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WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 12TH MARCH, 2013

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter** (Pages 1 - 2)

2. **Reports**
 Reports to O&S:
 - a) Item 5 - Review of the Connect Partnership and Related Delivery Arrangements
 (Pages 3 - 18)

 - b) Item 7 - Performance Indicators Quarter 3 (Pages 19 - 32)

3. **Minutes** (Pages 33 - 38)

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Agenda Item 1

AGENDA – OVERVIEW & SCRUTINY COMMITTEE – 12th MARCH 2013

PART ONE - OPEN COMMITTEE

1. **Apologies for absence**

2. **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.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

3. **Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency.

4. **Confirmation of Minutes**

Meeting held on 15th January 2013 (previously circulated)

5. **Presentation on South West Devon Community Energy Partnership by Kate Royston.**

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5. **Review of the Connect Partnership and Related Delivery Arrangements**

Report of the Corporate Director (AR)

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6. **Devon Home Choice – Scoping for Task & Finish Work**

Presentation by Paul Eells – Housing Services Manager

7. **Performance Indicators Quarter 3**

Report of the Head of ICT and Customer Services

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8. **2013/2014 Work Programme Suggestions**

9. **Regulation of Investigatory Powers Act 2000: Report on Inspection and Authorisation**

Members to note that there have been no requests to use the powers under RIPA during the last quarter

PART TWO ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED (if any)

If any, the Committee is recommended to pass the following resolution:-

“**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the under-mentioned item of business on the grounds that exempt information may be disclosed as defined in the paragraph given in brackets below from Part I of Schedule 12A to the Act”.

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NAME OF COMMITTEE	Overview & Scrutiny Committee (WD)
DATE	12 March 2013
REPORT TITLE	Review of the Connect Partnership and Related Delivery Arrangements
REPORT OF	CORPORATE DIRECTOR (AR)
WARDS AFFECTED	ALL

Summary of report:

The Connect Partnership Board and Officers have reviewed the Connect Partnership and related delivery arrangements for the four corporate priorities (community life, economy, environment and homes). The review was prompted by a combination of member feedback, the outcome from the Peer Review and reducing staffing and financial capacity both within the Council and in partner agencies.

Financial implications:

No specific financial implications arising from this report.

RECOMMENDATION

It is recommended that the Committee recommends to Council that the suggested way forward for the Connect Partnership and the related delivery arrangements, set out at paragraph 4 of the report, be adopted.

Officer contact:

Alan Robinson, Corporate Director
 tel: 01822 813629;
 email: alan.robinson@swdevon.gov.uk

1. BACKGROUND

1.1 Officers have reviewed the Connect Partnership and related delivery arrangements for the four corporate priorities (community life, economy, environment and homes). The review was prompted by a combination of member feedback, the outcome from the Peer Review and reduced staffing and financial capacity both within the Council and in partner agencies.

2. SUMMARY OF THE CONNECT PARTNERSHIP BOARD VIEWS

2.1 At the Connect Partnership Board meeting on 6 December 2012, the Partnership considered the attached report (see Appendix 2) and made suggestions as follows:

- (i) To refresh representation on the Board by including a representative of Town and Parish Councils from each Council area, nominated by the Devon Association of Local Councils;
- (ii) To reduce the number of Connect Partnership Board meetings to two per annum and ensure these meetings have a stronger strategic focus, including support for town teams and other localism initiatives;
- (iii) To reduce the number of actions within the Delivery Plans to make them more focussed and to address capacity issues;
- (iv) To use existing fora (e.g. Voice initiatives) to engage with stakeholders, rather than holding separate stakeholder events for each priority and simplify the engagement arrangements by removing the stakeholder groups as illustrated in attachment 2 to the report to the Board;
- (v) To incorporate the Connect Strategy and the four separate Delivery Plans into a single document;
- (vi) To rationalise monitoring of the Delivery Plans so that the Board only receives exception reports, particularly where it is a partner organisation that is contributing to the identified issue;
- (vii) Further consideration will be required to assess how partners can more effectively support emerging town visions/strategies, in the current climate of reduced financial and staff resources.

3. SUMMARY OF VIEWS OF THE LEAD OFFICERS FOR THE DELIVERY PLANS

3.1 The lead officers felt that the Delivery Plans are important documents for coordinating partnership actions and that joint working is important for effective implementation. It was concluded that the 'Connect' identity provides a positive brand for cross agency working and is helpful when engaging with wider stakeholders.

3.2 There was support for rationalising the documentation and creating shorter, sharper action plans. It was also suggested that existing monitoring arrangements involving various member groups and the Connect Board could be rationalised.

3.3 Further clarity could also be provided in terms of key member involvement, particularly to simplify officer and member liaison arrangements. On-going member engagement in the development of action plans for homes and economy is clear (i.e. appropriate Lead Members from the Community Services Committee at WDBC and Portfolio Holders at SHDC). However, for community

life and environment, the action plans cut cross a number of member roles. Community life encompasses, amongst other issues, active communities (sport and recreation), localism, and children and young people, while the environment theme incorporates a wide range of issues, including recycling, renewable energy, and the built and natural environment.

- 3.4 As an interim arrangement, In relation to community life, informal discussions with members has resulted in the Planning, Economy & Community Portfolio Holder and the Chair of the Community Life & Housing Scrutiny Panel Chair agreeing to represent South Hams and in West Devon, it has been informally agreed that one member on the Localism Board and one of the Healthy and Active Lead Members will be the representatives.
- 3.5 Member representation has not been resolved in relation to the Environment Delivery Plan for either Council. Member engagement in one of our key external delivery plans might be helped by a more formal approach to member appointments.

4. SUGGESTED WAY FORWARD

- (i) That the Councils retain the 'Connect Brand' in terms of engaging with partners and wider stakeholders.
- (ii) The Connect Strategy to become a single document that includes focussed action plans for each of the four corporate priorities and clearly identifies the roles of specific partners in any actions.
- (iii) The Connect Partnership to become more strategic in terms of both its agenda and levels of representation and to meet six monthly rather than quarterly.
- (iv) Delivery teams to continue to meet as necessary to drive progress on the action plans.
- (v) Future stakeholder events to be arranged using scheduled meetings linked to our various Voice arrangements, rather than organised as separate events.
- (vi) Monitoring of the action plans to be undertaken on an annual basis by appropriate scrutiny groups within each Council, but in-year exception reporting to the appropriate scrutiny meeting where problems may be occurring or targets unlikely to be met.
- (vii) Member appointments to lead each theme to be adopted at Annual Council Meetings.
- (viii) A revised annual corporate timetable for the Delivery Plans is proposed as follows:
 - Autumn – stakeholder events linked to Voice initiatives

- Winter – key Delivery Team meetings
- March – progress report relating to current action plan and draft future action plans presented for each priority to appropriate scrutiny groups
- Late spring/early summer – formal adoption of the Delivery Plans by both Councils.

5. LEGAL IMPLICATIONS

- 5.1 The Connect Strategy is one of the Councils’ key policy documents that defines its priorities and the Councils’ strategic direction and must be approved by Council.

6. FINANCIAL IMPLICATIONS

- 6.1 No specific financial implications although the suggestions will create a streamlined process and reduce time pressures for members, partners and staff.

7. CONCLUSION

- 7.1 The proposed amendments will simplify the current Connect Strategy and Delivery Plan arrangements and respond to feedback received from the Peer Review, the Connect Partnership Board, informal comments from Members and a representative sample of officers.

8. RISK MANAGEMENT

- 8.1 The risk management implications are appended to this report (Appendix 1)

9. OTHER CONSIDERATIONS

Corporate priorities engaged:	Homes; Economy; Community Life; Environment
Statutory powers:	The scrutiny groups are responsible for monitoring and influencing the Connect Strategy and delivery plans. The only statutory requirement is to produce a Homelessness Strategy which has been embodied within the Homes Action Plan.
Considerations of equality and human rights:	An impact assessment was carried out on the overall delivery plans in 2011 and there are no significant consequences of the suggested amendments to the arrangements to necessitate a new assessment.
Sustainability considerations:	An impact assessment was carried out on the delivery plans in 2011 and there are no significant differences to necessitate a new assessment.
Crime and disorder implications:	An impact assessment was carried out on the delivery plans in 2011 and there are no significant differences to necessitate a new assessment.
Background papers:	Connect Strategy 2011- 2015/ Connect Strategy Annual Update 2012/13 Community Life delivery plan 2011-2015/ Community Life Annual Update 2012/13 Economy delivery plan 2011-2015 Environment delivery plan 2011-2015/ Environment

	Annual Update 2012/13 Homes delivery plan 2011-2015/ Homes Annual Update 2012/13 Connect Strategy and Delivery Progress Report
Appendices attached:	Appendix 1 - Strategic Risk Table Appendix 2 - Report to Connect Partnership Board on 6 December 2012 and associated attachments.

STRATEGIC RISKS

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	Strategic Direction	Provide strategic direction setting out how we will improve the quality of life in West Devon and South Hams working with our partners and the community.	4	3	12	↔	Local priorities identified and delivery plans offer clear strategic direction to meet local needs in West Devon and South Hams.	Delivery Plan Lead Officers
2	Community Engagement	Effectively engage communities in developing plans for their locality to meet local needs.	3	3	9	↔	Up to date evidence used to develop plans. Voice initiatives used to inform the development of plans. Delivery Groups to comprise key partners and community representatives.	Delivery Plan Lead Officers
3	Economic Conditions and Funding	Difficult economic conditions and reducing funding could impact on delivery.	4	3	12	↔	Resource requirements identified in Financial Strategies. Regular monitoring and updating to identify and address emerging issues.	Delivery Plan Lead Officers
4	New Government Policy	Actions need to be in conformity with Government legislation.	3	2	6	↔	Maintain understanding of Government legislation/policy guidance.	Delivery Plan Lead Officers

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CONNECT PARTNERSHIP BOARD MEETING - 6 DECEMBER 2012**ITEM 3 - SHDC/WDBC CORPORATE PEER CHALLENGE
SUPPLEMENTARY DISCUSSION PAPER
TO CONSIDER OPTIONS FOR THE CONNECT PARTNERSHIP
AND RELATED DELIVERY ARRANGEMENTS****Background**

As part of the shared services agenda the two Councils worked with partners to jointly set local priorities for the area based on the themes of homes, economy, community life and environment. Delivery plans were initially developed during 2010 and adopted in 2011 with linked governance and delivery arrangements. In tandem, the Connect Partnership was developed from the two areas former separate Local Strategic Partnerships.

The objectives of the Connect Partnership are as follows:

- To develop and deliver a Joint Connect Strategy for South Hams and West Devon which clearly sets out the priorities for action in the local area.
- To strengthen partnership working to co-ordinate strategic direction and sharing resources, information and expertise to address key issues and local problems to support better outcomes for local people.
- To support local communities by focussing on those problems and issues which no one organisation can solve on their own.
- To empower communities to resolve problems and engage effectively with the local community to coordinate activity across the partnership.
- To ensure that there are the necessary linkages to wider strategic partnerships.

Since establishing the Connect Partnership approach, it has become clear that both the Councils and our partners have experienced capacity issues to meet the ambitious objectives we set ourselves and drive the wide range of actions within the delivery plans in a period of financial constraint.

The conclusions of the Corporate Peer Challenge

During October 2012, both Councils took part in a Peer Challenge. The key conclusions from the review that relate to the Connect Partnership and linked arrangements are as follows:

- Both Councils are well thought of by the majority of external partners;
- Partners are positive about the two Councils' willingness to engage and their strong commitment to encourage local solutions;
- Concerns about the capacity to continue the current level of partnership engagement.
- "One area that the councils may need to be watchful is partner buy-in into the Connect Partnership. This is a very ambitious programme and important for the councils' priority to progress localism. A number of partners told the peer challenge team that it seemed to them to be the councils' agenda, rather than a partner agenda, that some partners didn't feel engaged and that the agenda was too diffuse and insufficiently focused on the big issues of importance. The councils are intending

- to review the Connect Partnership and that would be an opportune time to check with partners on areas for adjustment.” (paragraph 6 page 4);
- “Providing shape for Localism will also be important so staff can understand the direction being taken and that concerns of increased workloads/reduced capacity can be addressed. It will also be important to be clear on what role partners might have and this will assist partners to better understand the choices available to them. The Connect Partnership, which involves a significant range of partners, presents a potentially important vehicle to progress the councils’ Localism programme.” (paragraph 4 page 11).

Possible future arrangements

Following receipt of the report the two Councils are developing a corporate improvement plan. Based on the Peer Challenge conclusions, there are clearly a wide range of potential opportunities for improving our current Connect approach. The following options are offered to stimulate discussion at the Board meeting.

(a) Connect Partnership Board

The original concept was to establish a shared agenda with partners. However, increasingly, the activities of the two Councils appear to dominate the meetings and the role of the Board potentially duplicates the role of the Delivery Groups. Many of the representatives on the Connect Partnership Board also sit on the various Delivery Groups.

Options for future arrangements include:

- Continue as now, meeting quarterly, with minor changes to the levels of representation to include a representative of Town and Parish Councils from each Council area nominated from the Devon Association of Local Councils Committee.
- Continue the current arrangements but reduce the number of meetings to either one or two per annum, with a much strong strategic focus to the agenda and the nature of agency representation.
- Disband the Connect Partnership Board and rely on ongoing engagement with partners through the Delivery Groups.
- Refresh the role and representation of the Connect Partnership Board and establish it as a strategic body supporting town teams and their emerging visions/action plans (summarised in Appendix 1).

(b) Stakeholder Fora and Delivery Groups

The initial concept was to encourage a “bottom up” approach to identifying delivery plan actions by engaging with a wide range of stakeholders to develop a shared agenda with local groups and partner agencies. Implementation takes place through a combination of stakeholder fora and delivery groups (summarised in Appendix 2). However, the aim to be inclusive has resulted in delivery plans becoming wide ranging and, in a number of cases, lacking SMART outcomes. Furthermore, there has been a lack of clarity about whether action plans are partnership plans or Council plans.

Options for future arrangements include:

- Continue as now but secure agreement from partners on key priorities and, as a consequence, reduce the number of actions within the delivery plans. To some extent, this is being achieved as the arrangements have matured and the recent delivery plans are more focussed than early documents, but capacity issues remain.
- Change the focus of the delivery plans from being partner based documents to becoming the Corporate Plan for the two Councils. In terms of working arrangements, the Council would engage with partners on a project-by-project basis.
- Continue a separate stakeholder forum for each priority to ensure on-going liaison between the delivery partners and other stakeholders.
- Arrange a single large scale annual stakeholder event, particularly as many of the stakeholders have an interest in a number of the Councils' corporate priorities. As part of the stakeholder forum update interested parties about progress on corporate priorities and encourage feedback from stakeholders so that the Councils remain aware of new pressures and challenges to ensure action plans remain up to date and relevant.

(c) Connect Strategy and Delivery Plans

The Connect Strategy is the overarching document that links the four separate delivery plans relating to the corporate priorities. The way the documents are structured creates a level of duplication which could be reduced.

Options for future arrangements include:

- Re-focus and produce shorter documents/action plans within the existing format.
- Incorporate the five existing documents into a single document and publish as the Councils' corporate external delivery plan, identifying those actions that specifically require a named partner to secure effective delivery.
- Rationalise monitoring of the delivery plans between various elected member groups within the two Councils and the Connect Partnership Board.

Conclusion

The peer review suggests that capacity issues and the need for greater clarity should encourage us to simplify current arrangements and prioritise actions. This supplementary paper to agenda item 3 seeks to encourage discussion on the way forward at the Connect Partnership Board on 6 December 2012.

Alan Robinson
30 November 2012

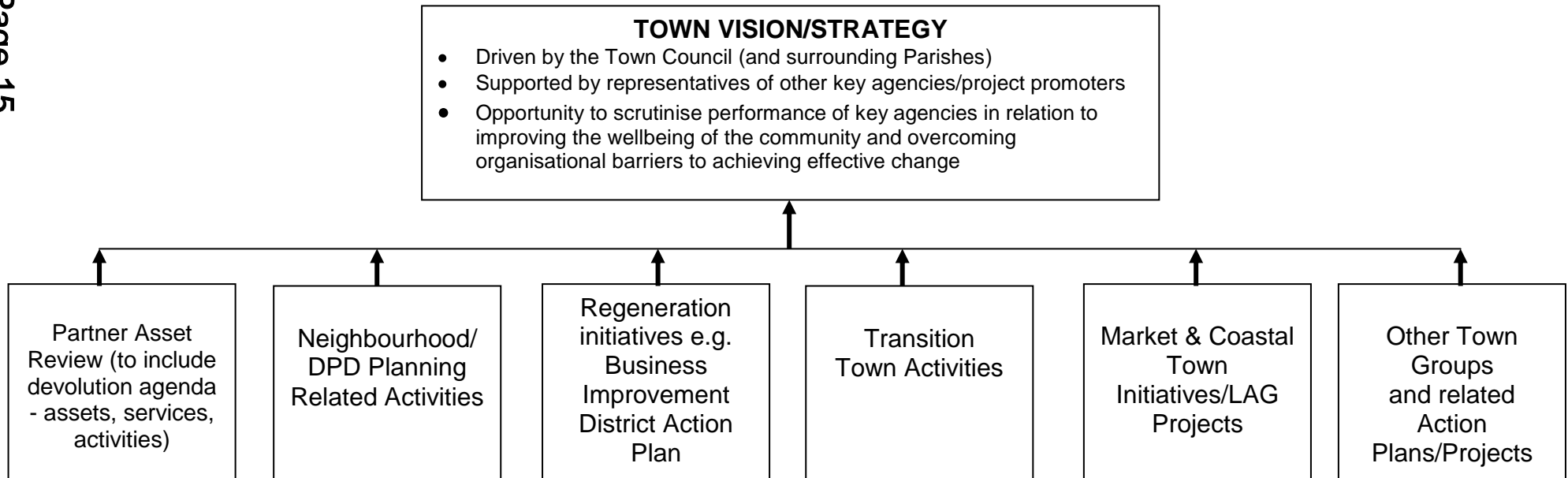
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TOWN (AND HINTERLAND) VISION/STRATEGY

DEVELOPING A JOINT TOWN VISION AND POSSIBLE GOVERNANCE ARRANGEMENTS

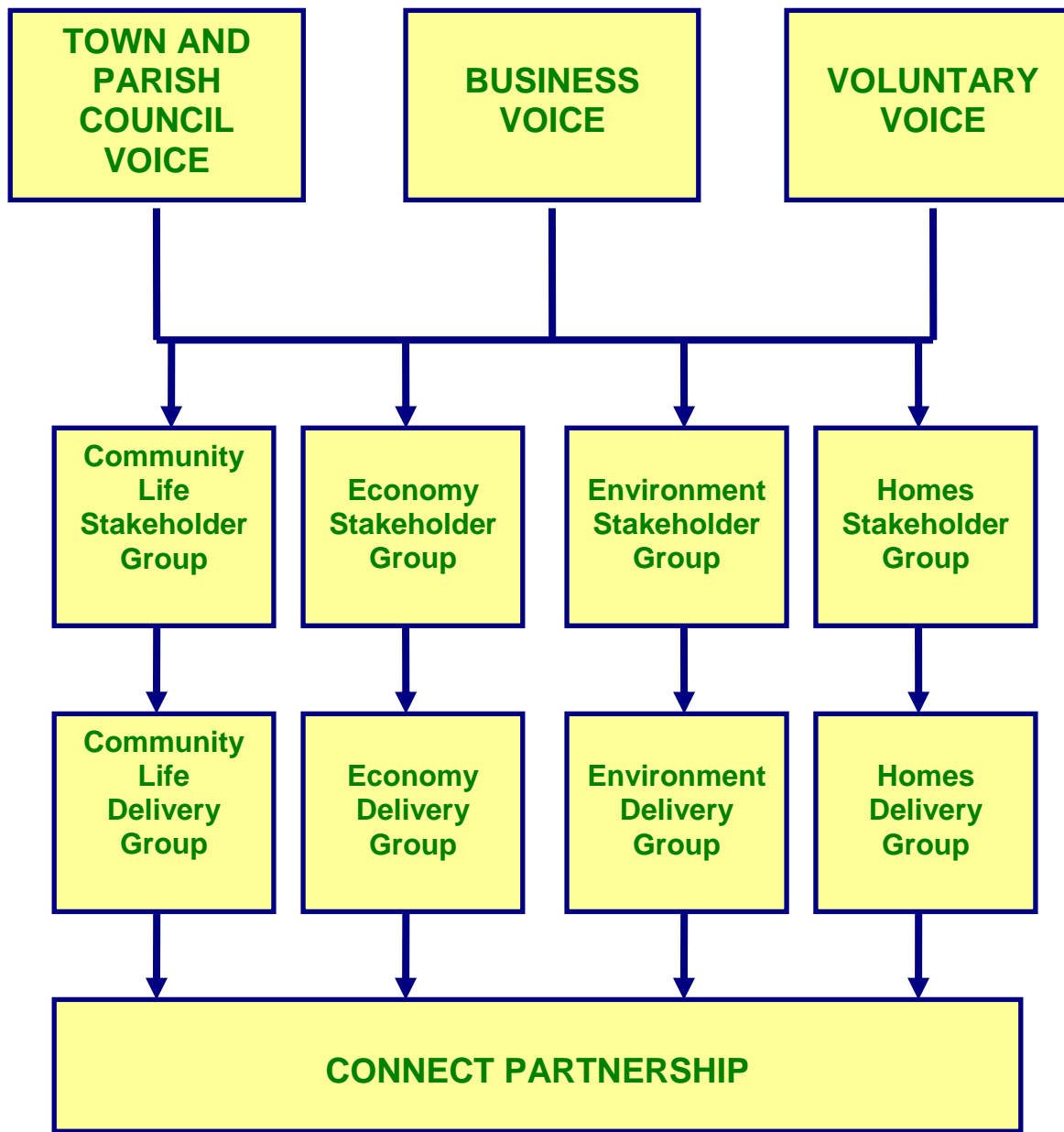
- How do we link the range of initiatives occurring in each Town to maximise synergy and minimise duplication?
- How do we secure sustainable resource input from all partners including the Borough/District?
- What structure will enable the Borough/District to provide strategic input but facilitate local ownership?
- The following may be helpful in trying to visualise an approach if there is an appetite to develop a Town (and potentially the rural hinterland) Vision

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RELATIONSHIP BETWEEN THE VOICE INITIATIVES AND THE CONNECT PARTNERSHIP



Stakeholder Group:
Wider stakeholder engagement on the priority and delivery plan. Voice groups will be represented and feed into stakeholder engagement.

Delivery Group:
Working group that develops the delivery plan, in particular actions to be taken based on feedback and consultation with stakeholders.

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NAME OF COMMITTEE	Overview & Scrutiny
DATE	12th March 2013
REPORT TITLE	Committee Performance Report
Report of	Head of ICT & Customer Services
WARDS AFFECTED	All Wards

Summary of report:

To provide Members with information on Key Performance Indicators where performance was below target at the end of quarter 3 2012-13. The information is set out with the Balanced Scorecard showing broad performance levels, indicators at 'red' status providing additional information, and 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:

Darren Cole, Head of ICT & Customer Services, 01822 813626

Darren.Cole@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.

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 is all indicators currently 'Red' and shows the performance status for last quarter. All those indicators in the exception report showing red have had two consecutive quarters below target and require a response from O&S on the response to the situation detailed by the Middle Manager/Head of Service .
- 2.4 There are six indicators that are 10% or more below target with the **first five at red status for two consecutive quarters, therefore requiring a minuted response of the action required (see Appendix C for actions available to O&S):**
- **Average days sickness per full time equivalent.**
 - **End to end time for change of circumstances**
 - **Car parking Income (Quarterly target – non cumulative)**
 - **Income collected: Land Charges**
 - **Average time to process minor planning applications**
 - Average time to process major planning applications
- 2.5 As requested by Members, Appendix D shows the Balanced Scorecard for the same period for South Hams.

3. LEGAL IMPLICATIONS

- 3.1 Within the Constitution, the Overview & Scrutiny Committee 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

- 5.1 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 Appendix D – South Hams Balanced Scorecard
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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

Appendix B – Overview & Scrutiny Report 2013Q3WD

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	2011/12	Oct 2012	Nov 2012	Dec 2012	Q3 2012/13	2012/13	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
EH: Volume of nuisance complaints	Ian Luscombe	-	Measured for Quarters			225	567	Of the total nuisance complaints reported the council in quarter 3, 92% were nuisances under our jurisdiction (EH officers often offer guidance and signposting in the other cases to provide a better customer service). 208 out of the 209 nuisances investigated were dealt with informally, which usually delivers reduced cost and uses less resources than serving a formal notice. The 1 notice served was, in this instance, served in 12 days. This was agreed prior because the Notice was as a result of a case conference where other instances of nuisance were also discussed and included.
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)	Drew Powell	-	108	98	152	358	-	The portion of this process under the council's full control is performing well, as is the overall process. Average time for portion under Council's direct control is only 3.2 work days Further work in reducing the end to end time for the customer will be achieved by working more closely with our suppliers/contractors.
PEC: Ageing profile of planning Applications (weeks) Major/Minor/Other	Malcolm Elliott	Major Minor Other	30.1 22.8 12.4	32.7 22.5 13	33.8 20.2 14	-	-	Ongoing review of older cases, which affect the figures, to determine whether they are still 'live' or should be withdrawn.
PEC: Active Applications (at end of month) Major/Minor/Other	Justine Gosling	-	139	130	122	-	-	Officers are actively reducing the number of applications and meeting performance measures in recent months. More applications are being determined than received, partly due to the lower number of incoming applications but also more effective case management.
PEC: Compliments & Complaints (Justified/Non-Justified split)	Malcolm Elliott	Compliment Just Non-Just	2 2 0	3 2 0	1 1 0	6 5 0	19 12 7	Total no. of complaints received over the quarter. Justified complaints can cover more than one category so could be recorded multiple times in the indicator below.

PI Code & Short Name	Managed By	2011/12	Oct 2012	Nov 2012	Dec 2012	Q3 2012/13	2012/13	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)	Malcolm Elliott	Ps S.P. Pn C	0 0 0 2	0 0 0 2	0 0 0 1	0 0 0 5	0 0 0 12	The proactive approach to customer service through better caseload management and service improvements has led to a reduction in complaints.
PEC: Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)	Malcolm Elliott	E.A. R.P.A. R.A. N.B.F.	0 1 2 41	0 0 3 36	0 0 1 6	0 1 6 83	-	The new enforcement team leader post has introduced effective case management systems leading to the reduction in workload.
ES: PCN's: issued vs cancelled	Cathy Aubertin	-	175:23	138:12	92:17	405:52	1485:153	An average of 10% of penalty charge notices were cancelled over the quarter. Figures of around 10-15% would be considered normal, and are therefore at the lower end of the scale. This figures is similar to the previous quarter and covers issues such as non or badly displayed blue badges, tickets slipped out of view, etc.
ICT & CS: No. of benefit applications	Paul Eells	2,516	181	173	171	525	1600	New claims only
All: Complaints - Compliments received	-	-	Assets: Corporate Services: Environment Services: Environmental Health: ICT & CS: Planning, Economy & Community:			-	-	*Data not analysed yet. Will be prepared for future reports.
CS: Long term sickness (days)	Andy Wilson	359	Measured for Quarters			194	599	This level of sickness is from 5 members of staff. 2 are ongoing. The percentage of long term sickness is similar to Q2 which is near to 65%.
CS: Short term sickness (days)	Andy Wilson	644	Measured for Quarters			105	260	Out of 105.18 days of short term sickness there were 28 staff with 32 instances.
ICT & CS: Top 5 call types	Kate Hamp	-	1. Ctax: Make payment over phone 2. SH Waste: Order recycling sacks 3. WD Planning: General enquiry Duty Officer 4. Ctax: Paperless direct debit 5. WD waste: Missed recycling & food collection			-	-	These indicate the areas that self service options must be designed for. Having a website that allows customers to easily undertake these requests without telephoning will reduce costs and increase performance for the Customer Services Team. This also drives the self service telephony, which we will be piloting from March.
ICT & CS: Top 5 website views/trend	Kate Hamp	-	1. Planning Application Search 2. Planning documents 3. Planning documents 4. Find your collection day 5. Home page			-	-	Our aim to move some of the items in the top 5 calls box above into the top 5 website views, thereby reflecting a true channel shift.

PI Code & Short Name	Managed By	2011/12	Oct 2012	Nov 2012	Dec 2012	Q3 2012/13	2012/13	Comment (If Applicable)
		Value	Value	Value	Value	Value	Value	
ICT & CS: Average call answer time	Kate Hamp		1.07	1.23	0.43	0.91		Cross training in the contact centre means that more people are answering each type of call and as a result we are answering calls quicker. The introduction of self-service functionality on Council Tax and Business Rates lines will further improve our response rate as this will enable customers to resolve frequently asked, simpler transactions through an automated system. This will increase the availability of the team to deal with more complex calls that require longer interactions with callers. No target has been officially set for this indicator yet as we are waiting to observe trends. Further cross training has already had an effect and the trend for this indicator is improving.
ICT & CS: % of calls experiencing a long wait	Kate Hamp		30%	28%	18%	25%		As above.

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Exception Report

Code and Name	Managed by	Prev Status	Last Qtr	Oct 2012	Nov 2012	Dec 2012	Q3 2012		Action Response
			Q2	Value	Value	Value	Value	Target	
CS: Avg days sickness/FTE	Andy Wilson		2.40	Measured for quarters			2.63	2.00	The short term sickness level for Qtr 3 is still excellent at only 0.92 days/FTE. The overall performance is affected by 5 cases of long term sickness, only 1 of these is still ongoing and we are continuing to work closely with Occupational Health to address the situation. Please note that due to the size of West Devon's workforce these long term cases have a considerable effect on our average sickness levels.
ICT & CS: Avg End to End time (Change of circumstances) (Days)	Paul Eels		14.5	16.54	40.80	41.00	32.78	8	A significant number of factors have affected our performance levels. The preparation required to develop a new Council Tax Support Scheme to replace Council Tax Benefit for working age people has required resources being diverted from processing new claims. At the same time resources have also been diverted to aligning the Revenue and Benefit computer systems across South Hams and West Devon. This project is now near

Code and Name	Managed by	Prev Status	Last Qtr	Oct 2012	Nov 2012	Dec 2012	Q3 2012		Action Response
			Q2	Value	Value	Value	Value	Target	
									<p>completion and will result in a reduction of costs for operating two systems from £94,000 to £35,000 per annum. A restructure of the benefits team that took place during the third quarter of 2012 which understandably affected the performance levels of some staff whilst this was taking place. There has also been some long term staff sickness that has also affected performance</p> <p>In addition to the above we have been working on a large backlog of ATLAS notifications (Automatic Transfer to Local Authority Systems). These are automatic transfer of data from the DWP to advise us of changes in circumstances of claimants. There have been a number of issues with the data being transferred with a significant amount of duplicate information. Notifications are due daily and on a number of occasions these have not been transmitted resulting in multiple notifications being transmitted either the next day or later in the week. This has in itself has added to the backlog. Although it is an automatic transfer to local authorities they are not downloaded into the system as a result each notification has to be manually uploaded and checked against the claim.</p> <p>As previously advised, actions are being taken to improve performance it is not anticipated that demonstrable improvement in performance will be evidences until the new financial year.</p>
ES: Car parking Income (Quarterly target: non-cumulative)	Cathy Aubertin		£198,000	Measured for quarters			£175,000	£203,000	Income was down by £3,500 in comparison with this quarter last year. This performance drop was expected as we were suffering from one of the wettest years on record, and, nationally, the use of car parks continues to fall. Numbers of tickets sold is holding up but income is down, therefore the duration of stay must be decreasing compared to last year. This may well be another impact of the tough financial conditions the country is facing.
PEC: Income collected: Land charges (000's)	Justine Gosling		32	38	43	47	42.6	46	Limited direct control over income level for this measure as it is affected more by wider macro-economic factors.
PEC: Average time for completion (Minor)(Weeks)	Malcolm Elliot		14.2	12	12	15	13.0	10	Large jumps in this figure are evidence of the backlog being cleared. A number of older cases have been completed leading to the increased the average for the month. As the backlog is cleared this measure will improve, sudden jumps in average time could still happen if a number of older applications are completed, but this should be seen as a good thing.
PEC: Average time for completion (Major)(Weeks)	Malcolm Elliot			29	0	22	25		The very low number of major applications can make this figure look disproportionately high. In the last quarter the total number of Major applications determined was 3.

Suggested actions 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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Corporate Balanced Scorecard




South Hams District Council

Community/Customer



	ES: Car parking tickets sold (Yearly comparison)
	ES: Car parking season tickets sold (Yearly comparison)
	ES: Overall Recycling rate %
	ES: Overall waste arising

Processes



PEC

			PEC: Average time for completion (Major/Minor/Other)
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Environmental Health

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





ICT & CS

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

Financial

	Assets: Employment estates Income (Cumulative)
	PEC: Total income collected: Pre-Apps, Apps etc
	ES: Car Parking income (Cumulative)
	ES: Trade Waste: Income vs Budget
	FA: % invoices paid on time
	ICT & CS: Council Tax Collection
	PEC: Income Collected – Land Charges

Performance

	EH: % of nuisance complaints resolved at informal stage
	ICT & CS: Preventing Homelessness
	Assets: Employment Estate Occupancy Level
	CS: Avg days sickness/FTE

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Agenda Item 3

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **12th** day of **MARCH 2013** at **2.00 pm**.

Present:

Cllr D W Cloke – Chairman	
Cllr S C Bailey – Vice-Chairman	
Cllr K A Clish-Green	Cllr C Hall
Cllr L J G Hockridge	Cllr D M Horn
Cllr J B Moody	Cllr D K A Sellis
Cllr J Sheldon	Cllr D Whitcomb

Corporate Director (AR)
Head of ICT & Customer Services
Natural Environment & Recreation Manager
Housing Services Manager
Member Services Manager
Member Services Admin Officer
Housing Team Manager
Street Scene Manager

In Attendance: Cllr W G Cann OBE

Kate Royston – South West Devon Community Energy Partnership

***O&S 33 APOLOGIES FOR ABSENCE**
No apologies for absence were received.

***O&S 34 DECLARATIONS OF INTEREST**
Members and officers were asked to declare any interests in the items of business to be considered during the course of this meeting but none were made.

***O&S 35 CHAIRMAN'S ANNOUNCEMENT – BROADBAND PROVISION**
The Chairman advised Members that Councillor Sheldon was to act as Lead Member for the provision of Superfast Broadband for West Devon and South Hams. The next meeting of the Rural Broadband Task and Finish Group was due to take place on Wednesday 17th April, during which Councillor Sheldon would attend and provide an up-date to Members accordingly.

***O&S 36 CONFIRMATION OF MINUTES**
The Minutes of the meeting held on 15 January 2013 were agreed and signed by the Chairman as a correct record.

***O&S 37 PRESENTATION BY KATE ROYSTON ON THE SOUTH WEST DEVON COMMUNITY ENERGY PARTNERSHIP**
Members received a presentation from Kate Royston on the South West Devon Community Energy Partnership which was followed by a question and answer session for Members.

O&S 38 REVIEW OF THE CONNECT PARTNERSHIP AND RELATED DELIVERY ARRANGEMENTS

The Corporate Director presented a report (page 3 to the agenda) to advise Members of the outcome of a review of the Connect Partnership by the Connect Partnership Board and officers. The review had been prompted by a combination of Member feedback, the outcome of the Peer Review and reducing staffing and financial capacity both within the Council and partner agencies. Section 4 of the presented report suggested a way forward for Members' consideration.

A Member commented that they preferred how the Connect Strategy has now been condensed down and how combining all of this into one document was a good idea.

A finding of the recent Peer Review report was that the Connect Strategy and Delivery Plans contained a large amount of work to do for an Authority the size of the Borough Council.

Concern was also raised again that Members did not know who the Lead Members were or their level of responsibility. A list of the current Lead Members and their responsibilities was to be circulated to all Members.

It was **RESOLVED** to **RECOMMEND** to Council that the suggested way forward for the Connect Partnership and the related delivery arrangements, set out at paragraph 4 of the report, be adopted.

***O&S 39 DEVON HOME CHOICE – SCOPING FOR TASK AND FINISH WORK**

Members received a presentation from the Housing Services Manager about the Devon Home Choice service. A question and answer session for Members then followed, during which the following points were raised:

The Chairman advised Members that he had already spoken to the Housing Services Manager and the Housing Team Manager to discuss potential problems that may arise if the Council explored other options. All Local Authorities were currently reviewing this service as the contract was due for renewal.

A Member raised concern that 15% of applicants experienced difficulty in completing application forms and how the Council needed to ensure that the most vulnerable were safeguarded. In reply, the Housing Team Manager advised that there was an easy read version available, that the application forms were available in different colours, in Braille, home visits were available or that applicants could call into the office and get help from an Officer in completing the form.

A Member asked how tenants were assessed before being able to go into the house they had chosen. In reply, the Housing Team Manager advised that home visits were carried out, references were required and checks were undertaken by the landlord to make sure that the tenants were assessed correctly.

In response to Members querying whether the service worked for the Officers, the Housing Services Manager stated that whilst not perfect, the system was easier than the old points based system and saved time.

To conclude this item, it was agreed that Members were happy with the current procedures and not for any changes to be made at present. The Housing Services Manager was due to attend a meeting on 17 April 2013 to give feedback. Following this meeting, the Housing Services Manager and the Housing Team Manager would report back to the Chairman of the Committee, who would then be able to provide an update to the next Overview & Scrutiny Committee meeting, due to take place on 4 June 2013.

***O&S 40**

PERFORMANCE INDICATORS QUARTER 3

The Head of ICT & Customer Services presented a report (page 14 to the agenda) to provide Members with information on Key Performance Indicators where performance was 10% or more above or below target at the end of quarter 3 2012-13. The information was set out with the Balanced Scorecard showing broad performance levels, indicators at 'red' status providing additional information and a standard information report giving background information and context to workload.

The Head of ICT & Customer Services went through in detail the first five indicators at red status for two consecutive quarters. This was followed by a general discussion from Members.

No questions were raised regarding the average days sickness as the current number of staff on long term sick leave had been significantly reduced, with only one member of staff currently on long term sick leave.

Regarding end to end time for change of circumstances, the Head of ICT & Customer Services advised Members that from the start of the new financial year, this indicator was predicted to no longer be at red status but at green status. Members wanted to congratulate the Officers concerned for all their hard work on resolving this and for the savings therefore made.

A general discussion took place from Members regarding car parking issues. A suggestion was made that some statistical analysis be undertaken to determine busy and quiet periods for car parking in an attempt to try and encourage more people to use the car parks. The Street Scene Manager advised that this was now possible and her team would do all they could to help on this matter. Two Members of the O&S Committee were happy to look into this in further detail and report back on their findings. A Member made comment that it was possible that some visitors to the town would not necessarily go into the town centre to park but that they would perhaps park at the supermarkets and then walk to the town or catch the bus in. It was felt that this could be having an impact on why the figures for car parking charges were down.

A short discussion was had regarding income collected: Land Charges but it was felt that there was very little control over this and that the targets were to be revised.

A general discussion took place from Members regarding the average time to process minor planning applications. The general feeling was that Members were already concerned that this indicator had been at red status for the last two quarters dealing with minor planning applications and concern was raised for how this department would cope in the future when larger planning applications were received. It was also noted that two members of staff from this department were to be leaving soon and there were concerns for staffing issues. Members felt it was very important to get the right numbers of staff in the Planning Department so that applications could be processed within timescales.

It was then **RESOLVED** that:-

- (i) Members note the Key Performance Indicators for Quarter 2 and consider the action detailed to improve future performance; and
- (ii) for all of the five indicators at red status for two consecutive quarters as detailed in para 2.4 of the presented report, the following action be taken:
 - Average days sickness/FTE – agree with action response as per the presented report.
 - End to end time for change of circumstances – agree with action response as per the presented report and to note the Members thanks for the Officers hard work and significant savings made.
 - Car parking income (quarterly target – non cumulative) – query action response as per the presented report. A small Task & Finish Group to be set up to analyse car parking statistics and report back to the Committee.
 - Income collected: Land Charges – this indicator is to be removed.
 - Average time to process minor planning applications – query action response as per the presented report.

***O&S 41 2013/14 WORK PROGRAMME SUGGESTIONS**

The Chairman asked the Members for their suggestions to add to the 2013/14 Work Programme. One suggestion was that O&S could invite Health Watch Devon to give a presentation at a forthcoming meeting. No further suggestions were made but it was noted that any suggestions could be added to the current Work Programme from May 2013 onwards.

***O&S 42 REGULATION OF INVESTIGATORY POWERS ACT 2000: REPORT ON INSPECTION AND AUTHORISATION**

As a standing item on the agenda, Members noted that there had been no requested to use the powers under RIPA during the last quarter.

(The meeting terminated at 4.10 pm)

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