income (Cumulative) The total Income Collected by Car Parks (shown as a cumulative figure over the financial year).	Cathy Aubertin	£2,878,744	n/a	n/a	n/a		n/a	The Council's budget monitoring reports report income received against income targets for the Council's income streams and therefore these figures are reported elsewhere on a quarterly basis.
ICT & CS: No. of benefit applications Total number of New Housing Benefit/Council Tax Benefit Claims calculated.	Gill Bray	1586	104	90	103	222	544	New Claims
ICT & CS: Preventing Homelessness	Liz Edgecombe	346	37	30	30	72	162	To be reported annually from now on.
ICT & CS: Percentage of Council Tax Collected (cumulative) The percentage of Council Tax collected by the authority	Kate Hamp	98.76%	39.68%	48.38%	57.22%	57.22%	n/a	There has been a slight reduction in the collection rate compared to last year. Changes to the Council Tax Reduction scheme have had an adverse affect on the collection rate, however we are also finding that those customers who don't qualify for CTR are also struggling to pay
ICT & CS: Percentage of Non-domestic Rates Collected (cumulative) The percentage of non-domestic rates due for the financial year	Kate Hamp	98.55%	39.37%	47.24%	56.23%	56.23%	n/a	There is a reduction in the collection rate compared to last year. The re-billing of a single large ratepayer meant no June Direct Debit (£318k or 1% on collection rate) was received. Two other refunds to large ratepayers have been made in 2014, but

PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

which were received by the authority								£434k (or 1.45% on collection rate) of this relates to previous years. The Government has also introduced legislation to allow businesses to pay their rates bills by 12 monthly instalments (instead of 10). The majority of larger businesses are now paying over 12 months, which will have a negative impact on collection rates achieved during the year until the final quarter
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Kate Hamp	190	Assets: 1 Corporate Services: 0 Environment Services: 26 Environmental Health: 1 Finance & Audit: 0 ICT & CS: 21 Planning, Economy & Community: 18	67	129			
All: Compliments received Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Kate Hamp	354	Reported for Quarters	31	80			
CS: Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	2743.9	Reported for Quarters	816	1426			The figure for this quarter has remained high due to continuing long term sickness in Environmental Services which is being carefully managed. Due to two members of staff within Environmental Services having now left the Council's employment, we are hoping to see this figure reduce.
CS: Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	1330.87	Reported for Quarters	378.19	640.92			Short term absence has risen slightly on the same period last year, however this remains under target.
ICT & CS: Top 5 call types	Kate Hamp	-	1. Council Tax make a payment over the phone 2. Report a first missed waste	-	-			The introduction of Council Tax Reduction continues to heavily influence the top 5 call types.




PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

			collection 3. Council Tax discount enquiry 4. Council Tax set up a direct debit over the phone 5. Council Tax change of circumstances					
ICT & CS: Top 5 website views/trend	Kate Hamp	-	1. Planning Application Search 2. Contact Us 3. Recycling & Waste 4. Dartmouth Park and Ride 5. Dartmouth Lower Ferry			-	-	Interest in transport to and from Dartmouth was particularly evident in the lead up to Dartmouth Regatta, therefore highlighting the effective use of the website to deal with seasonal issues.
ICT & CS: % of customer contact through online interaction Demonstrating channel shift	Kate Hamp	-	Reported for Quarters			13%	11.5%	Online interaction continues to improve via the SH site.
ICT & CS: Total number of interactions	Kate Hamp	-	Reported for Quarters			7127	12089	Transactions saw a significant increase in Q2 due to the Open Registry Elections form being heavily used.
ICT & CS: Average call answer time The average time in minutes for a call to be answered. This time shows as an average over each month	Kate Hamp		3.09	3.01	2.16	2.48	2.0	Despite successful implementation of key areas of the performance improvement plan established in Q1 a number of events have led to unprecedented call volumes during this quarter. At the start of August approx. 56000 letters went out to electors informing them of the changes to Individual Registration, poor wording on the letters issued by the Electoral Commission led to a large rise in call volumes (267 July and 1266 August). Calls related to Council Tax Reduction have had a big impact on the contact centre as volume, complexity and therefore call length has increased. In addition the introduction of Benefits calls to CST (an increase of over 1000 calls on average each month) has meant that the average call answer time has increased.


PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

								Two additional staff have been appointed to focus primarily on Council Tax related calls.
ICT & CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Kate Hamp	61%	Reported for Quarters			70.58%	74.09%	Calls dealt with at first point of contact remain above target. Growth in this area is constrained by current processes and with the changes being introduced under the T18 programme should continue to rise steadily.

Exception Report

Code and Name	Managed by	Status last Qtr	Last Qtr	July 2014	Aug 2014	Sept 2014	Q2 2014/15		Action Response
			Q1	Value	Value	Value	Value	Target	
Page 45 PEC: Processing of Planning Applications (Minor applications)	Justine Gosling		59.55%	59.46%	43.24%	42.11%	48.21%	65%	<p>The ever changing staffing position at South hams has posed particular problems and pressures which inevitable impacts on service performance. Whilst staff turnover can be absorbed in the short term this is much less sustainable over longer periods. We have been employing agency staff for over three years, initially to deal with workload backlog but more recently to provide cover for the loss of permanent staff. We endeavour keep our customers up to date with the progress of applications and agree, where necessary, extensions of time to make decisions.</p> <p>I can ensure members that all officers make every effort to maintain a good level of service which is essential if confidence in our ability to continue to deliver a good planning service is to continue. Team leaders are working closely with the team to ensure that workloads are managed more effectively to improve performance.</p>
	Justine Gosling		68.09%	58%	66.67%	61.91%	61.94%	80%	<p>As for Minor applications, the staffing position increases pressure of officers and impacts service performance. Team leaders are working closely with the team to ensure that workloads are managed more effectively to improve performance.</p>
	Kate Hamp		1.25	3.09	3.01	2.16	2.48	1	<p>Despite successful implementation of key areas of the performance improvement plan established in Q1 a number of events have led to unprecedented call volumes during this quarter. At the start of August approx. 56000 letters went</p>
The average time in minutes									

PI Code & Short Name	Managed By	2013/14 Total	July 2014	Aug 2014	Sept 2014	Q2 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

Code and Name	Managed by	Status last Qtr	Last Qtr	July 2014	Aug 2014	Sept 2014	Q2 2014/15		Action Response
			Q1	Value	Value	Value	Value	Target	
for a call to be answered. This time shows as an average over each month.									<p>out to electors informing them of the changes to Individual Registration, poor wording on the letters issued by the Electoral Commission led to a large rise in call volumes (267 July and 1266 August). Calls related to Council Tax Reduction have had a big impact on the contact centre as volume, complexity and therefore call length has increased. In addition the introduction of Benefits calls to CST (an increase of over 1000 calls on average each month) has meant that the average call answer time has increased.</p> <p>Two additional staff have been appointed to focus primarily on Council Tax related calls.</p>
ES1a: Dartmouth Ferry Income	Trevor Finch		-8.99%	Reported for Quarters			-16.41%	0.1%	Traffic volumes lower than expected and poor weather during Dartmouth Regatta.

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Responses from Scrutiny responding to 2 consecutive quarters at 'Red' status:

	Response	Result	Consequences for response (inc resourcing issues, etc)
1	Agree with Action response	Trust that Middle Managers interpretation of situation and response will rectify falling performance over time	No additional resource above effort proposed by Middle manager
2	Query Action response	Agree with interpretation of situation but express concern over the level of the response	No additional resource above effort proposed by Middle manager.
3	Request further details on the action responses undertaken so far	Assessment of management responses taken so far and their effectiveness.	Middle manager resources required, will pull form operational management time. HoS resources also required. Response at Scrutiny could be sufficient.
4	Request report on ongoing issues	Deeper understanding of the causes of falling performance	Middle manager resources required for explaining actions, additional Business Development Team support for analysing data, where capacity allows.
5	Set up Task & Finish Group	T&F group organised with clear goals and timescales	Large resource requirement from both Cllrs and Officers. Longer lead time for results but useful for reframing goals of service area
6	Request Service Review	Systems review process becomes high priority and scheduled to commence as soon as current review schedule allows	Large resource requirement both in Business Development Team and service area undergoing review. Need for robust understanding of problem to be resolved. Longer lead time for results. Schedule agreed by SMT

Members should note that the additional resource requirements for options 3-6, especially options 5 & 6, will impact on service level and performance themselves so should only be undertaken when a clear need is identified.

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SOUTH HAMS DISTRICT COUNCIL

AGENDA
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NAME OF COMMITTEE	Corporate Performance & Resources Scrutiny Panel
DATE	19 February 2015
REPORT TITLE	Performance Report
Report of	Executive Director (Resources)
WARDS AFFECTED	All Wards

Summary of report:

To provide Members with information on Key Performance Indicators at the end of quarter 3 for 2014-15. The information is set out with the Balanced Scorecard showing broad performance levels. Further information for those indicators at 'red' status is provided along with a standard information report giving background information and context to workload.

Financial implications:

There are no financial implications directly related to this report.

RECOMMENDATIONS:

1. That Members note the Key Performance Indicators for Quarter 3 and consider the action detailed to improve future performance.
2. That Members consider any appropriate action for Indicators at 'Red' status for two consecutive quarters as detailed in 2.4 of this report.

Officer contact:

Tracy Winser, Executive Director (Resources) 01803 861277
Tracy.Winser@swdevon.gov.uk

1. BACKGROUND

- 1.1 The current set of indicators came from a review of all performance indicators, which was undertaken by a Task and Finish Group in 2011/12. Since then changes have been made by both Members and Officers to ensure that the indicators are meaningful and useful.

2. ISSUES FOR CONSIDERATION

- 2.1 Appendix A contains the Balanced Scorecard Report to display the high level performance information.
- 2.2 Appendix B relates to data only performance indicators and is the background report that contains the information that sits behind the Balanced Scorecard for context.
- 2.3 The exception report towards the end of appendix B shows all indicators currently 'Red' and also the performance status for the last quarter along with the management response to explain the current level of performance.
- 2.4 There are three indicators that are 10% or more below target.

Two of these have been at red status for two or more consecutive quarters, therefore these require a minuted response of the action required:

- ICT & CS: Average call answer time
 - PEC: % of Applications determined within statutory time frame (Minor)
- 2.5 To assist Members with actions that may be required to address performance of the above, Appendix C provides a list of suggested responses. This list is not exhaustive and merely provides examples for reference.
- 2.6 As requested by Members, Appendix D shows the Balanced Scorecard for the same period at West Devon.

3. LEGAL IMPLICATIONS

- 3.1 Within the Constitution, the Corporate Performance & Resources Scrutiny Panel oversees performance management at the authority to ensure that poor and deteriorating performance is addressed.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly related to this report.

5. RISK MANAGEMENT

The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

6. OTHER IMPLICATIONS

Corporate priorities engaged:	Community Economy Environment Housing
Statutory powers:	Local Government Act 2000
Considerations of equality and human rights:	There are no equality implications as a result of this report.
Biodiversity considerations:	There are no biodiversity implications as a result of this report.
Sustainability considerations:	There are no sustainability implications as a result of this report
Crime and disorder implications:	There are no crime and disorder implications as a result of this report.
Background papers:	
Appendices attached:	Appendix A – Balanced Scorecard Appendix B – Background and Exception Report Appendix C – Actions available to address performance

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
G11-05	Poor performance leading to poor service delivery and damage to Council's reputation	Failure to adequately monitor and report on Local Performance Indicators. Managers not accepting/paying lip service only to best practice and improvement initiatives or failure to engender an improvement and performance management culture will increase the risk to the Council and it's reputation.	3	2	6	↔	Performance monitored by senior management and actions taken to address poor performance and react to downward trends.	SMT
G11-06	Failure to effectively manage change	There will be a need to ensure that any change within the organisation (whether imposed internally or externally) is effectively managed.	4	2	8	↔	Review of improvements and management actions in response to failing performance should increase the effectiveness of change management within the organization. More visible responsiveness to failing performance should reduce the resistance to change making management easier.	SMT
CX1 1 - 03	Leadership & Management	Ineffective Leadership and management	2	1	2	↔	Emphasis placed on middle managers responding to operational issues and drive performance whilst Heads of Service monitor and take action when needed	CX & SMT

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Appendix A - Corporate Balanced Scorecard 2014-15 Q3

South Hams District Council



Community/Customer

Q2	Q3	
●	●	ES: Car parking tickets sold (Yearly comparison)
●	●	ES: Car parking season tickets sold (Yearly comparison)
●	●	ES: Overall Recycling rate %
●	●	ES: Residual waste per household
●	●	ICT & CS: Average Call Answer Time
●	●	ICT & CS: % of enquiries resolved at first point of contact

Processes

PEC

Q2	Q3	
●	●	PEC: % of Applications determined within statutory time frame (Major/Minor/Other)
●	●	

Environmental Health

Q2	Q3	
●	●	EH: Time taken to process Disabled Facilities Grant (Fast track)
●	●	EH: Avg Time to serve notice or close complaints

ICT & CS

Q2	Q3	
●	●	ICT & CS: Avg End to End time (New Claims)
●	●	ICT & CS: Avg End to End time (Change of circumstances)

Financial

Q2	Q3	
●	Report annually Q4	Assets: Employment estates Income (Cumulative)
●	As above	PEC: Total income collected: Pre-Apps, Apps etc
●	As above	ES: Car Parking income (Cumulative)
●	As above	ES: Trade Waste: Projected Net Income
●	As above	FA: % invoices paid on time
●	●	ICT & CS: Non-domestic Rates Collected
●	●	ICT & CS: Council Tax Collection
●	●	PEC: Income Collected – Land Charges
●	As above	AS: Dartmouth Ferry Income Cumulative
●	●	T18: Programme on budget

Performance

Q2	Q3	
●	●	EH: % of nuisance complaints resolved at informal stage
●	●	Assets: Employment Estate Occupancy Level
●	●	CS: Avg days short term sickness/FTE
●	●	T18: Programme timescales on track

Key

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

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Appendix B - Scrutiny Report - 2014-15 Q3 SHDC

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 Code & Short Name	Managed By	2013/14 Total	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
<p>EH: Volume of nuisance complaints</p> <p>Number of nuisance complaints. The comments show the breakdown of unjustified and unjustified complaints.</p>	Ian Luscombe	550	Reported for Quarters			113	457	Of the total nuisance complaints <i>closed</i> by the council in Quarter 3, 113 out of 115 alleged nuisances were under our jurisdiction (EH officers often offer guidance and signposting in the other cases to provide a better customer service).
<p>EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)</p> <p>The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.</p>	Drew Powell	79	Reported for Quarters			97	310	This figure relates to 28 DFG cases completed in this qtr. The portion of this process under the council's full control is performing well. Average time for this portion is 1 work day.
<p>PEC: Active Applications (at end of month) Pre-App & Applications</p> <p>The total number of active applications which gives an overview of the workload for the Planning department. This is broken down into Pre-Applications and Applications.</p>	Justine Gosling	Pre-App App	348 470	318 408	341 398	n/a not measured as cumulative	n/a not measured as cumulative	<p>October to December 2014 saw an increase in the number of applications processed but also a relatively high number being received leading to a fairly static number of pre-applications active. Encouragingly, the number of active planning applications has been reduced.</p> <p>Officers are continuing to determine approx 350 - 400 applications per month</p>

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PI Code & Short Name	Managed By	2013/14 Total	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
<p>PEC: Compliments & Complaints (Justified/Non-Justified split)</p> <p>Detailing the ratio between justified planning complaints (valid complaints about something we did wrong or omitted to do) and non-justified complaints.</p>	Malcolm Elliott	Compliment Just Non-Just	3 5 5	3 2 1	2 0 7	8 7 13	26 24 24	<p>Officers continue to focus on providing good customer service. This is reflected in the number of compliments received being higher than the number of justified complaints.</p> <p>The number of unjustified complaints shows that it continues to be necessary to ensure we provide clear reasoning for our decisions and how we come to the recommendations made.</p>
<p>PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)</p> <p>Breakdown of justified complaints – Process (Ps), Statutory Procedure (SP), Person (Pn) & Communication (C).</p>	Malcolm Elliott	Ps S.P. Pn C	0 0 0 5	0 0 0 2	0 0 0 0	0 0 0 7	4 0 0 17	<p>Justified complaints relate to communication. Officers continually try to improve communication and make our processes more customer focussed to overcome our customers concerns.</p>
<p>PEC: Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)</p> <p>The number of enforcement cases resolved by specific action - enforcement action (EA), retrospective planning application (RPA), remedial action (RA) or no breach found (NBF).</p>	Helen Smart	E.A. R.P.A. R.A. N.B.F.	3 3 1 12	0 9 3 33	20 2 0 20	23 14 4 65	31 31 13 146	<p>Good progress is being made in investigating enforcement complaints.</p> <p>High numbers of alleged breaches have been reported which are later found to have been “no breach found”. The time taken to investigate these means less resource is available to investigate more serious breaches.</p>
<p>ES: PCNs: issued</p> <p>The number of Penalty Charge Notices issued. View in conjunction with those cancelled.</p>	Cathy Aubertin	5939	570	448	307	1325	5647	<p>The issue of PCNs is a little up on the third quarter of the last couple of years.</p>

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PI Code & Short Name	Managed By	2013/14 Total	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
ES: PCNs: cancelled The number of Penalty Charge Notices cancelled. View in conjunction with those issued.	Cathy Aubertin	1205	114	74	47	235	928	17.7% of PCNs issued were cancelled.
ES: Car parking income (Cumulative) The total Income Collected by Car Parks (shown as a cumulative figure over the financial year).	Cathy Aubertin	£2,878,744	n/a	n/a	n/a		n/a	The Council's budget monitoring reports report income received against income targets for the Council's income streams and therefore these figures are reported elsewhere on a quarterly basis.
ICT & CS: No. of benefit applications Total number of New Housing Benefit/Council Tax Benefit Claims calculated.	Gill Bray	1586	137	113	91	341	885	New Claims
ICT & CS: Preventing Homelessness	Kate Hamp	346	19	24	11	54	216	This is a reduction on the same quarter in previous years.
ICT & CS: Percentage of Council Tax Collected (cumulative) The percentage of Council Tax collected by the authority	Kate Hamp	98.76%	66.48%	76.91%	86.34%	86.34%	86.34%	There has been a slight reduction in the collection rate. One likely cause of this is that reminders are being issued throughout the month in order to spread the burden of calls to the Customer Services Team. In addition, an increasing number of ratepayers have been given instalment plans which run to March 2015 in accordance with newly introduced legislation. Changes to the Council Tax Reduction scheme will also have had an adverse affect on the collection rate.
ICT & CS: Percentage of Non-domestic Rates Collected (cumulative) The percentage of non-domestic rates due for the financial year	Kate Hamp	98.55%	66.10%	75.72%	85.24%	85.24%	85.24%	The re-billing of a single large ratepayer meant no June Direct Debit (£318k or 1% on collection rate) was received. Two other refunds to large ratepayers have been made in 2014, but £434k (or 1.45% on collection rate) of this relates to previous years. The Government has also introduced legislation to allow businesses to pay their rates bills by 12 monthly instalments (instead of 10). A



PI Code & Short Name	Managed By	2013/14 Total	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

which were received by the authority								number of larger businesses are now paying over 12 months, which will have a negative impact on collection rates achieved during the year.
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Kate Hamp	190	Assets: 1 Corporate Services: 2 Environment Services: 213 Environmental Health: 4 Finance & Audit: 0 ICT & CS: 215 Planning, Economy & Community: 42	77	206	As expected, nothing exceptional to report.		
All: Compliments received Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Kate Hamp	354	Reported for Quarters	55	135	It is good to be able to feedback positive comments to staff across the organisation, this is always appreciated.		
CS: Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	2743.9	Reported for Quarters	505	1931	As expected, nothing exceptional to report.		
CS: Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	1330.87	Reported for Quarters	339	980	As expected, nothing exceptional to report.		
ICT & CS: Top 5 call types	Kate Hamp	-	1. Council Tax make a payment over the phone 2. Order recycling sacks 3. Council Tax paperless direct debit 4. Report a first missed recycling collection 5. Council Tax discount enquiry	-	-	As expected, nothing exceptional to report.		
ICT & CS: Top 5 website	Kate Hamp	-		-	-	As channel shift comes into effect, customers are		

PI Code & Short Name	Managed By	2013/14 Total	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15	2014/15 YTD	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	

views/trend			<ol style="list-style-type: none"> 1. Planning Search 2. Track Planning Application 3. Residents landing page 4. Planning landing page 5. Recycling & Waste 					accessing the self serve pages of the websites and performing actions themselves. For example, the planning search and track has the highest page views. Customers are checking planning applications online instead of requesting the information over the phone or face to face.
ICT & CS: % of customer contact through online interaction Demonstrating channel shift	Kate Hamp	-	Reported for Quarters			12%	15%	A drop was expected in OLI for Q3 as Q2 and unprecedented volumes of forms due to the open register. Q3 still shows improvement over Q1.
ICT & CS: Total number of interactions	Kate Hamp	-	Reported for Quarters			5543	17632	Q3 interactions saw a drop over Q2 which was expected due to the significant open registry removal submissions in Q2. Interactions still saw an increase over Q2 of approximately 500 when excluding open registry submissions.
ICT & CS: Average call answer time The average time in minutes for a call to be answered. This time shows as an average over each month	Kate Hamp	1.47	1.46	1.56	1.08	1.36	2.14	Although still above target Q3 shows a significant improvement on Q2. The length and complexity of Council Tax Reduction calls is still having an impact however the addition of two full time members of staff has made a noticeable difference. Extra priority has been placed on switchboard calls to ensure the main route into the council is answered quickly. We are now planning for what is expected to be an extremely busy period during annual billing, the change of council bank account and the general election. A paper has been presented to SMT to agree additional temp staff for a two month period.
ICT & CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Kate Hamp	61%	Reported for Quarters			72.08%	73.42%	Calls dealt with at first point of contact remain above target. Growth in this area is constrained by current processes and with the changes being introduced under the T18 programme should continue to rise steadily.

Exception Report

Code and Name	Managed by	Status last Qtr	Last Qtr	Oct 2014	Nov 2014	Dec 2014	Q3 2014/15		Action Response
			Q2	Value	Value	Value	Value	Target	
PEC: Processing of Planning Applications (Minor applications)	Justine Gosling		48.21%	44.68%	51.72%	47.62%	47.46%	65%	It has not been possible to achieve the performance improvements we all seek, despite the efforts by all staff. The reality is that the service has continued to experience the loss of permanent staff and the need to temporarily replace with agency staff whilst T18 progresses. It has not been possible to recruit on a permanent basis and as such this difficult period of transition continues to impact on performance. Case management measures have been put in place and whilst Government targets are not being met a month by month improvement has been seen. The service has also seen the receipt of a number of renewable proposals for turbines and solar parks which has resulted in a significant impact on officer time.
ICT&CS: Average Call Answer Time The average time in minutes for a call to be answered. This time shows as an average over each month.	Kate Hamp		2.48	1.46	1.56	1.08	1.36	1	Although still above target Q3 shows a significant improvement on Q2. The length and complexity of Council Tax Reduction calls is still having an impact however the addition of two full time members of staff has made a noticeable difference. Extra priority has been placed on switchboard calls to ensure the main route into the council is answered quickly. We are now planning for what is expected to be an extremely busy period during annual billing, the change of council bank account and the general election. A paper has been presented to SMT to agree additional temp staff for a two month period.

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Responses from Scrutiny responding to 2 consecutive quarters at 'Red' status:

	Response	Result	Consequences for response (inc resourcing issues, etc)
1	Agree with Action response	Trust that Middle Managers interpretation of situation and response will rectify falling performance over time	No additional resource above effort proposed by Middle manager
2	Query Action response	Agree with interpretation of situation but express concern over the level of the response	No additional resource above effort proposed by Middle manager.
3	Request further details on the action responses undertaken so far	Assessment of management responses taken so far and their effectiveness.	Middle manager resources required, will pull form operational management time. HoS resources also required. Response at Scrutiny could be sufficient.
4	Request report on ongoing issues	Deeper understanding of the causes of falling performance	Middle manager resources required for explaining actions, additional Business Development Team support for analysing data, where capacity allows.
5	Set up Task & Finish Group	T&F group organised with clear goals and timescales	Large resource requirement from both Cllrs and Officers. Longer lead time for results but useful for reframing goals of service area
6	Request Service Review	Systems review process becomes high priority and scheduled to commence as soon as current review schedule allows	Large resource requirement both in Business Development Team and service area undergoing review. Need for robust understanding of problem to be resolved. Longer lead time for results. Schedule agreed by SMT

Members should note that the additional resource requirements for options 3-6, especially options 5 & 6, will impact on service level and performance themselves so should only be undertaken when a clear need is identified.

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**MINUTES OF THE MEETING OF THE
CORPORATE PERFORMANCE AND RESOURCES
SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 19 FEBRUARY 2015**

Panel Members in attendance			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr K J Baldry (Vice Chairman)	∅	Cllr J D Hawkins
∅	Cllr J H Baverstock	∅	Cllr P W Hitchins
*	Cllr I Bramble	*	Cllr J W Squire
*	Cllr C G Bruce-Spencer	*	Cllr J A Westacott MBE
*	Cllr R J Foss (Chairman)		

Members in attendance and participating
Cllrs A D Barber, B E Carson, T R Holway, M F Saltern, S A E Wright and R J Tucker

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Executive Director Strategy and Commissioning (EDS&C) and Member Services Manager
8	CP&R.34/14	Strategic Lead for the Transformation Programme
9, 10, 11	CP&R.35/14, CP&R.36/14, CP&R.37/14	Monitoring Officer
12, 13	CP&R.38/14, CP&R.39/14	Customer Services Manager

CP&R.30/14 MINUTES

The minutes of the meeting of the Corporate Performance and Resources Scrutiny Panel held on 20 November 2014 were confirmed as a correct record and signed by the Chairman.

CP&R.31/14 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 none were made.

CP&R.32/14 PUBLIC FORUM

No items were raised.

CP&R.33/14 EXECUTIVE FORWARD PLAN

There were no issues raised on the Executive Forward Plan.

CP&R.34/14 T18 UPDATE

The Strategic Lead for the Transformation Programme introduced the report and advised that there was little change since the recent detailed report to Council in December. She highlighted the main areas within the report and responded to questions.

During discussion the following points were raised:

It was confirmed that a Working Group of Members were working on the finer detail of the Locality model and at their next meeting they would be moving on to look at technology and trial options;

The under and over payments referred to in the report had purely arisen from a timing issue. An over or under spend on the Programme was not predicted;

One Member was not convinced that Locality workers needed accommodation or an outstation. The Strategic Lead for the Transformation Programme advised that discussions would take place with the Locality Manager once they were appointed but the issue of outstation accommodation was also an alternative for staff who were agile working.

It was then:

RESOLVED

That the report be noted.

CP&R.35/14 THE CODE OF CONDUCT AND APPOINTMENTS TO OUTSIDE BODIES

The Monitoring Officer introduced a report that asked Members to consider the Code of Conduct implications for Members who had been appointed by the Council to serve on Outside Bodies. She confirmed that she would not recommend a blanket dispensation for Members on Outside Bodies as there were several mechanisms under which Members could be appointed.

It was then:

RESOLVED

That the report be noted.

CP&R.36/14 REQUEST TO GRANT GENERAL DISPENSATIONS

The Monitoring Officer presented a report that asked Members to grant General Dispensations to all Members for the next Council term. She advised that the existing dispensation had been set for the term of the Council.

During discussion, concerns were raised about 'dual hatted' Members having a conflict of interest, for example, in instances where a district councillor, who was also a county councillor, negotiated with the county council on behalf of the district council. Some Members felt this was not appropriate, whilst others felt it should be left to the Member concerned to declare an interest where necessary and leave the room. On such occasions, a Member stated that the negotiations were usually undertaken by officers whilst the Members provide an overview.

To conclude this item, Members agreed to allow a general dispensation to dual hatted Members for a period of one year to May 2016 and allow a general dispensation as per paragraph 1.4 of the presented agenda report for the next Municipal Council ie until May 2019.

It was then:

RESOLVED

1. That a General Dispensation be granted to all dual hatted Members of South Hams District Council to speak and vote on matters where they were a Member of another local authority and in receipt of a Members' Allowance, until May 2016; and
2. That a General Dispensation be granted to all Members of South Hams District Council to speak and vote on all matters as set out in para 1.4 of the presented agenda report until the Annual Council meeting in May 2019.

CP&R.37/14 REQUEST TO GRANT DISPENSATION FOR CLLR CARSON

[Cllr Carson left the room for this item]

The Monitoring Officer presented a report that asked Members to grant a dispensation to Cllr Carson, in accordance with the application attached at appendix A of the presented agenda report.

The Monitoring Officer clarified the position of Cllr Carson as a SHDC representative on the CIC Board of DC Housing, but as a nominated representative rather than an appointed Member.

Whilst some Members felt that Cllr Carson should be able to take part in relevant discussions and not vote, the fact that he received remuneration for the position led other Members to feel he had a Disclosable Pecuniary Interest. During discussion, Members were concerned that there was a public perception issue and for this reason the majority of Members voted to refuse the application.

It was then:

RESOLVED

That the request for a dispensation be refused.

CP&R.38/14 PERFORMANCE REPORT – QUARTER 2

Members considered a report that provided them with information on the key Performance Indicators at the end of Quarter 2 for 2014/15.

As the Quarter 3 report was also on the presented agenda (Minute CP&R.39/14 below refers), Members agreed not to discuss this item as the next agenda item being Quarter 3 had more up to date information.

CP&R.39/14 PERFORMANCE REPORT – QUARTER 3

Members considered a report that provided them with information on the key Performance Indicators at the end of Quarter 3 for 2014/15.

In discussion, the following points were raised:-

- (a) The Executive Portfolio Holder for Planning, Economy and Community had been unable to attend the meeting but advised that the issue of performance in respect of Planning was known and significant changes were being made;
- (b) The Executive Portfolio Holder for Corporate and Customer Services asked Members to note the considerable improvement in customer contact times and added that steps were being taken to address staffing levels in advance of the additional workload that would result from the forthcoming elections;
- (c) One Member noted that performance in Planning could be improved if Members were to take decisions themselves rather than refer to Committee;
- (d) The Executive Director Strategy and Commissioning reassured Members that he was aware of the issues with Planning. He stated that the Council was going through a fundamental change programme and was trying to retain staff. In addition, that change programme gave the scope to look at how planning applications were processed and whether improvements could be made. In response to questions he confirmed that issues with planning reflected a national picture;
- (e) Members stated that the public were fed up with non determination and the issues in the Planning department were affecting the reputation of the Council. Another Member stated that the level of challenge to decisions impacted on the resource levels that were available;
- (f) The Executive Director Strategy and Commissioning concluded that an improvement plan was in place and he would welcome the opportunity to bring a further report to Members in the future.

It was then:

RESOLVED

1. That Members note the Key Performance Indicators for Q3 and have considered the action detailed to improve future performance; and
2. That the Panel agrees that Option 1 (as outlined in the presented agenda report) be the response to the following PI that had been at red status for two consecutive quarters:

- ICT & CS: Average call answer time

And that Option 2 (as outlined in the presented agenda report) be the response to the following PI that had been at red status for two consecutive quarters:

- PEC: % of Applications determined within a statutory time frame (Minor).

(Meeting started at 10.00 am and concluded at 11.00 am).

Chairman

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