

Date: 13 September 2010  
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To: Members of the Service Delivery and Performance Overview and Scrutiny Committee  
(Councillors: Bob Buxton, David Chapman, Trevor Cope, Christine Drew, Vivien Duval Steer, Douglas Hull, John Humphreys, Frances Newth, Tony Reed, Brenda Taylor)

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Members invited to attend:

Cllr Paul Diviani – Chairman of Development Management Committee  
Cllr Jill Elson – Portfolio Holder, Communities  
Cllr Ray Franklin – Portfolio Holder, Strategic Planning  
Cllr Ann Liverton – Member Champion for Member Development  
Cllr Andrew Moulding – Portfolio Holder, Resources  
Cllr May Hardy  
Cllr Pat Graham  
Cllr Eileen Wragg

Officers requested to attend:

Simon Davey – Head of Finance  
John Golding – Head of Housing and Social Inclusion  
Kate Little – Head of Planning Services  
Chris Powell – Head of ICT services

For information:

Other Members of the Council for information  
Chief Executive  
Corporate Directors

Dear Sir/Madam

**Service Delivery and Performance Overview and Scrutiny Committee  
Wednesday 22 September 2010 at 6.30 pm**

The above meeting will be held in the Council Chamber at East Devon District Council Offices, Knowle, Sidmouth, to consider the matters detailed on the agenda below.

Yours faithfully,

MARK WILLIAMS

Chief Executive

**Members of the public are welcome to attend this meeting.**

- A period of 15 minutes has been provided to allow members of the public to raise questions.
- In addition, after a report has been introduced by the relevant Portfolio Holder and/or officer, the Chairman of the Committee will ask if any member of the public would like to speak in respect of the matter and/or ask questions.
- All individual contributions will be limited to a period of 3 minutes – where there is an interest group of objectors or supporters, a spokesperson should be appointed to speak on behalf of group.
- The public is advised that the Chairman has the right and discretion to control questions to avoid disruption, repetition and to make best use of the meeting time.

- 11 **Issues and Recommendations from Officer : Ward Member Communications Task and Finish Forum 2010** 70 - 74

Members to consider the recommendations of the TaFF.

Councillor Ann Liverton, (Member Champion for Member Development) and Councillors May Hardy, Pat Graham, Cllr Eileen Wragg are invited to attend.

- 12 **Service Delivery and Performance Overview and Scrutiny Committee Forward Plan** 75

Members to debate future work of the Committee.

### **Members remember!**

- You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- Make sure you say the reason for your interest as this has to be included in the minutes.
- If your interest is prejudicial you must leave the room unless
  - a) you have obtained a dispensation from the Council's Standards Committee or
  - b) where Para 12(2) of the member Code of Conduct applies. [Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only to the extent the public are allowed the same rights. If you do remain for these purposes, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation, answered questions or given evidence.]
- The Code states that any member of the Executive Board or other decision-making committee or joint committee or sub-committee attending Overview and Scrutiny committees has a prejudicial interest in any business where that member was a member of the committee at the relevant time and present when the decision was made or other action was taken (whether or not implemented). Members with prejudicial interests should declare them and are allowed to remain in the meeting for the limited purposes set out in the Code para 12(2) – see last paragraph.
- You also need to declare when you are subject to the party whip before the matter is discussed.

### **Suggestions for questioning during an Overview and Scrutiny meeting**

Below are some prompts which may help you to form your own questions to ask at an Overview and Scrutiny meeting. Your questioning technique is crucial in creating an atmosphere conducive to open answers. Avoid excessive interrogation and treat those being questioned with courtesy and respect; however don't be afraid to ask supplementary questions if you feel that you haven't been given a clear answer.

- IS IT REQUIRED?** (do we have this, does it make sense to tackle it, do we really need it).
- IS IT SYSTEMS THINKING?** (is it evidence based and designed around the customer demands)
- IS THE INTENTION CLEAR?** (what are we actually trying to achieve)
- ANY REAL OUTCOMES?** (are we actually, and measurably, achieving things for our customers).
- WHAT IS THE COST?** (both time and money)
- DOES IT COMPLY?** (have we checked that it meets our obligations, the law, any formal guidance, and any Council policy or resolutions).
- OTHERS DO WHAT?** (how do other organisations tackle this, best practice)
- EFFECTIVE AND EFFICIENT?** (how do we know we're doing things well, in a timely fashion, and at "best value")
- WHAT IS THE RISK?** (any areas of risk for the Council)
- ANYONE LOSE OUT?** (are there sections of the community who might be disadvantaged by this approach, or be less able to take advantage, than others)
- DOES IT LINK?** (have we linked this to other, similar, pieces of work within or outside the Council)

# **EAST DEVON DISTRICT COUNCIL**

## **Minutes of a Meeting of the Service Delivery and Performance Overview and Scrutiny Committee held at Knowle, Sidmouth on Wednesday 16 June 2010**

**Present:** Councillors:  
John Humphreys (Chairman)  
Frances Newth (Vice Chairman)

Bob Buxton  
Trevor Cope  
David Chapman  
Christine Drew  
Vivien Duval Steer  
Tony Reed

**Officers:** Steve Belli – Development Manager  
Simon Davey – Head of Finance  
John Golding – Head of Housing and Social Inclusion  
Christopher Holland – Democratic Services Officer  
Denise Lyon – Corporate Director

**Also Present** Councillors:  
Ray Bloxham  
Andrew Dinnis  
Jill Elson  
Mike Green  
Steve Hall  
Ann Liverton  
Marion Olive  
Helen Parr  
Pauline Stott

**Apologies:** Councillors:  
Iain Chubb  
Paul Diviani  
Ray Franklin  
Andrew Moulding  
Brenda Taylor

The meeting started at 6.30pm and ended at 9.13 pm.

**\*1 Public question time**

There were no questions from the public.

**\*2 Minutes**

The minutes of the meeting held on 17 February 2010 were confirmed and signed as a true record.

**\*5 Benefits Service – Performance Measures Report for 4<sup>th</sup> Quarter 2009/10**

Members considered the Benefits Service Performance Measures report and Simon Davey, Head of Finance answered queries and questions relating to the report.

It was noted that the service had continued to improve significantly including the number of days 'predictably' taken for benefits applications to be processed falling from 141 days in 2007/08 to 59 days in 2009/10.

Members noted that the 94% satisfaction rating was extremely significant and put the Council in the upper quartile of authorities.

The number of Benefits applications and cases had risen significantly during the recession. Due to increased efficiencies in the service, it had been possible to reallocate resources to cope with the increased workload.

Members congratulated the Finance team for the significant improvements and commented that the rewards and efficiencies resulting from the systems thinking approach were clear to see.

It was suggested that where there were anomalies in the capacity charts, the peaks or troughs could be annotated with an explanation if possible to help explain the variations.

The Chairman thanked Simon Davey and his team for their continued work on improving the service and coping with the increased workload.

**RESOLVED:** that the report be noted;

**\*6 Housing Service – Performance Measures Report for 4<sup>th</sup> Quarter 2009/10**

Members considered the Housing Service Performance Measures report and John Golding, Head of Housing and Social Inclusion answered queries and questions relating to the report.

It was noted that homelessness cases had decreased significantly and the number of people in temporary accommodation had reduced. This was a result of the prevention work carried out by the service. Councillor Jill Elson, Portfolio Holder, Communities commented that preventative work such as this ultimately helped people stay in housing.

Members noted that the variation in 'void' times (time a property was empty) was not so encouraging and this was being looked into.

There had been further success in collection of rent, with less chasing of arrears, and an improvement in the payment arrangements being undertaken before the tenant took occupation. Members noted that Customer Satisfaction had also continued to improve.

The introduction of the Devon Home Choice service had meant that preventable demand had increased while customers adjusted to the new service; however in comparison to the original figure at the check stage, the level had reduced dramatically.

The Chairman thanked John Golding and his team for their continued work on improving the housing service.

**RESOLVED:** that the report be noted;

**\*8 Preventable demand and Performance in the Customer Service Centre (cont'd)**

Members noted that of the 58,334 calls received in total, 57% had begun a process in the CSC software system 'Lagan'. 87% of calls related to Refuse and Recycling and although this seemed high percentage, it was low compared to the number of collections made throughout the district.

Members were very pleased with the presentation of the information to the Committee. They felt it was most useful and would help to build up a better picture of what customers were contacting the Council about. It was noted that Denise Lyon, Corporate Director would be looking into the accuracy of calls routed through the Council as the CSC were currently aiming to transfer calls as quickly as possible which may not provide the most accurate service.

**RESOLVED:** that the report be noted;

**\*9 Customer Service Surveys**

Members considered the report of the Customer Services Manager which was presented by Denise Lyon, Corporate Director. The report aimed to inform Members about the latest development that had been introduced to engage customers and get their feedback on the service they have received. The report explained how the Council measured customer's views in all access channels (phones, face to face at reception and on the website) in order to learn from their experiences and improve the way services work and are designed.

Members noted that the report was only an initial snapshot of customer's feeling but it was clear from the early report that the Council's website needed examining.

**RESOLVED:** that the report be noted;

**\*10 Service Delivery and Performance Overview and Scrutiny Committee Forward Plan**

Members considered the Service Delivery Performance Overview and Scrutiny Committee Forward Plan for 2010/11.

Councillor Vivien Duval Steer, Member Champion for Equality made a brief report regarding how the seriously the Council took the issue of equalities. It was noted that:

- External auditors had commented that the Council needed to do more to demonstrate its commitment.
- The Council had signed up to reaching 'Achieving' level of Local Authority Equalities Framework for September 2010. Assessment was due on 10/11<sup>th</sup> September (IDeA).
- Officers were working with Anderson Jones (part-time temporary Diversity officer shared with Mid-Devon) with Councillor Ms Duval-Steer (Member Equalities Champion) to put all necessary steps in place.

## Agenda Item 7

Service Delivery/Performance Committee

22 September 2010

Quarterly monitoring report



### Quarterly Monitoring of Performance – 1st Quarter 2010/11

#### Summary

Performance information by Corporate Priority for the period 1 April 2010 – 30 June 2010 is attached to this report to allow Members to monitor overall performance and identify any areas where improvement may be necessary.

#### Recommendation

It is recommended that Members consider performance against Service Plan Key Strategic Objectives and Performance Measures for the first quarter of 2010/11.

#### a) Reasons for Recommendation

This report demonstrates our progress in achieving our Corporate Priorities by means of Service Plan Key Strategic Objectives and Performance Indicators, including Systems Thinking Measures. Addressing these areas will ensure the continuous improvement of services and the Council overall.

#### b) Alternative Options

None.

#### c) Risk Considerations

A failure to make satisfactory progress in addressing the areas of concern may lead to the Council being criticised by its customers and inspectors in a future inspection and could also compromise the Council's reputation and budgets.

#### d) Policy and Budgetary Considerations

One of our corporate priorities is 'Excellent services for our customers' and these performance reports help members understand whether we are improving services from our customers' point of view. Quarterly and monthly performance monitoring conforms with existing Council policy and the Council's current budget. However, any consequent improvement action could have policy and financial implications.

#### e) Date for Review of Decision

Monitoring of the performance of Service Plan Key Strategic Objectives and Performance Indicators, including Systems Thinking Measures, is carried out by the Committee at the end of each quarter.

process benefit claims or sickness absence, a lower result is better. However with a PI like Council Tax collection, the higher the result the better. A "+" indicates where a higher result and corresponding upward trend is desirable, whereas a "-" indicates that the lower the result, the better.

9. The 'Previous Year End' column reports performance at the end of 2009/2010, if that information is available.
10. The 'Current Target' column represents the annual target in most cases except for BV9 and BV10 where the target increases as more Non-domestic rates and Council Tax are collected and for BV12 where the target increases as working days lost increase as the year progresses.
11. The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The coloured quarterly columns show year-to-date progress throughout the year in relation to the target. The key for the colours is as follows:
  - Red (Concern) – if the PI is 10% or more below the target.
  - Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
  - Green (Achieved) – if the PI and the target match exactly or the PI is above the target.
12. The purpose of the 'Management Notes' row is to allow officers to explain anything, particularly when performance is declining. For example, the reasons for the decline or slippage, the action being taken to rectify matters and when performance is expected to be back on target.

#### Details on specific Performance Indicators

##### 13. NI 196 Improved street and environmental cleanliness – fly tipping

This indicator measures a local authority's performance based on a combination of calculating its year on year change in total incidents of fly-tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping (both fly-tipping incidents and enforcement actions are weighted to recognise the effort involved in different activities).

Good performance is indicated by a decrease in incident numbers and an increase in enforcement action. A better score will be achieved if incident numbers only are reduced as opposed to enforcement numbers only are increased.

The table below illustrates the marking awarded to the various combinations:

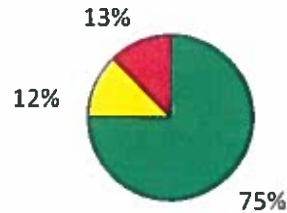
|   |                 | <i>Number of Enforcement Action</i> |                              |                           |
|---|-----------------|-------------------------------------|------------------------------|---------------------------|
|   |                 | <b>Increasing actions</b>           | <b>Same level of actions</b> | <b>Decreasing actions</b> |
| <b>Number of Incidents of Fly Tipping</b> |                 | Grading 1<br>Very Effective         | Grading 2<br>Effective       | Grading 2<br>Effective    |
|   | <b>Decrease</b> |                                     |                              |                           |

## PRIORITY ONE: Thriving Communities

### a. Outcome **Make more affordable homes available for our residents**

Annual Results 2010/11

Progress towards outcome

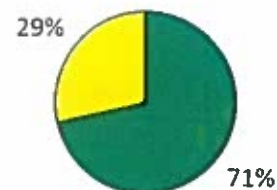


No affordable homes have been delivered yet but most are expected to be completed towards the end of the year. We are still reliant on Cranbrook supplying significant numbers of affordable homes and this objective is regarded as a mild concern/minor setback. On the positive side, planning permission for more gypsy and traveler pitches has been gained and the number of households in temporary accommodation has improved on the target.

### b. Outcome **Maintain residents' high satisfaction with their area and home as places to live**

Annual Results 2010/11

Progress towards outcome



Two mild concerns/minor setbacks are registered whilst the other measures and objectives are on target.

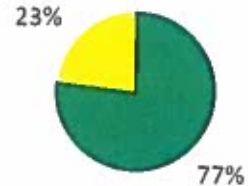


## PRIORITY TWO: An Outstanding Environment

### a. Outcome Outstanding environment

Annual Results 2010/11

Progress towards outcome

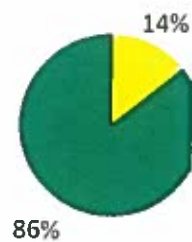


Progress is mainly good with only relatively minor issues to note.

### b. Outcome A rise in recycling and composting and a fall in the disposal of other waste

Annual Results 2010/11

Progress towards outcome



A new depot is open at Greendale Barton and the percentage of household waste sent for recycling and the kilograms of residual waste per household both continue to improve.

# Quarterly Report 2010-11 for Communities

Quarterly report for 2010/2011

Arranged by Aims

Filtered by Flag: Include: Quarterly, Key Strategic Objectives 2010-13, Selected Service projects 2010-13  
Exclude: Archive

Filtered by Performance Status: Exclude PI Status: Data not entered, Data not due, No Data  
Exclude Objective Status: No Data available, Milestone Missed, Normal

Key to Performance Status:

Objective Status:  No Data available  Milestone Missed  Normal  Concern  Variation  Achieved

Performance Indicators:  No Data  Concern  Variation  Achieved  Excellent

Key to change on same period in previous year:

↑ Improved Performance  ↓ Worse Performance  ↔ Unchanged

Key to +/- Column:

+ Higher figures are better  - Lower figures are better  OFF Direction cannot be determined.

\* indicates that an entity is linked to the Aim by its parent Service

## Quarterly Report 2010-11 for Committee

Priority: Thriving Communities

Outcome: Make more affordable homes available for our residents

Key Strategic Objectives

| Objective Status | Objective Code | Objective  | Achieved | Missed    | Officer Notes  |
|------------------|----------------|--|----------|-----------|--|
| Variation        | Eco-PA-1215    | Deliver first 300 affordable housing units within the first phase of Cranbrook (1,000 dwellings).                                |          |           | Resources: £16,000,000 of External Funding and the Delivery Team (TR)                                      |
| Achieved         | pla-PA-1213    | The delivery of one gypsy and traveller site in the District for permanent occupation of up to nine pitches and one transit site |          | No budget | Resources: £8,500 External Funding plus Head of Planning & Countryside & Head of Environmental Health (TR) |

Performance Indicators

| Code  | Title                      | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Improvement |
|-------|----------------------------|-----|---------------|----------------|--------|--------|--------|--------|-------------|
| NI155 | Number of affordable homes | +   | 18            | 25 (1/4)       | 0      |        |        |        | ↔           |

## Quarterly Report 2010-11 for Commit

### Priority: Thriving Communities

**Outcome: Maintain residents' high satisfaction with their area and home as places to live**

#### Performance Indicators

| Code | Title       | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Improvement |
|------|-------------|-----|---------------|----------------|--------|--------|--------|--------|-------------|
|      | time limits |     |               |                |        |        |        |        |             |

#### Management Notes:

### Outcome: Delivery of strategic employment sites in the West of the District

#### Key Strategic Objectives

| Objective Code | Objective  | Achieved | Missed | Officer Notes  |
|----------------|--|----------|--------|--|
| Eco-PA-1224    | Commence site infrastructure on first phase of Science Park in 2010 and begin construction on first building in 2011.          |          |        | Resources: £250,000 Revenue, the Growth Point Team and External Funding (TR) |
| Eco-PA-1227    | Construction of the Junction 29 improvements in 2011 and new pedestrian and cyclist bridge over the M5 at junction 29 by 2011. |          |        | Resources: External Funding and the Growth Point Team (TR)                   |
| Eco-PA-1228    | Works commence on the construction of Clyst Honiton Bypass in 2010.  |          |        | Resources: £4,500,000 External Funding and the Growth Point Team (TR)        |

### Outcome: Regeneration of Exmouth and Seaton

#### Key Strategic Objectives

| Objective Code | Objective  | Achieved | Missed | Officer Notes   |
|----------------|--|----------|--------|---|
| Eco-PA-1234    | In Exmouth produce in 2010 a master plan for the town centre and development briefs for the strategic town centre sites, including the identification of a solution to the car parking shortfall in the town centre. |          |        | Stage A & B complete. Study now been extended to Exmouth Seafont. Masterplans for town and seafont due to go out to public consultation 3rd week October. |
|                |  |          |        | Resources: £148,000 Capital, Corporate Director, Economic Development & Estates Team (TR)   |

### Priority: An outstanding environment

#### Outcome: Outstanding environment

#### Key Strategic Objectives

| Objective Code | Objective  | Achieved | Missed | Officer Notes  |
|----------------|--|----------|--------|--|
| str-PA-1250    | Integrate effectively Countryside Services with Street Scene Services to improve service |          |        | Corporate Director - Communities took a paper to the RAP in Spring 2010 on proposed integration of Parks |

# Quarterly Report 2010-11 for Committee

**Priority: An outstanding environment**

**Outcome: Outstanding environment**

## Performance Indicators

| Code                     | Title  | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Improvement |
|--------------------------|--|-----|---------------|----------------|--------|--------|--------|--------|-------------|
| NI195d                   | Improved street and environmental cleanliness (% of fly posting overall) | -   | 0             |                |        | 0      |        |        | ↔           |
| <b>Management Notes:</b> |  |     |               |                |        |        |        |        |             |
| NI196                    | Improved street and environmental cleanliness -- fly tipping             | -   | 2             | 3 (1/4)        | 3      |        |        |        | ↑           |

### Management Notes: (Quarter 1)

The total number of incidents recorded during this quarter was 134, just one less than in the first quarter of the previous year. Location-wise the trend is still predominantly towards the highway, with council land being the second most common land type affected. The waste types recorded in this quarter show that household waste is still the most common type fly-tipped, mostly black bags but also other household items. Green waste is still the next most common waste type fly-tipped and the distribution amongst the other types is fairly small and shows no particular trends. There were three asbestos fly-tips recorded but this is not unduly high. Likewise, there has not been an unusual number of large-scale fly-tips recorded, with most being a car boot load or less in size.

There have been considerably fewer enforcement actions taken. This is because the REACT team has been operating with only three-to four members, of which only two are currently enforcement-trained and authorised. There has also been a reduction because they have been concentrating on cleansing duties due to recent budget cuts/efficiencies.

The figures for the quarter are as follows:

Total incidents = 134

Investigations = 15

Duty of care inspections = 2

FPNs = 2

(TG)

**Outcome: A rise in recycling and composting and a fall in the disposal of other waste**

**Quarterly Report 2010-11 for Committ**

**Priority: Excellent services for our customers**

**Outcome: Efficiencies; financial and time-saving**

**Key Strategic Objectives**

| Objective Code Status | Objective   | Achieved | Missed | Officer Notes |
|-----------------------|---|----------|--------|---------------|
|                       | sheltered housing. nral charge for sheltered housing. |          |        |               |

**Performance Indicators**

| Code      | Title                               | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Improvement |
|-----------|-------------------------------------|-----|---------------|----------------|--------|--------|--------|--------|-------------|
| BV9 (mon) | Percentage of Council Tax Collected | +   | 98.70         | 48.67 (5/12)   | 30.96  |        |        |        | ↑           |

**Management Notes:**

(August)  
For the fifth month running, in-year collection is still up. This excellent result can be credited to our continuing debt prevention work which we started a couple of years ago and are constantly developing.  
(MC)

|            |  |   |       |              |       |  |  |  |   |
|------------|--|---|-------|--------------|-------|--|--|--|---|
| BV10 (mon) | Percentage of Non-domestic Rates Collected | + | 99.03 | 49.68 (5/12) | 32.97 |  |  |  | ↓ |
|------------|--|---|-------|--------------|-------|--|--|--|---|

**Management Notes:**

(August)

For the first time this year, the in-year collection has dropped slightly; it is down by 0.02% compared to the same time last year. We will monitor closely and investigate if this trend continues.

(MC)

|          |   |   |       |             |      |  |  |  |   |
|----------|---|---|-------|-------------|------|--|--|--|---|
| BV12 mon | Working days lost due to sickness absence | - | 10.56 | 3.96 (5/12) | 1.23 |  |  |  | ↑ |
|----------|---|---|-------|-------------|------|--|--|--|---|

**Management Notes:**

|       |  |   |      |            |      |  |  |  |   |
|-------|--|---|------|------------|------|--|--|--|---|
| BV66b | Percentage of tenants with more than seven weeks of (gross) rent arrears | - | 3.84 | 5.00 (1/4) | 3.62 |  |  |  | ↑ |
|-------|--|---|------|------------|------|--|--|--|---|

**Management Notes:**

(Quarter 1)

Performance at the year end was 3.84% and now it is 3.62% an improvement of 0.22. If the level of performance at 3.62% can be sustained throughout the year it will be a very good achievement.

# Quarterly Report 2010-11 for Committee

Priority: Excellent services for our customers

Outcome: Efficiencies; financial and time-saving

## Performance Indicators

| Code  | Title   | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Improvement |
|---|---|-----|---------------|----------------|--------|--------|--------|--------|-------------|
| L114  | Number of Grievances  | -   | 4             |                | 0      |        |        |        | ↔           |
| <b>Management Notes:</b>  |   |     |               |                |        |        |        |        |             |
| L61   | Percentage of councillors accessing electronic information  | +   | 98.30         | 100.00 (1/4)   | 98.31  |        |        |        | n/a         |
| <b>Management Notes:</b><br>(Quarter 1)   |   |     |               |                |        |        |        |        |             |
| No change but aware of Leader's aim to achieve paperless meetings following May 2011 elections. |   |     |               |                |        |        |        |        |             |
| <b>(MR)</b>   |   |     |               |                |        |        |        |        |             |
| L62a  | Percentage of general licences issued within 14 working days  | +   | 100           | 100 (1/4)      | 100    |        |        |        | ↔           |
| <b>Management Notes:</b>  |   |     |               |                |        |        |        |        |             |
| NI181 (mon)   | Time taken to process Housing Benefit/Council Tax Benefit new claims and change events - average days | -   | 9.1           | 10.0 (4/12)    | 7.4    |        |        |        | ↑           |
| <b>Management Notes:</b>  |   |     |               |                |        |        |        |        |             |
| VFMP2 (mon)   | Cycle time in working days from period-end closure to the distribution of routine financial reports   | -   | 5             | 5 (1/4)        | 4      |        |        |        | ↑           |
| <b>Management Notes:</b>  |   |     |               |                |        |        |        |        |             |

## Outcome: Improved service through understanding our customers

### Key Strategic Objectives

| Objective Code | Objective | Achieved | Missed | Officer Notes |
|----------------|-----------|----------|--------|---------------|
|                |           |          |        |               |

# Quarterly Report 2010-11 for Committee

## Priority: Excellent services for our customers

### Outcome: Consistently satisfied customers

#### Key Strategic Objectives

| Objective Code Status | Objective   | Achieved  | Missed    | Officer Notes                                       |
|-----------------------|---|---|-----------|---|
| Achieved              | HOU-PA-1280<br>Continue to improve the Housing Service by achieving all responsive repairs within target timescales.  | Close liaison with contractors is delivering improvements in terms of appointments and 'right first time' measures. The quality of workmanship is being monitored and high levels of tenant satisfaction being recorded.                                      |           |   |
| Achieved              | HOU-PA-1279<br>Continue to improve the Housing Service by improving the appointment system for responsive repairs   | Contractors are contacting tenants and offering appointment slots and telephoning when on their way or if delayed.  |           |   |
| Achieved              | HOU-PA-1281<br>Continue to improve the Housing Service by providing more new tenants with the opportunity to choose fixtures and fittings (kitchen and bathroom and items left by outgoing tenant). | Choice is being offered to tenants at accompanied viewings as well as part of the modernisation programmes.   |           |   |
| Achieved              | HOU-PA-1278<br>Continue to improve the Housing Service by reducing the average void times.  |   |           |   |
| Achieved              | ST-PA-1277<br>Fully implement the Systems Thinking programme for the whole council by the end of 2010.  | Recommendations for StreetScene re-structure agreed by the Executive Board, following their Systems Thinking review. Members have agreed spending additional time with StreetScene through September and October 2010 which will delay the overall programme. | On budget | Resources:<br>Deputy Chief Executive and Teams (TR) |
| Achieved              | HOU-PA-1275<br>Invest £82,000 in software to expand the Home Safeguard telecare service to allow independent living.  | Software upgrade completed.   |           | Resources:<br>£80,000<br>Capital. (TR)              |

#### Performance Indicators

| Code  | Title   | +/- | Prev Year End | Current Target  | Q1 Act | Q2 Act | Q3 Act | Q4 Improvement Act |
|-------|---|-----|---------------|---|--------|--------|--------|--------------------|
| BV16a | Percentage of local authority employees with a disability | +   | 3.99          | Figure recorded for information - no target required. | 4      |        |        | ↓                  |

#### Management Notes:

|       |  |   |       |   |    |  |  |   |
|-------|--|---|-------|---|----|--|--|---|
| BV11a | Percentage of top-paid 5% of staff who are women | + | 28.90 | Figure recorded for information - no target required. | 26 |  |  | ↓ |
|-------|--|---|-------|---|----|--|--|---|

#### Management Notes:

# Quarterly Report 2010-11 for Committee

**Priority: Excellent services for our customers**  
**Outcome: Consistently satisfied customers**

## Performance Indicators

| Code   | Title  | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Improvement Act |  |
|--|--|-----|---------------|----------------|--------|--------|--------|--------------------|--|
|  | issued within 14 working days  |     |               |                |        |        |        |                    |  |
| <u>Management Notes:</u>   |  |     |               |                |        |        |        |                    |  |
| L 62c  | Percentage of Licensing Act 2003 applications decided within statutory deadlines | +   | 100           | 100 (1/4)      | 100    |        |        | ↔                  |  |
| <u>Management Notes:</u>   |  |     |               |                |        |        |        |                    |  |
| L 63a  | Number of random general licence checks  | +   | 206           | 46 (1/4)       | 49     |        |        | ↓                  |  |
| <u>Management Notes:</u>   |  |     |               |                |        |        |        |                    |  |
| L 63b  | Number of random vehicle licence checks  | +   | 152           | 38 (1/4)       | 31     |        |        | ↓                  |  |
| <u>Management Notes:</u><br>(Quarter 1)  |  |     |               |                |        |        |        |                    |  |
| Target of 38 not reached this quarter due to additional work load on officers as a result of staff reduction following departure of one member of staff  |  |     |               |                |        |        |        |                    |  |
| (MR)   |  |     |               |                |        |        |        |                    |  |
| L 64   | Proportion of Councillors trained in regulatory functions                        | +   | 97.78         | 100.00 (1/4)   | 95.53  |        |        | n/a                |  |
| <u>Management Notes:</u><br>(Quarter 1)  |  |     |               |                |        |        |        |                    |  |
| Changes in committee membership at Annual Council meeting - new members have been trained in respect of development management. Training has been offered in Licensing & Enforcement but two members have yet to be trained. |  |     |               |                |        |        |        |                    |  |
| (MR)   |  |     |               |                |        |        |        |                    |  |
| L100   | Percentage of customer calls answered -CSC                                       | +   | 99            | 95 (1/4)       | 98     |        |        | ↑                  |  |
| <u>Management Notes:</u>   |  |     |               |                |        |        |        |                    |  |



# Quarterly Report 2010-11 for Committe

Priority: Excellent services for our customers  
Outcome: Consistently satisfied customers

## Performance Indicators

| Code | Title | +/- | Prev Year End | Current Target | Q1 Act | Q2 Act | Q3 Act | Q4 Improvement Act |
|------|-------|-----|---------------|----------------|--------|--------|--------|--------------------|
|------|-------|-----|---------------|----------------|--------|--------|--------|--------------------|

first contact (DC)

### Management Notes:

## Not linked to any aims

## Performance Indicators

| Code | Title                   | +/- | Prev Year End | Current Target  | Q1 Act | Q2 Act | Q3 Act | Q4 Act Improvement |
|------|-------------------------|-----|---------------|---|--------|--------|--------|--------------------|
| L111 | Total average headcount | OFF | 518.0         | Figure recorded for information - no target required. | 526    |        |        | n/a                |

### Management Notes:

L111 Total average headcount

### Management Notes:

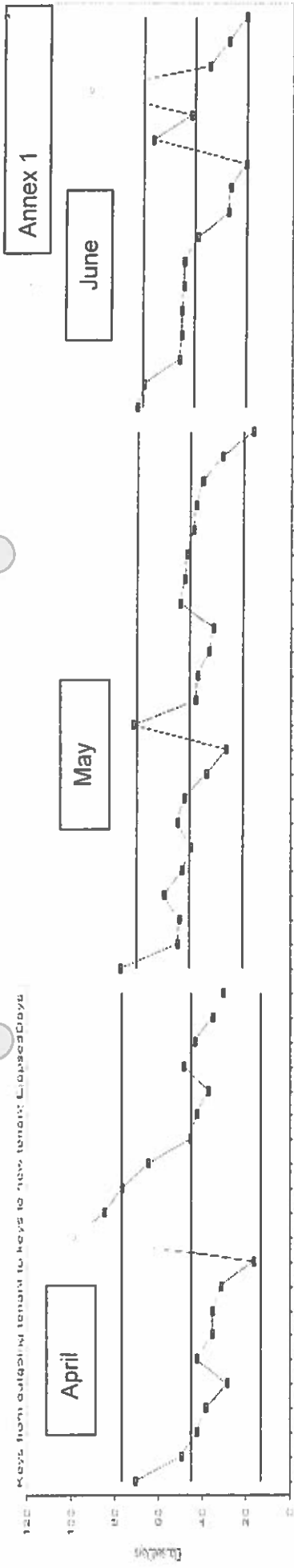
### Leading measures

| Indicator  | Check  | 1st Quarter  | Comment   |
|--|--|--|---|
| <p><b>Capability at first point of contact</b><br/>                     Housing advice and homeless prevention.</p> <p>– measured by the %age of tenants with a clear rent account immediately after 'sign up'.</p>  | <p>5%</p> <p>12%</p>   | <p style="text-align: center;">Service redesign live from 5<sup>th</sup> May 2009</p> <p>45%</p> <p>65%</p>  | <p>We are spending longer with homeless applicants to deal with cases 'one stop'.</p> <p>The improved new tenancy 'sign up' process has put more emphasis on rent payment and has resulted in a significant improvement.</p>  |
| <p><b>End to End times (keys to keys)</b></p> <ul style="list-style-type: none"> <li>• Total End to End time</li> <li>• Keys to Housing Needs</li> <li>• Keys to repairs</li> <li>• Keys to contractor</li> <li>• Void repaired/prepared</li> <li>• Keys to repairs</li> <li>• Keys to Housing Needs</li> <li>• 'Sign up' new tenant</li> <li>• Rent paid</li> </ul> | <p>38 days mean<br/>Predictably 64 days</p> <p>34 days mean<br/>Predictably 66 days</p> <p>5 days mean<br/>Predictably 10 days</p> <p>23 days mean<br/>Predictably 55 days</p> | <p>See capability charts attached.</p> <p>45.7 days mean<br/>Predictably 75.9 days<br/><b>annex 1</b></p> <p>42.6 days mean<br/>Predictably 85.1 days<br/><b>annex 2</b></p> <p>5.3 days mean<br/>Predictably 7.4 days (keys to new tenant)<br/><b>annex 3</b></p> <p>4.5 days mean<br/>Predictably 29.9 days<br/><b>annex 4</b></p> | <p>We have used a time line (see below) to break down elements of our system which can be represented by the travel of house keys through the value steps of our system. Our End to End times improved during the first Redesign experiment however when we moved to a Change of Tenancy Team experiment our End to End times deteriorated. A number of waste steps have been designed out of our system since Check making direct comparisons difficult.</p> <p>A new data capture sheet has been devised to collect data that better reflects our Redesign timeline.</p> <p>All results are an improvement on Q4 2009/10.</p> |

### Lagging measures

| Indicator  | Check                        | 1st Quarter         | Comment  |
|--|------------------------------|---------------------|--|
| <p><b>Customer satisfaction:</b><br/><i>measured by monthly telephone survey carried out 4-6 weeks after tenancy commenced.</i></p>  |                              |                     | See report in annex 5.   |
| <p><b>NI 156 Number of households living in Temporary Accommodation.</b><br/><i>This is a snapshot measure of the number of households in temporary accommodation on 31<sup>st</sup> March each year.</i></p>                                  | 91                           | 54                  | A good reduction and part of a consistent downward trend.  |
| <p><b>NI 160 Local Authority tenants' satisfaction with landlord services.</b><br/><i>This is a measure of overall tenant satisfaction with the services provided by the council measured through the biannual STATUS survey.</i></p>          | 87%<br>Top quartile          | 87%<br>Top quartile | We have this survey undertaken every two years in accordance with government advice.   |
| <p><b>BVPI 212, the time taken to relet local authority housing</b><br/><i>This is a measure of the number of the average number of days taken to relet a property from the day it becomes vacant to the date a new tenancy commences.</i></p> | 22 days<br>2008/09           | 24 days             | This average measure legitimately excludes properties undergoing major repairs from the calculation. Target 25 days.<br>We are working on reducing this period with our contractors. |
| <p><b>BVPI 66a proportion of rent collected</b><br/><i>This is a measure of the amount of rent collected as a proportion of rent collectable.</i></p>  | 97.11%                       | 98.88%              | We are seeing a steady increase towards our 'stretch' target of 99% collection of rent due and actually achieved this in July.   |
| <p><b>Percentage of new tenants who fall into rent arrears</b></p>   | 51%                          | 22.47%              | The new tenancy 'sign up' process emphasises the important of maintaining a clear rent account.  |
| <p><b>Percentage of new tenants irregular rent payers</b></p>  | 27%<br>habitually in arrears | 11.23%              | Fewer tenants are poor or irregular payers.  |

Keys from outgoing tenant to keys to new tenant elapsed days



Annex 1

June

May

April

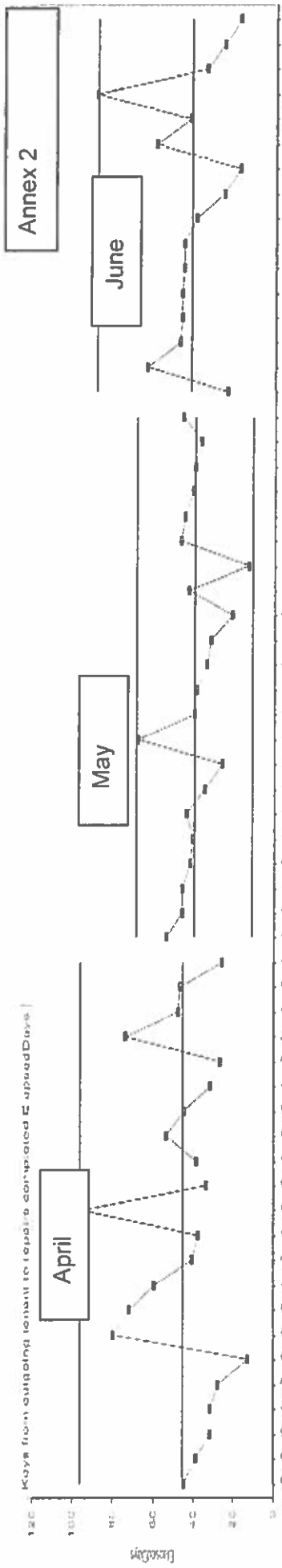
Control Limits

|      |                                      |  |                                      |
|------|--------------------------------------|--|--------------------------------------|
| UCL  | 79.1                                 | 70.9                                     | 89.6                                 |
| Mean | 45.5                                 | 46.3                                     | 45.6                                 |
| LCL  | 13.5                                 | 2.3                                      | 21.4                                 |
|      | Mon_05-Apr-10b_222<br>Mon_28-Jun-10a | Mon_03-May-10b_243<br>Mon_07-Jun-10b_266 | Mon_07-Jun-10b_266<br>Mon_28-Jun-10a |

|      |                                      |
|------|--------------------------------------|
| UCL  | 75.9                                 |
| Mean | 45.7                                 |
| LCL  | 15.5                                 |
|      | Mon_05-Apr-10b_222<br>Mon_28-Jun-10a |

First quarter results

Keys from outgoing tenant to keys to new tenant elapsed days



Annex 2

June

May

April

Control Limits

|      |                                  |                                  |                                  |
|------|----------------------------------|----------------------------------|----------------------------------|
| UCL  | 26.3                             | 68.9                             | 68.9                             |
| Mean | 6.0                              | 11.1                             | 6.0                              |
| LCL  | 0.0                              | 0.0                              | 0.0                              |
|      | Thu_01-Apr-10a<br>Thu_06-May-10b | Thu_06-May-10b<br>Wed_02-Jun-10a | Wed_02-Jun-10a<br>Wed_24-Jun-10a |

|      |                                  |
|------|----------------------------------|
| UCL  | 85.1                             |
| Mean | 42.6                             |
| LCL  | 0.2                              |
|      | Thu_01-Apr-10a<br>Thu_24-Jun-10a |

First quarter results

## East Devon District Council New Tenants Telephone Survey August 2010

### Methodology

Due to changes to the procedures used for New East Devon District Council tenants as part of their Systems Thinking Review process, we decided to undertake a rolling programme of telephone surveys of residents that had used the new system. Housing Officers telephoned new tenants and tenants that had moved between Council houses in the month of April 2010. 25 respondents answered the phone survey. The results were input into Excel and analysed.

Previous surveys were undertaken in January 2010 and August 2009.

### Summary

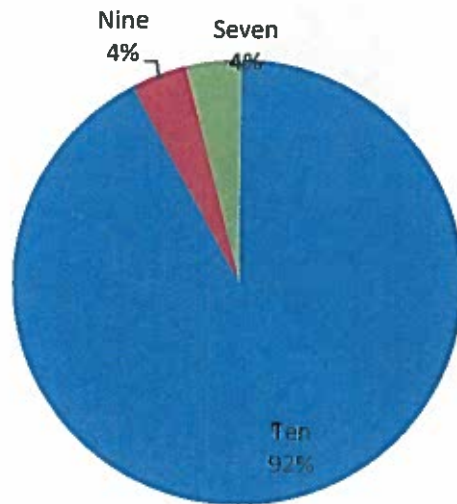
When looking at these results, the low numbers of respondents should be taken into account. For example, with only 25 respondents, one persons view will make a large difference to any percentages.

| Question  | Average score out of 10 | % of respondents that rated it as 10 |
|---|-------------------------|--------------------------------------|
| Ease of applying for an available property                      | 8.4                     | 34                                   |
| <i>January 2010</i>   | 9.4                     | 72                                   |
| <i>August 2009</i>  | 8.4                     | 42                                   |
| Visiting the property with the technical officer and contractor | 9.8                     | 92                                   |
| <i>January 2010</i>   | 9.7                     | 79                                   |
| <i>August 2009</i>  | 9.3                     | 75                                   |
| Standard of new home on arrival                                 | 8.9                     | 60                                   |
| <i>January 2010</i>   | 8.6                     | 37                                   |
| <i>August 2009</i>  | 8.1                     | 50                                   |
| Helpfulness and friendliness of EDDC staff                      | 9.7                     | 88                                   |
| <i>January 2010</i>   | 9.8                     | 81                                   |
| <i>August 2009</i>  | 9.2                     | 77                                   |
| How well informed did you feel about the process                | 9.6                     | 88                                   |
| <i>January 2010</i>   | 9.3                     | 82                                   |
| <i>August 2009</i>  | 7.8                     | 48                                   |
| Overall rating  | 9                       | 48                                   |
| <i>January 2010</i>   | 9.4                     | 60                                   |
| <i>August 2009</i>  | 8.6                     | 46                                   |

- 96% of respondents felt that they fully understood what they are entitled to from us, and what we expect of them as tenants of EDDC.
- 80% of respondents had issues with their new home within 4 weeks of moving in. Some people told us about these issues, and others did not. 3 respondents had told us about issues that had not yet been sorted.

- Speedier allocation and application of property. (8)
- Restrictive for people without internet access. not enough information on how to apply. (6)
- Took a long time on the list. (9)
- Time consuming element of web site. (8)

**How useful did you find visiting the property with the technical officer and contractor? Please give a rating out of 10 where 10 is very good and 1 is very poor.** 25 respondents gave a score. The average score was 9.8 out of 10. The percentage of people that gave each score is show in the pie chart below:



**If you have not given a rating of 10, what could we do to improve your rating?**

Two people commented. Their comments are listed below, with the score they gave in brackets:

- Flexibility with time regarding time available to spend viewing, or second viewing possibilities. (7)
- Viewing was useful however disappointed that no flexibility to allow for alternative as husband and RL were unable to attend on this day. However choice of fitted kitchen was a bonus. (9)

**Do you feel that you fully understand what you are entitled to from us, and what we expect from you as a tenant of East Devon District Council?**

25 respondents answered this question. One stated that they did not understand their reasoning for this answer is below:

- Length of time it takes to repair items. Painters have painted around damaged door panel to the rear of the property. Panel is rotten. Should have been replaced.

### Issues with your new home

**Did you have any issues with your new home within four weeks of moving into it?**  
25 respondents answered this question, 20 stated that they did have issues within four weeks of moving in.

**If yes:**

**Have you told us about these issues?**

All 20 of the respondents that stated they had had issues responded. All of them told EDDC about these issues.

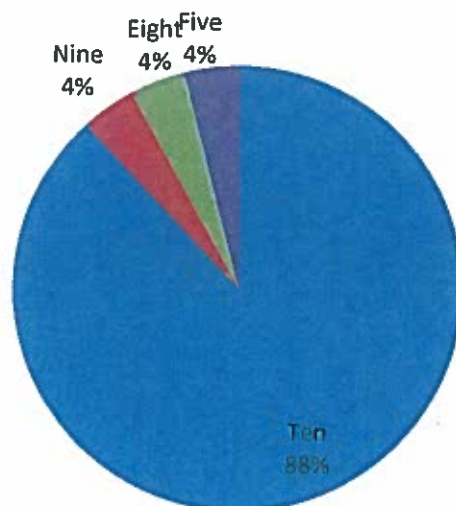
**If you have told us about this issue did we sort out the issue?**

Of the 17 respondents that answered this question, 3 stated the issue had not been resolved.

**If you have told us about the issue, and we haven't yet sorted it out, what is the issue?**

- Front door not secure, damaged, porch area has damp patches TA aware, back door not replaced or fixed since break in, boarded up. Timer unit to central heating wired up incorrectly. Ceiling paper falling down. TA not forthcoming with dealing with issues tenants have.
- Windows not closing properly.
- Heating still needs to be sorted out.

**Overall, how would you rate out of 10, the helpfulness and friendliness of EDDC staff throughout the entire process of applying for and moving into your new home?**  
25 respondents gave a score. The average score was 9.7 out of 10. The percentage of people that gave each score is show in the pie chart below:

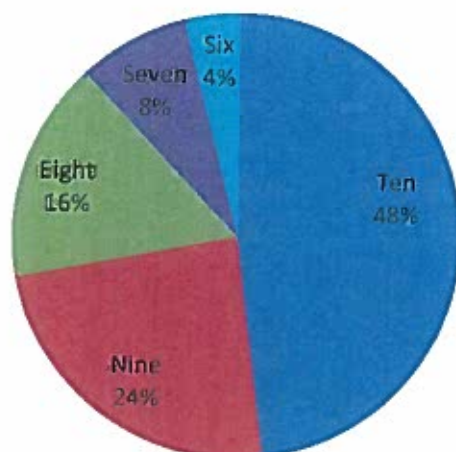


**If you have not given a rating of 10, what would we have to improve for you to rate it as 10?**

Three respondents commented. Their comments are listed below, with the score they gave in brackets:

**Please could you give an overall rating, out of 10, for the process of applying for and receiving a Council home.**

25 respondents gave a score. The average score was 9 out of 10. The percentage of people that gave each score is show in the pie chart below:



**If you have not given a rating of 10, what would we have to improve for you to rate it as 10?**

12 respondents commented. Their comments are listed below:

- As pointed out above, a number of issues still need to be resolved.
- Just the process of applying and the paint lets the service down.
- That was because the aerial had been cut and we had no TV. Had to replace the aerial ourselves.
- Better layout of the application form and better explanation of the appeals process.
- Very stressful to see where you are on the list.
- Attention could be drawn to the outside of property. Spaces swept due to debris in road. The windows could do with cleaning.
- Official move in date was not confirmed at the early stages as notice was required on private let.
- Spent waiting on the register for 6 years 4 of which were at sons house in Sidmouth.
- just hard to apply
- waiting on the list
- As already noted, problems with door locks and poor or lack of painting within the property.
- If kitchen would have been better design or ability to change during COT this would have made a difference.



## Performance Digest - Benefits service: April to June 2010/11

**Purpose: pay the right person the right benefit at the right time**

This digest supplements the strategic performance indicators reported through the SPAR process. It aims to monitor the impact of the redesigned service following the systems-thinking review and give Members information to understand and challenge what is happening within the service.

The benefits service went live with new processes in January 2010, the key features being:-

- Use of telephone preferred over correspondence to collect missing information
- The offer of a home visit to customers making benefit claims
- The completion of claims by phone where possible, for signature and return by the customer
- More claim processing to be done at reception with customer present

### Leading measures

| Indicator   | 2010/11<br>Quarter 1 | 2009/10<br>Quarter 1 | Comment   |
|---|----------------------|----------------------|---|
| <p><b>Capability at first point of contact</b></p> <p>– measured by the %age of benefit claims and changes processed with 48 hours. This is the most cost-effective way of handling customer demand – and gives the best service to customers. We use 48 hours as a claim collected on a home visit is normally processed the next day. If a home visit take place in the afternoon and the claim is processed the next morning our system will record this as taking 2 days.</p> | 40%                  | 36%                  | <p>In practice, there is so much information needed to support a benefit claim and evidence often needed from 3<sup>rd</sup> parties that it is difficult to achieve a high percentage. Our challenge remains to increase this figure to see what is achievable. The payoff is increased customer satisfaction and more efficient administration.</p> |

| Indicator  | 2010/11<br>Quarter 1 | 2009/10<br>Quarter 1 | Comment  |
|--|----------------------|----------------------|--|
| <p><b>Customer demand – changes of circumstance</b></p> <p><i>The complexity of the benefits system means that so many factors result in changes to benefit levels – who is in the household, changes to earnings, changes to other benefits and tax credits and short-time and temporary working.</i></p> | 7,004                | 5,784                | Although new claims being received are falling we are seeing an increase in the number of changes required to be processed.                                |
| <p><b>Customer demand - caseload</b></p> <p><i>Claims in payment at any one time.</i></p>  | 10,346 households    | 9,691 households     | Nearly a 7% increase in the number of households receiving benefit. This would account for the increase in workload received from change of circumstances. |

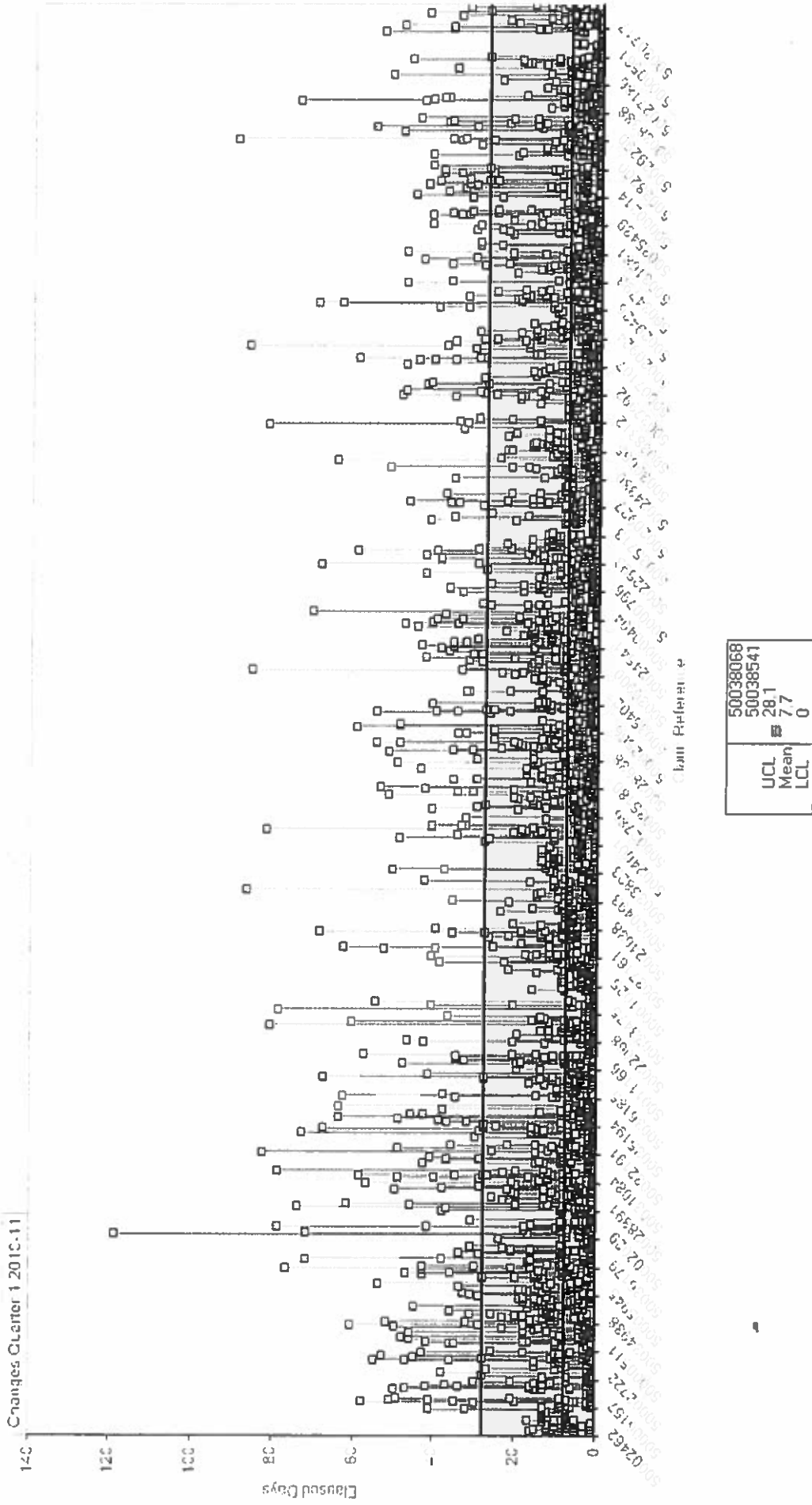
**Capacity charts**

Prior to the systems thinking review the average new claim would take 50 days to process within a system that would predictably take up to 141 days. For the first quarter of 2010/11 the average new claim has taken 12 days (2009/10 1<sup>st</sup> quarter 27 days) to process within a system that predictably takes up to 43 days (1<sup>st</sup> quarter 86 days).

The following chart shows each individual claim assessed in the quarter:-

Agenda Item 9

Similarly, for changes of circumstance, prior to the review these took an average of 21 days, now reduced to 7.7 days. The following chart shows the individual changes of circumstances processed in the 1<sup>st</sup> Quarter.



Agenda Item 9

- Person abroad (further information needed  
New Claims = 3 at 75 days, 77 days and 99 days
- End to End times on checking found to be incorrect and amended (but still shown as high on charts)  
New Claims = 1 at 81 days down to 1 day  
Change of circumstance = 1 at 86 days down to 24 days

**Lagging measures**

| Indicator  | 2010/11<br>Quarter 1   | 2009/10<br>Quarter 1   | Comment   |
|--|--|--|---|
| <p><b>Customer satisfaction:</b> measured by monthly telephone survey &amp; 2 yearly full survey</p>   | <p>Sample not taken in 1<sup>st</sup> quarter – will be completed in 2<sup>nd</sup> quarter.</p> | <p>Full annual survey carried out 1/11/2009 and 31/12/2009<br/>93% overall satisfied</p> | <p>An action plan is being drawn up from this survey to address areas where improvements can be made. The finding need to be combined with results of the phone survey to be carried out in quarter 2 of 2010/11.</p> |
| <p><b>NI 181, the Right Time indicator</b><br/><i>This replaces the previous new claim and changes of circumstance processing times with one average figure including both types of transaction.</i></p> | <p><b>7.4 days</b></p>   | <p><b>16.2 days</b></p>  | <p>This is significant improvement. In 2009/10 the first quarter was by far the worst quarter, with the indicator improving each quarter through the remainder of the year. The 1<sup>st</sup></p>                    |

## **Development Management Quarterly Measures Report**

### **1st Quarter April - June 2010**

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#### **Introduction:**

The first part of this report shows performance in the last quarter, and is followed by a review and issues arising. The report also contains capacity charts indicating the gap between incoming and outgoing work covering applications and the four other work streams. In addition the Enforcement service and appeals performance are also considered.

In E2E times the following is a summary of performance set against the previous quarters including the same quarter last year.

#### **All applications**

A mean (or predictable average) of 53.4 days, compared to the previous quarters:

- 51.43 days (January – March 10)
- 53 days (October-December 09)
- 50.5 days (July-September 09)
- 48.8 days (April-June 09)

#### **Minor applications**

A mean (or predictable average) of: 55.6 days, compared to the previous quarters:

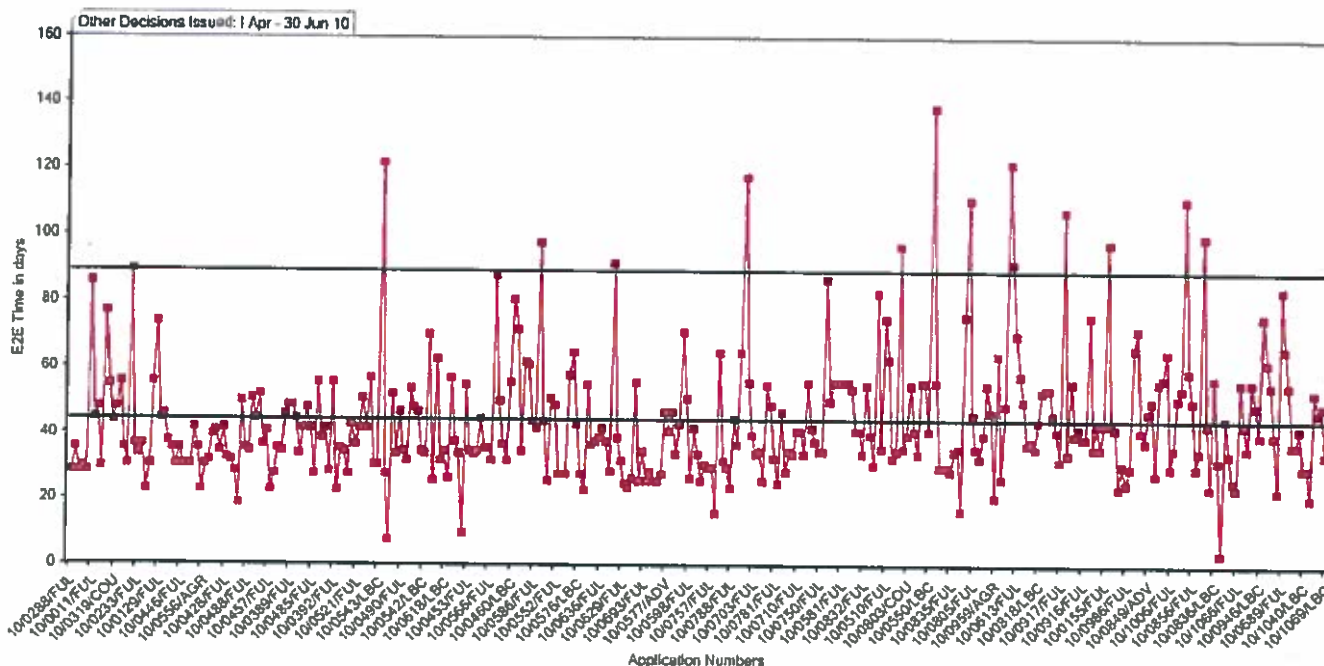
- 61 days (January – March 10)
- 59.5 days (October-December 09)
- 53.5 days (July-September 09)
- 55.5 days (April-June 09)

#### **Other applications**

A mean (or predictable average) of: 44.3 days, compared to the previous quarters:

- 44.5 days (January – March 10)
- 48.5 days (October-December 09)
- 45.3 days (July-September 09)
- 48.8 days (April-June 09)

**(iii) Other Applications (Qtr 1) Apl - Jun 10**



Mean 44.3 days

**Analysis**

During this quarter again, we received 19 major applications and determined 21 major applications, this has led to the overall E2E time increasing by 2 days. However, 'minor' applications saw a reduction in E2E times of 5 days and 'other' applications remained the same at 44 days.

The capacity chart shows a fairly steady flow of 35 – 40 applications received each week, which has allowed for a measured approach to all work streams. The latter part of the quarter has seen a significant rise in the number of applications being determined, with the number in the system reduced from 372 in mid April, to 337 at the close of June. This is a marked reduction which should see a continued trend through the summer. Managers have been tasked with meeting the teams weekly to assist in this process.

**Actions Taken**

- Teams reminded about the need to ensure a speedy site visit is undertaken
- Teams reminded about the need to seek amended plans as early as possible
- Agents informed of when and when not to submit amended plans and a timescale encouraged promoting a quick turn around time.
- Specific targeting of those applications past their consultation date and still outstanding

**Further Actions Planned**

Again an improvement in the service provided. The team's main emphasis was to concentrate on planning applications and pre app enquiries during this period, even so there has been a small improvement in this area of work.

## Value & Preventable Demand Survey

The survey took place during 22 – 29 Jun 2010. The table below also shows the previous quarter Jan-March 2010.

|            | Qtr 1<br>Value Demand | Qtr 4<br>Value Demand | Qtr 1<br>Preventable Demand | Qtr 4<br>Preventable Demand |
|------------|-----------------------|-----------------------|-----------------------------|-----------------------------|
| Telephone  | 68%                   | 80%                   | 32%                         | 20%                         |
| Post       | 56%                   | 80%                   | 44%                         | 20%                         |
| Email      | 89%                   | 99%                   | 11%                         | 1%                          |
| Front Desk | 64%                   | 72%                   | 36%                         | 28%                         |

### Analysis and Actions Taken

**Telephone:** Top 2 preventable demands:

1. Can you give me an update on my/clients application – 90 (18%) Calls. This figure is up 14% on the last quarter. We have been victims of our own success, agents are asking when an application is going to be determined as we determine approx 40% of our applications in less than 45 days, and this has raised the agent's expectations of us.
2. Can you give me an update on my neighbours' application – 29 calls (5%). This figure is marginally up by 3% on the previous quarter. We plan to publish a protocol in leaflet form on how applications are dealt with to reduce further this preventable demand.

**Post:** Preventable demand of 44% is an increase of 24%. However, the volume of letters has reduced even further from 97 to 65. This is due mainly to the increased use of email. The number of invalid applications and EDDC requesting additional information makes up the main bulk of post into the department. We have again spoken to the agents asking them to check the details prior to sending in applications, which should reduce the overall number of invalid applications.

**Email:** Preventable demand increased from 1% to 11% - This has taken over from letters and the majority of emails are representations or consultation replies. We now have over 1000 citizens registered and submitting representations using the 'Planning Online' where these go directly onto the back office system. There is no clear reason for this increase in preventable demand and if a trend emerges we will need to investigate this further.

## **Analysis**

Enforcement has seen the retirement of 2 Enforcement Officers, 1 FTE and 1 Part time in the previous quarter. This left a vacancy for a number of weeks, until the newly appointed officer took post in mid July, although an experienced enforcement officer some period of time will be needed for him to get up to speed. The capability chart shows very erratic time scales from complaint to site visit and this highlights the increased workload that the remaining officers have dealt with. It is anticipated that times will be reduced through the next quarter now that we had a full team.

## **Actions Taken**

Workload for the remaining officers is continuing to be closely monitored as well as the overall performance for the team. Now the team is fully up to strength E2E times should reduce as the quarter progresses.

## **Reception Desk Survey**

There was a small increase in visitor numbers - 58 and of that 22 wanted to see a Planning/Technical officer for planning advice. A further 11 were Personal Searches requesting copies of planning histories. There were a couple of Major applications which caused some controversy and an increased the number of people visiting. However, overall we are seeing reduced number of planning visitors to the front desk as the website appears to be effectively siphoning away the need for direct contact

The two most common enquires are still:

- Can I have planning advice, and
- Can I see the planning officer's planning file

We have now stopped putting paper copies of applications at the Front Desk, apart from Major or controversial applications. We have upgraded the viewing area to facilitate larger screens and have instructed the Reception staff in helping citizens to use the facility. This in time should encourage citizens to use the website more and further reduce the footfall to the Knowle.

## **Lagging Measures:**

### **A) Applicant Satisfaction Survey**

The survey carried out for this quarter showed a return of 88.6 % satisfaction, with 60% scoring the service 8 or above. This is a 7.8% decrease on the previous quarter both in general terms and for those scoring more than 8 out of 10. The total number of applicants responded was 53



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| Type               | DCLG Target     | Qtr 1<br>Apr – Jun 10 | Qtr 4<br>Jan – Mar 10 |
|--------------------|-----------------|-----------------------|-----------------------|
| Major applications | 60% in 13 weeks | 42.86%                | 52.17%                |
| Minor applications | 65% in 8 weeks  | 64.18%                | 69.3%                 |
| Other applications | 80% in 8 weeks  | 83.09%                | 81.81%                |

These statistics show a very crude representation of performance and do not accurately reflect all the work stream activity. They focus only on certain categories of planning application and give a retrospective three month average.

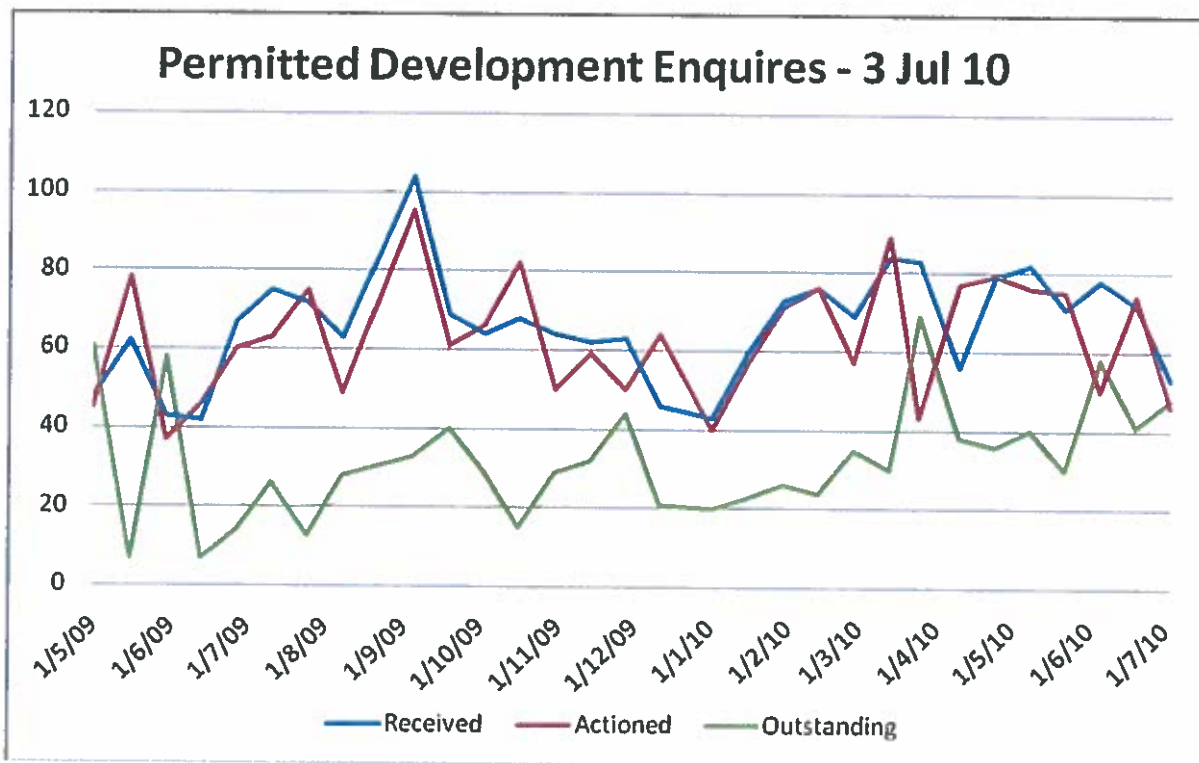
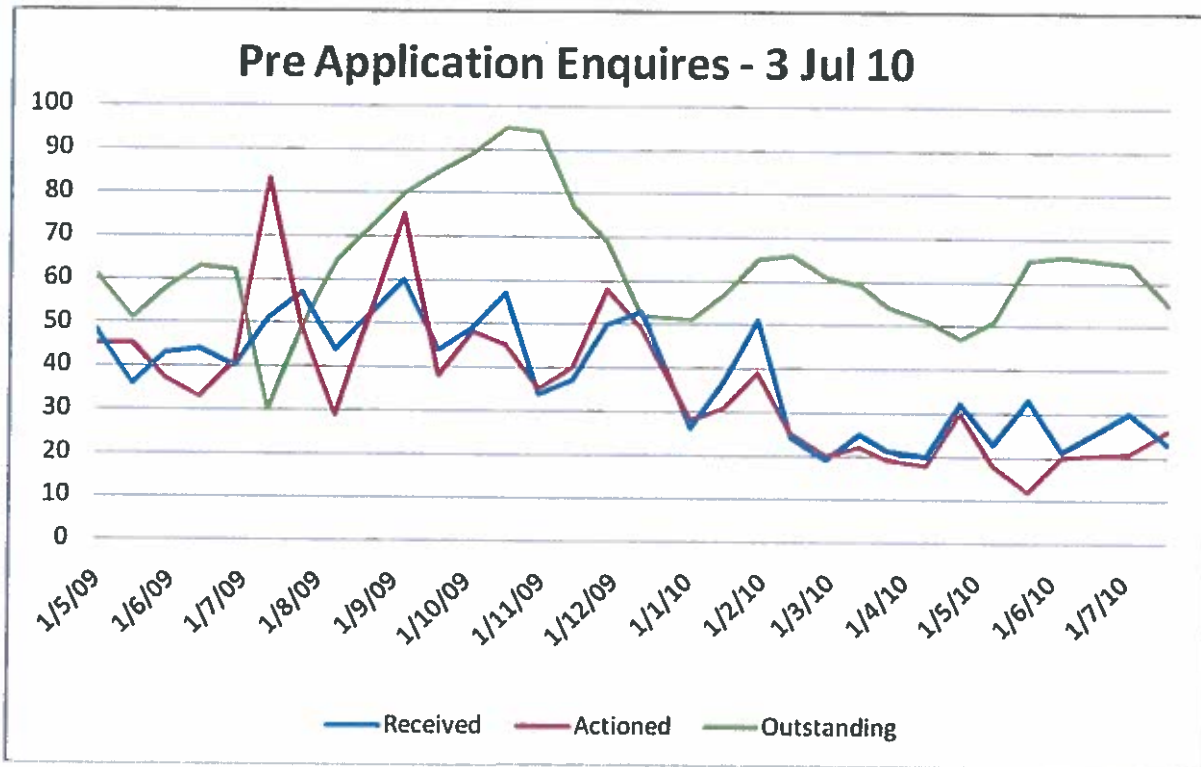
The Development Manager attends the South West Development Managers Best Practice Group on a quarterly basis. It is evident from those meetings that many other authorities in Devon and South West, including South Somerset, still pay great attention to National Indicator targets rather than taking any extra time necessary to achieve a positive result for the customer. That said the Council still achieves the national target except in the major category where a number of applications have run over target because of the need for further negotiation and delays in receiving consultation responses, as well as the time needed to bring Section 106 agreements to fruition. It is the case that the current economic climate has meant that some developers have to be pushed quite hard to complete their agreements as at present the value of any planning permission is greatly diminished. This coupled with the Government's new rules on not being able to easily renew an old permission means that developers are happy to leave permissions pending in the system.

**E) BVPI 204 Appeals Allowed:**

| Target    | Qtr 1 Apr – Jun 10 | Qtr 4 Jan – Mar 10 |
|-----------|--------------------|--------------------|
| Local 33% | 17%                | 33.3%              |

**Analysis**

The number of appeals remains low (6 appeals in last quarter which count against stats of which 5 were dismissed), which is evidence of the proactive approach in trying to resolve problems rather than issuing refusals to meet a national target. The number of appeals upheld also remains well below the national average of 33% when taken over a year. Further information on appeals can be seen in the report to DM Committee in April this year. A further report on appeals will follow in the spring of 2011. Given the low number of appeals it is more sensible to look at the figures over a year rather than over individual quarters. A low number can skew the statistics. Since the temporary redeployment of the Appeals officer in March to one of the planning teams all teams are now taking responsibility for their own decisions and defending them in the event of an appeal. This means that the teams are now facing an increased level of accountability for their decisions.



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number which will improve over the summer. The team continue to look positively at all applications to find a way of approving provided there are no fundamental planning objections. The team are also aware of the change in priorities towards economic development and are assisting the housing team in pushing forward affordable housing schemes wherever they can. The team will concentrate on improving performance in dealing with minor applications over the next few quarters. The performance on majors and others (householders primarily) is acceptable and stable.

**Members' web page** – This page had recently been restructured so that it was easy to navigate and now only provided information that was not available elsewhere on the Council's web site.

**The Knowledge** – Not all Councillors read the Knowledge each week for various reasons. Other Councillors found that this was a useful way of keeping up-to-date about Council decisions, meetings and key topics. Ways of increasing readership and the readability of the Knowledge were explored.

**Community Notice Boards** – contact details on notice boards would help local people identify their local Ward Member and be able to contact them about any relevant issue.

**With Officers** – the Forum discussed the importance of good communications between Members and Officers which were based on mutual respect, an understanding of the nature and range of each other's roles, understanding each other's accountability (within the council and outside the council), sharing a commitment to deliver, and political awareness. Members discussed a non-hierarchical approach to Member:Officer communications but believed it was only appropriate to discuss issues with staff with the support and approval of the line manager.

#### **4. Barriers to communication:**

- Information over-load
- Officers not using the individual Councillor's preferred means of communication.
- Lack of awareness of Officers of the importance and benefits of communicating with Ward Members
- Councillors failing to recognise the importance of 'meeting officers halfway' by reading and responding to information and requests sent to them. The Forum felt that it was unreasonable in most situations to expect Officers to send out reminders.

#### **5. When to communicate**

Generally it was felt that Ward Members should be informed as soon as possible and kept informed about issues in their own Ward. It was felt that the ways in which Officers:Ward Members communicated and when this occurred was dependent on the individual circumstance.

#### **6. The importance of political awareness**

Staff and Members needed to be more politically aware. There was a need to see the services provided and decisions made within a wider local government context. Staff working in service 'silos' were in danger of failing to understand that their work/actions could have wider implications of which they should be aware. The role of staff and of councillors within the authority needed to be clarified.

#### **7. Security**

Steps were being taken by ICT to improve the security of electronic communications. Staff and Councillors were encouraged to seek help from the ICT Helpdesk and to take advantage of training opportunities because the greatest risk to the security of electronic data was through misuse of systems and misunderstandings.

**Recommendations continued:**

**(4) Press releases**

- (a) that when an Officer requests the Communications Team to prepare a Press Release, the Officer is asked if the relevant Ward Member/Member Champion/ Portfolio Holder has been advised – as a reminder,
- (b) that all Councillors be sent a copy of a Press Release on issue,
- (c) that Members be recommended to discuss their proposed media responses with the Communications Team in the first instance and, ideally, for their comments to the media to be made in writing rather than verbally.

**(5) Increased use of Knowledge by Councillors:**

- (a) that Councillors advise the Democratic Services Team if the technology in respect of accessing the Knowledge and the 'clickable links' isn't working so that appropriate action can be taken to overcome this,
- (b) that links to agendas on the website be included in the forthcoming meetings section,
- (c) that Councillors be advised that housing lists were now only available to them on request,
- (d) that the link to the Knowledge be put on the front page of the Council's website to make it easy to locate,
- (e) that Councillors be encouraged to use the Knowledge and value its worth

**(6) Skills to share register**

- (a) that use of Councillors' skills be recognised by the authority in a positive way and that Councillors' skills, interests and experience be harnessed for the benefit of the organisation,
- (b) that Members be invited to check their details on the Councillors' skills register to ensure that it is up-to-date and confirm that they are willing to share these skills,
- (c) that, subject to above, the up-dated register be put on the intranet for Officer information and staff advised of its purpose and value,
- (d) that the skills to share register be used by Group Leaders/the Whip when allocating places on Committees and to positions of responsibility, including Champions and Outside Bodies so that Councillor skills and experience are used for the benefit of the authority,

## Agenda Item 12

Service Delivery/Performance Committee

16 June 2010



### Service Delivery and Performance Overview and Scrutiny Committee Forward Plan 20010/11

#### Meetings for 2010/2011

|                 |  |  |
|-----------------|--|--|
| 27 October 2010 | <ul style="list-style-type: none"><li>• Quarterly Monitoring of Service Plans and Performance Indicators – 2nd Quarter</li><li>• Housing Benefits, Housing, StreetScene and Development Management Service Measures Reports 2nd Quarter</li><li>• Quarterly Equalities Action Plans</li><li>• Systems Thinking progress in other service areas</li></ul> | Denise Lyon<br>Heads of Service<br>Heads of Service<br>Denise Lyon |
| 19 January 2011 | <ul style="list-style-type: none"><li>• Quarterly Monitoring of Service Plans and Performance Indicators – 3rd Quarter</li><li>• Housing Benefits, Housing, StreetScene and Development Management Service Measures Reports – 2nd Quarter</li><li>• Quarterly Equalities Action Plans</li></ul>  | Denise Lyon<br>Heads of Service<br>Heads of Service                |
| 9 March 2011    | <ul style="list-style-type: none"><li>• Annual Report of the Service Delivery and Performance Overview and Scrutiny Committee</li></ul>  | Denise Lyon  |