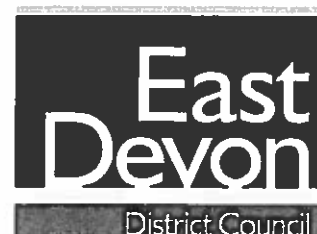


Date: 15 September 2009
Contact name: 01395 517543
Contact number: Chris Holland
E-mail: cholland@eastdevon.gov.uk



To: Members of the Service Delivery and Performance Overview and Scrutiny Committee
(Councillors: Roger Boote, David Chapman, Vivien Duval Steer, Steve Hall, Douglas Hull, David Key, Frances Newth, Ken Potter, Tony Reed, Brenda Taylor).

Portfolio Holders
Other Members of the Council for information
Chief Executive
Corporate Directors
Economic Development Manager

East Devon District Council
Knowle
Sidmouth
Devon
EX10 8HL

DX 48705 Sidmouth

Tel: 01395 516551

Fax: 01395 517507

www.eastdevon.gov.uk

**Meeting of the
Service Delivery and Performance Overview and Scrutiny Committee
Thursday 24 September 2009 – 6.30pm
Council Chamber, Knowle, Sidmouth**

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.

A hearing loop system will be in operation in the Council Chamber.

Visitors please note that the doors to the civic suite (meeting rooms) will be opened ¼ hour before the start time of the meeting. Councillors are reminded to bring their key fobs if they wish to access the area prior to that time.

AGENDA

Page/s

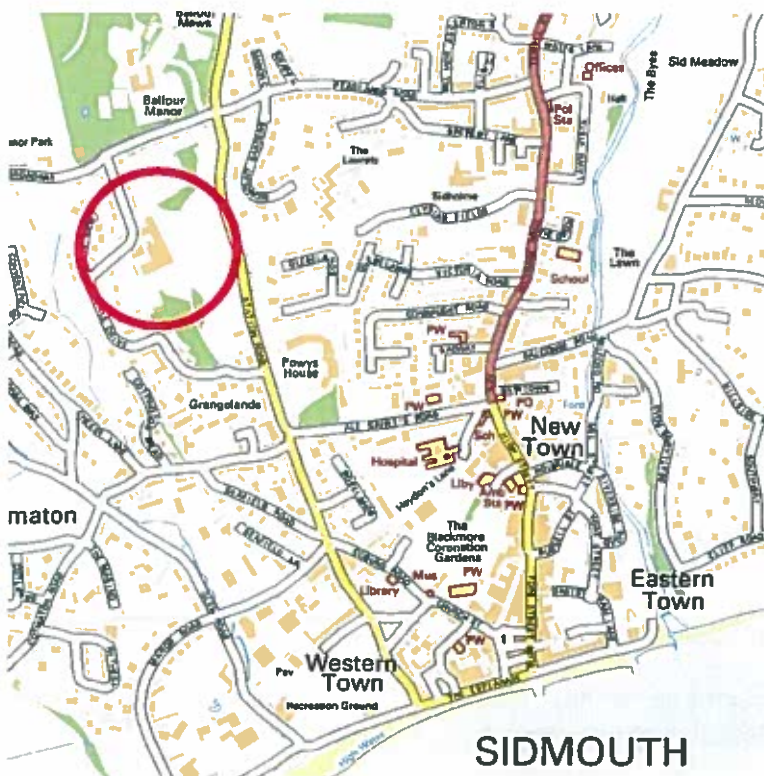
1. **Public question time – standard agenda item (15 minutes)**
Members of the public are invited to put questions to the Committee through the Chairman.
 - Each individual questioner exercising the right to speak during this public question time is restricted to speaking for a total of 3 minutes.
 - Councillors also have the opportunity to ask questions of the Leader and/or Portfolio Holders during this time slot whilst giving priority at this part of the agenda to members of the public.
 - The Chairman has the right and discretion to control question time to avoid disruption, repetition, and to make best use of the meeting time.

	Page/s
2. To confirm the minutes of the meeting of the Service Delivery and Performance Overview and Scrutiny Committee of 17 June 2009	4 - 6
3. To receive any apologies for absence.	
4. To consider any items, which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.	
<p>(Note: such circumstances need to be clearly identified in the minutes; Councillors please notify the Chief Executive in advance of the meeting if you wish to raise a matter under this item. The Chief Executive will then consult with the Chairman).</p>	
5. To agree any items to be dealt with after the public (including the press) have been excluded. There are no items that the officers recommend should be dealt with in this way.	
6. Improvements to the Scrutiny Function	7 - 23
<p>The report originally made to the Scrutiny Committee on 12 November 2008 on the improvements to the Scrutiny function for consideration, as requested by the Committee on the 17 June 2009</p>	
7. Preventable demand in the Customer Service Centre	24 - 27
<p>Members to consider the statistical information on calls made to the Council Offices, and debate solutions on improving the efficiency of service to those callers.</p>	
8. Draft Performance Management Strategy (Communications and Improvement Manager)	28 - 54
<p>Members are asked to consider the draft Strategy that aims to tackle an integrated approach to performance management.</p>	
9. Quarterly Monitoring of Service Plans – First Quarter 2009/10	55 - 86
<p>Members are asked to highlight any service where they have concerns or require information.</p>	
10. Absence Report – First Quarter 2009/10	87 - 89
<p>Members are asked to consider the report of the first quarter of the year relating to sickness absence of Council employees.</p>	
11. Service Hierarchy Chart	90
<p>Chart outlining the current management structure is attached for the information of Members.</p>	
12. Service Delivery and Performance Committee Forward Plan	91
<p>Members to debate future work of the Committee in the coming year.</p>	

Members remember!

- You must declare any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- 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 you have obtained a dispensation from the Council's Standards Committee or where Para 12(2) of the Code can be applied. 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 at meetings where the public are also allowed to make representations. If you do remain, 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.
- You also need to declare when you are subject to the party whip before the matter is discussed.

Getting to the Meeting – for the benefit of visitors



The entrance to the Council Offices is located on Station Road, Sidmouth. Parking is limited during normal working hours but normally easily available for evening meetings.

The following bus service stops outside the Council Offices on Station Road:
From Exmouth, Budleigh, Otterton and Newton Poppleford – 157

The following buses all terminate at the Triangle in Sidmouth, From the Triangle, walk up Station Road until you reach the Council Offices (approximately ½ mile).
From Exeter – 52A, 52B
From Honiton – 340 (Railway Station), 387 (Town Centre)
From Seaton – 52A, 899
From Ottery St Mary – 382, 387

Please check your local timetable for times.

The Committee Suite has a separate entrance to the main building, located at the end of the visitor and Councillor car park. The rooms are at ground level and easily accessible; there is also a toilet for disabled users.

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the Service Delivery and Performance Overview and Scrutiny Committee held at Knowle, Sidmouth on Wednesday 17 June 2009

- Present:** Councillors:
Steve Hall (Chairman)
Frances Newth (Vice Chairman)
Roger Boote
David Chapman
Vivien Duval Steer
Douglas Hull
Tony Reed
Brenda Taylor
Ken Potter
- Officers:** Simon Davey – Head of Finance
Christopher Holland – Democratic Services Officer
Kate Little – Head of Planning and Countryside Services
Denise Lyon – Corporate Director and Deputy Chief Executive
- Also Present** Councillors:
Paul Diviani
Jill Elson
Stuart Hughes
Andrew Moulding
Helen Parr
Pauline Stott
- Apologies:** David Key
Bob Peachey

The meeting started at 6.30pm and ended at 8.45pm.

The Chairman welcomed everyone to the first meeting of the Service Delivery and Performance Overview and Scrutiny Committee.

***1 Public question time**

There were no questions from the public raised at this point of the meeting.

***2 Service Delivery and Performance Overview and Scrutiny Remit and Constitutional Changes to Improve the Scrutiny Function**

The Committee was timetabled to meet five times per year, and the broad remit described as: "right sized establishment, systems thinking and on-target delivery"

Members of the Committee discussed the work involved within the broad remit, and the commitment needed to help facilitate actions to achieve this. The Chairman reminded Members that one of the corporate priorities was to achieve an excellent service for the customers of the Council. He stressed that with new and up to date systems thinking review data it was possible to monitor the performance of individual services like never before.

*2 **Service Delivery and Performance Overview and Scrutiny Remit and Constitutional Changes to Improve the Scrutiny Function (cont'd)**

Members expressed concern that there may not be a single point of contact regarding the scrutiny function as discussed at the meeting of the Scrutiny Committee held on 12 November 2008. The Chairman of the new Overview and Scrutiny Co-ordinating Committee explained that one of the key aims of the Co-ordinating Committee was to avoid duplication of workloads between the three Overview and Scrutiny Committees and would effectively be the main point of contact.

- RESOLVED:**
- 1) that the constitutional changes to the Overview and Scrutiny Function be noted.
 - 2) that the original report to Scrutiny Committee of 12 November 2008 on Improvements to the Scrutiny Function be provided to the Committee for its next meeting.

*3 **Draft Performance Management Strategy**

Members were to asked to consider the development of performance management and monitoring measures from government national indicator led services to performance measures, which would assist the Council in understanding how services and systems work and how to improve them. Attached for Members' information was the performance indicator policy together with an outline of a new proposed policy.

- RESOLVED:** that the Draft Performance Management Strategy outline be approved and that the final detailed version be reported to a future committee.

*4 **Measures Reports**

Members were asked to consider the measures reports for Benefits and Planning which covered the first three months of 2009. The Deputy Chief Executive stressed that the Committee was the first to be able to scrutinise this type of information on service areas and that it was important for them to question if there was anything in them that they found interesting or didn't understand.

Benefits

It was noted that the systems review in Benefits had resulted in many improvements to the service including:

- Better recovery of benefit subsidy through more efficient service (worth £116,000 in 2008/09 subsidy claim)
- More rapid processing of benefit claims (from 36 down to 22 days) and changes of circumstances. (from 20 days to 9.5 days)
- Improved efficiency had created the capacity to cope with a 36% increase in workload with a 3.5% reduced staffing level.

Planning

The systems review in Planning had also resulted in improvements to the service including:

- Time spent on applications reduced by 27 days
- 95% of customers and 82% of Parish and Town Clerks were satisfied with the service provided.
- Improved efficiency had resulted in increased capacity – able to provide a comprehensive pre-application service to benefit applicants, the planning authority and the wider community
- All information submitted with a planning application was available on the Council's website.
-

*4 **Measures Reports (cont'd)**

- RESOLVED:**
- 1) that the quarterly reporting format of service data be welcomed.
 - 2) that the Benefits and Planning Services be congratulated on the marked improvements to each service area

*5 **Better Communication of all the good things we do**

The Chairman asked Members to consider whether the Council was communicating good news and good practice effectively to the public. He commented that the Council needed to promote itself when good news or best practice was apparent.

Councillor Stuart Hughes, Portfolio Holder for Communications, gave a short presentation on the work of the Communications team outlining the major events of the past year and improvements made to the Council website. He explained that the Communications team could only publicise information of which they were made aware. It was every Member's responsibility to inform the team if they felt something was newsworthy.

Councillor Ann Liverton, Member Development Champion commented that the Council could always work on informing Members more using mediums such as the website and the Knowledge newsletter. It was important that Ward Members passed on information and that they themselves were kept informed of developments in their area.

*6 **Quarterly Monitoring of Service Plans – Fourth Quarter 2008/09**

Members were asked to highlight any service plans where they had concerns or required further information. Some Members asked that the plans were printed in colour in future. Although this idea was supported it was pointed out that printing costs were extremely high and that the Council was trying to reduce these costs.

*7 **Service Hierarchy Charts**

The Chairman asked for hierarchy charts for all the Council's services which would give Members the complete staffing structures. Members agreed they would find these useful for future meetings.

- RESOLVED:** that the production of hierarchy charts for all the Council's services be approved.

*8 **Service Delivery and Performance Overview and Scrutiny Committee Forward Plan**

Members agreed that focus should be on priority areas within the remit, the aim being to work on a few issues to reach results, rather than look at many issues without reaching satisfactory conclusions. It was stressed that all Members could forward items for discussion to the Committee

Possible areas for discussion were suggested as:

- Communications – Telephone system and demands made – why do people telephone the Council – could the number be reduced?
- Remit of the Committee to be clarified/developed
- Neighbourhood assessment – for example: Dog fouling, Speeding, Street cleaning

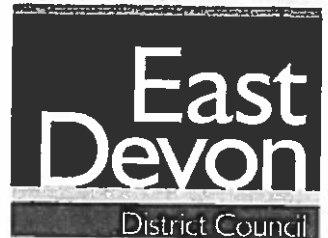
Chairman Date

Agenda Item 6

Originally made to the Scrutiny Committee

12 November 2008

DSO/DM



Improvements to the Scrutiny Function

Summary

The Committee has raised the issue of improving the workings and effectiveness of the Scrutiny function at previous meetings, most notably the Joint Scrutiny and Corporate Overview Committee held on the 10 September 2008.

The Executive Board decision on the 1 October 2008 was that the Scrutiny Committee revisit its recommendation for the appointment of a dedicated Scrutiny Officer and identify costs and clarify the proposed remit of the post, highlighting the different duties of this role compared with those currently carried out by the Democratic Services Officer who services the Scrutiny Committee; and that the Scrutiny Committee revisit its recommendation that it examine issues before the Executive Board takes a decision and consider how this could be achieved in practical terms and without duplicating the work of the Corporate Overview Committee or causing unmanageable delays to the decision making of the Board.

Recommendation

That the Scrutiny Committee recommend:

1. Changes to the operation of the Scrutiny Committee to review their workload in a wider manner, to draw topics from:
 - specific concerns highlighted in the Performance Indicator and Service Plan reports;
 - rolling reviews of services;
 - the workload of the Corporate Overview Committee in establishing if implementation has occurred;
 - other authorities and agencies in East Devon as dictated by the Performance Indicators;
 - other Members, members of the public and complaint trends
2. Training and supporting material to increase confidence in questioning and scrutinising, including the introduction of a pre-meeting to decide on questioning strategy with all Members of the Scrutiny Committee where necessary
3. Increased Member development to provide a better understanding of services
4. Defer the consideration of a dedicated Scrutiny Officer until the recommendations 1, 2 and 3 have been adopted and implemented, to assess if additional Scrutiny Officer time is still required.

a) Reasons for Recommendation

The Executive Board has instructed the Scrutiny Committee to review their previous recommendations; the recommendation within this report should address some of the issues that the Scrutiny Committee are facing to provide a more effective Scrutiny role.

b) Alternative Options

Make no changes to the current Scrutiny function.

c) Risk Considerations

- i) If the Scrutiny Committee recommend a new post of a Scrutiny Officer, with a salary equivalent to other authorities, and this is approved, there is the potential for a Democratic Services Officer post to be a redundant.
- ii) If the Scrutiny Committee recommend that a new post of a Scrutiny Officer is required, based on the same salary as a Democratic Services Officer, the current post holder may not agree to the amendment of job description for increased hours dedicated to Scrutiny work. In that instance, the post would have to be advertised.
- iii) If increased hours dedicated to Scrutiny work are taken on by Democratic Services, the existing establishment will not have the capacity to absorb the additional work.
- iv) The re-organisation of local government could mean that a dedicated Scrutiny Officer does not have a role in a new organisation.
- v) The Scrutiny function becomes officer, and not Member, led.

d) Policy and Budgetary Considerations

- i) There is currently no budget provision for a dedicated Scrutiny Officer.
- ii) The current provision equates to 1.5 days per week solely on Scrutiny work. If the current post was converted to 3 days per week on Scrutiny work, the remaining 1.5 days would have to be taken up by another officer which would mean increasing the hours of another officer. If this cannot be accommodated, an additional officer would have to be employed to cover this work. A Democratic Services Officer is currently at pay scale 6 (£22,122.00 to £24,545.00) so to find another 1.5 days per week equates to an increase of £6,636.00 - £7363.50; an additional officer to cover this work would incur further on-costs, calculated at 24.5% of gross salary which would add a further £1,626 - £1,804 to the salary costs giving a total of £8,262.00 - £12,167.50.

e) Date for Review of Decision

January 2009

1 Background to the Scrutiny Committee

1.1 What is the role of Scrutiny and what does this mean in practice?

The four principles of good public scrutiny are:

- Provide "critical" friend challenge to executive as well as external authorities and agencies;
- Reflect the voice and concerns of the public and its communities
- Take the lead and own the scrutiny process on behalf of the public;
- Make an impact on the delivery of public services.

In practice, the Council's constitution sets out that the Corporate Overview Committee consider policies in development before they reach the Executive Board. The Scrutiny Committee currently owns the post decision scrutiny process and only considers matters before the Executive Board where the Board have asked the Committee to do so.

An extract from the Constitution that covers the Corporate Overview and Scrutiny function of the Council is attached to this report as Appendix A.

The Members of the Scrutiny Committee need to decide how issues can be examined before the Executive Board in a practical way, without duplicating the work of the Corporate Overview Committee.

1.2 Member Involvement TaFF

A Member Involvement Task and Finish Forum was set up in 2006, looking at the political, advisory and decision making arrangements of the Council. The TaFF met with representatives from West Dorset and South Somerset District Councils to discuss how their Overview and Scrutiny function operated. Following their final report, the Scrutiny Committee in March 2007 recommended that:

RECOMMENDED that the recommendations of the Member Involvement in the Political, Advisory and Decision Making Arrangements of the Council Task and Finish Forum be agreed subject to the recommendations 5.5 iv), 5.5vii) and recommendation 2 g) of the meeting held on 20 March 2007 being amended to read as follows:

- 5.5 iv) that the Chairman/Vice Chairman appointments of Scrutiny and Overview Committees be in proportion to the membership of political groups in the Council with a minimum of the Chair or Vice Chair for each of the committees, and a minimum of one Chair, being from the non majority groups;
- 5.5 vii) that provision be made in the 08/109 budget, or earlier if possible, for the appointment of a dedicated Scrutiny Officer as a means of promoting and developing an effective scrutiny function within the Council.
- 2 g) Planning training to be mandatory for all members of the Development Control committees and timetabled to accommodate the needs of all Councillors

The report of the Member Involvement in the Political, Advisory and Decision Making Arrangements of the Council Task and Finish Forum is attached for information as Appendix B.

1.3 Executive Board Decision 1 October 2008

As described in 1.2, the Scrutiny Committee first recommended that provision be made for a dedicated Scrutiny Officer in March 2007. The recommendation was made again, along with examining issues before they came before the Executive Board for decision, in September 2008.

Below is an extract of the minutes of the meeting of the Executive Board on 1 October 2008 specifically relating to the Scrutiny recommendations:

*82 **Minutes of the meetings of the Housing Review Board, the Joint Meeting of the Corporate Overview and Scrutiny Committees and the Corporate Overview Committee**

In respect of the Joint Scrutiny and Corporate Overview Committee, the Chairman of the Scrutiny Committee advised that the meeting had been productive with a genuine and interesting debate. The meeting had considered the Corporate and Financial Strategies (Minute 5) and, in so doing, proposed that the role of the Scrutiny Committee would be further strengthened by the appointment of a dedicated Scrutiny Officer. This recommendation had been made previously by the Member Involvement Task and Finish Forum but had not been progressed largely due to cost implications.

The current arrangement was that a Democratic Services Officer serviced the Scrutiny Committee and undertook research as guided by the Committee but also undertook other duties within the Democratic Services Team. It was suggested that the Scrutiny Committee revisit their proposal for a dedicated officer and identify exactly what duties a dedicated Scrutiny Officer would undertake that were in addition to those currently carried out by the Democratic Services Officer. When costed, this would give a clear basis for future

consideration by the Board and if substantiated would be considered during the budget process.

The Joint Meeting had also recommended that the Scrutiny Committee should consider matters prior to consideration by the Executive Board. The Head of Legal, Licensing and Democratic Services directed Members to the relevant part of the Constitution which set out the remit of the Scrutiny and Corporate Overview Committees. Briefly Scrutiny provided a check on Executive Board/Portfolio Holder decisions and Corporate Overview helped to develop policy and made recommendations to the Executive using research and evidence. Certain overlap between the Committees' remit was acknowledged. Referring all matters to the Overview Committees prior to consideration by the Executive Board would not be feasible. However it was suggested that this recommendation be revisited by the Scrutiny Committee when it was reconsidering the remit, duties and costings of the proposed dedicated Scrutiny Officer post.

**The Executive
Board
RESOLVED**

that the following be referred for further consideration:

1. that the Scrutiny Committee revisit its recommendation for the appointment of a dedicated Scrutiny Officer and identify costs and clarify the proposed remit of the post, highlighting the different duties of this role compared with those currently carried out by the Democratic Services Officer who services the Scrutiny Committee,
2. that the Scrutiny Committee revisit its recommendation that it examine issues before the Executive Board takes a decision and consider how this could be achieved in practical terms and without duplicating the work of the Corporate Overview Committee or causing unmanageable delays to the decision making of the Board.

1.4 Past attendance

In the past there has been poor attendance by Members at the Scrutiny Committee and occasions where Members have only attended for part of the meeting. In line with other Committees, the Scrutiny Committee has also expressed the wish to encourage the public to attend the meetings and make use of the newly introduced public speaking opportunity at the start of the meeting.

Members will have their own reasons for non-attendance of the Scrutiny Committee; and it is accepted that there are circumstances where they are not able to attend because of other commitments. However, the issue of why there is poor attendance is one that needs to be addressed by the Members, because poor attendance can stifle debate. The topics considered in the past may also be another reason for poor attendance, because some of the subject matter may appear dry.

Public and press attendance has been apparent at those meetings where there is specific local interest; recent examples are anti-social behaviour at car parks in Ottery St Mary; and the Devon PCT review.

2 Suggested Improvements

2.1 Topics

Whilst the Scrutiny Committee does have a forward plan, this plan is not over-populated and can contain subjects that appear dull, for both the elected Member and the public.

Corporate Overview Committee generally have a high workload on their forward plan, and have what are regarded as more interesting topics as they relate to creating new policy. However, there is a degree of overlap as set out in the Council's Constitution where both committees can:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (ii) make reports and/or recommendations to the full Council and/or the Executive Board in connection with the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Executive Board and/or a Portfolio Holder member of the Executive Board;
- (v) enable members to refer matters relevant to the functions of the committee to it by including items on the committee agenda [once section 19 of the Local Government and Public Involvement in Health Act 2007 is in force];
- (vi) exercise the right to question any member as regards delegated ward member functions if and when such a scheme is made under sections 120 and 236 of the 2007 Act.

Below are a number of suggestions as a means of providing topics for the Scrutiny Committee Forward Plan, including the statutory requirements:

- **Performance Indicators**
 - Identify those indicators where targets not being met **before** the meeting, so that officers can be invited to the meeting to explain why performance is below target, and what steps are being put in place to address this;
 - If this is not possible, identify those indicators where targets not being met at the meeting, making arrangements for officers to attend the next meeting with an explanation;
 - Change of style to the report on the performance indicators and services plans to give an indication to Members of both where performance is poor, and where good achievement has been made, so clearly highlighting these points to the Members.
- **Review of services**
 - Recently reviewed services have included Leisure East Devon and the East Devon Volunteer Support Agency, as well as some internal services;
 - A rolling cycle of reviews would ensure that all services are included;
 - Urgent reviews where problems have been identified, through complaints, public interest, or performance indicators;
 - Quarterly report on the complaints received could be presented to the Scrutiny Committee, again to identify if there are any trends that indicate a problem with the performance of a service.
- **Review of policy implementation**
 - Considering those policies shaped by Corporate Overview and subsequently approved, to establish if been fully implemented;
 - Meeting of the Scrutiny and Corporate Overview Chairmen twice a year, to liaise over the forward plans for both committees and agree their differing roles.

- **Partnerships**
 - Linking in with new Performance Indicators that relate to perception about an area, rather than a specific authority, the Scrutiny Committee could continue to build on past reviews of the other authorities and agencies found in the District, on the issues within those performance indicators.
- **Referral from Executive Board – statutory requirement**
- **Practicalities of referral of issues before presented to Executive Board for decision**
 - Introduce procedure to look at the Forward Plan of the Executive Board at each Scrutiny Committee meeting, to identify areas that are planned for a decision in the future and to decide if the Scrutiny Committee wish to ask to review the matter before a decision is made;
 - Reports would have to be drawn up seven weeks before a decision made – is that suitable for urgent matters? Or acceptable for all matters? Often matters are time bound or already being considered by the Corporate Overview Committee.
- **Requests from Members not on the Scrutiny Committee**
 - Since May 2008, Members can refer matters relevant to the functions of the Scrutiny Committee to it by including items on the committee agenda. This could be actively encouraged so that such matters are brought to the Chairman's attention.
- **Checklist concept from South Somerset District Council**
 - A checklist approach could be adopted to consider if a matter should be considered by the Scrutiny Committee. A suggested checklist, based on that used at South Somerset District Council, is attached as Appendix C.

2.2 Process of scrutiny

Members should consider how the process of scrutiny can be improved over the current approach; for example, the review of East Devon Leisure lacked rigour; and supplementary questions to extract information from officers are rarely used. A suggested approach is:

- **Asking questions**
 - challenging generic questions that Scrutiny Members can use as a basis for a review; these questions will help form in Member's minds the kind of searching questions they want to ask. Suggestions are:
 - **IS IT REQUIRED?** (do we have this, is it someone's role, does it make sense to tackle it)
 - **IS IT SYSTEMS THINKING?** (is it evidence based and designed around the customer demands)
 - **IS 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 we are meeting 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)
 - Training and/or encouragement to use supplementary questions to drill down to get to the bottom of an issue

- **Members hold their own pre-meet to decide on strategy of questioning**
 - Involve all Members of the Scrutiny Committee to decide how to question, and a clear understanding of the purpose of the questions – what the Committee wants to find out and why. As a result, Members have questions prepared and feel confident to fire back supplementary questions to extract the information required;
 - Hold just before the Committee starts
- **Is the service meeting the Council's Corporate Priorities?**
 - Look at how the Council's priorities can be achieved by examining its direction of travel.

2.3 Scrutiny Member Development

Members may feel that they need specific training or experience before achieving the confidence to undertake a rigorous review. Training on questioning has already been carried out by an outside consultant but the Members may feel there is scope for further training. Members may also like to consider:

- A nominated Member "back to the floor" day before a service review
 - Helping to engage Scrutiny Members in an area they are interested in.
- Gaining insight into a service before starting work on a Task and Finish Forum.
 - Help both inform the TaFF and save time in the early stages on "setting the scene".

2.4 Scrutiny support

Members have specifically recommended that they would like a dedicated Scrutiny Officer. The Executive Board have responded by asking for detailed analysis in terms of time, cost and aspects of the role that are not currently fulfilled.

- **Current support**
 - Scrutiny is serviced by a part-time Democratic Services Officer (salary range for full time Democratic Services Officer is £22,122.00 to £24,545.00) who spends on average 1.5 days per week on the Scrutiny Committee and its administration. The remaining time of 1.5 days per week is spent on the following main duties:
 - Minuting Seaton Regeneration Board
 - Tender opening including administration
 - Minuting meetings requiring cover
 - Website updating
 - Organising specific pieces of work, for example, Annual Town and Parish Meeting
 - Standards Committee administration
 - Consultation representative for Democratic Services
 - Local Democracy Week involvement
 - Cover for Portfolio Holder Decisions administration
 - Undertaking research within the team – for example benchmarking of current service provision.
 - In the current time provided for Scrutiny, the Democratic Services Officer provides:
 - Production of draft and final agendas
 - Attends draft agenda meeting
 - Research on behalf of the Scrutiny Committee, for example on the issue of increased public participation which included the production of a report to Committee
 - Administration of following up required reports and actions
 - Servicing TaFFs as set by the Scrutiny Committee as appropriate

- **Dedicated support**
 - A clear steer is needed from Members on what is required that is not currently provided under the present support – this need to be specific and may include aspects such as bringing benchmarking information to the Committee (currently collected by the Communications and Information Team, through Heads of Service), or the possibility of increased work following the Community Call to Action legislation, and being more pro-active once Members have set out their forward plan.
 - Work programme should be Member led, not officer led
 - A new post will require additional funding, even with the option of increasing Scrutiny dedicated hours, because of the cost of covering those duties that could no longer be covered by the present post holder. Please refer to the Risk Considerations at the front of this report.
 - Comparison with other District authorities: other Districts that employ Scrutiny officer(s) are:
 - South Somerset District Council – currently operates a Scrutiny Committee of 14 Members, under which are 3 Scrutiny Commissions that involve all Members and deal with policy development – effectively including the EDDC aspect of the Corporate Overview Committee. Due to organisational re-structuring, there is no longer a dedicated Scrutiny Manager as had been in operation when the Member Development TaFF reviewed SSDC's practices. The Scrutiny Manager now also has responsibility for managing the Member Services Officers.
 - North East Derbyshire District Council – currently operates an Overview and Scrutiny Board (10 Members) to co-ordinate the work of four Scrutiny Committees, all consisting of 8 Members each drawn from the Council: Economic Regeneration, Skills and Environment (ERSE) Scrutiny Committee; The Safer Homes and Neighbourhoods (SHN) Scrutiny Committee; Healthy Communities and Well Being (HWB) Scrutiny Committee ; The Audit and Governance Scrutiny Committee. Advertised for an Overview and Scrutiny Officer in August 2008 for £ £21,412 – £22,845, 37 hours (full time) to join their Information and Scrutiny Team. The Overview and Scrutiny Board covers policy development, scrutiny and audit and corporate governance.
 - North Kesteven District Council – currently operates three Overview and Scrutiny Panels; Local Community; Local Economy; Local Environment. These cover both policy development and post-decision scrutiny, making recommendations to their Executive. A Scrutiny Officer is in post full time in salary range £23,749 -£25,320.
 - Horsham District Council operate an Scrutiny and Overview Committee of 15 Members, with four working groups as Business Improvement; Budget Review; Performance Management; and Social Inclusion. Recently advertised for a Scrutiny Officer at £21,412 - £24,545.
 - Scrutiny Officers are not common in District Councils, and from the examples located to date, most apply where the function of Scrutiny is combined with that of Overview, to include policy development.
 - There are more examples of Scrutiny Officers, and indeed teams, at a County/Unitary/Borough level of government. Devon County Council employ dedicated Scrutiny Officers for each of their four Overview/Scrutiny Committees at salary range £28,172 - £31,606.
 - Communities in Control White Paper spells out an “intend to require” dedicated officer, although at County, Borough and Unitary level.

3. Outcomes

By combining the options outlined in this report, there should be a steady culture change towards a more rigorous, well attended and engaged Scrutiny Committee, where the Members feel valued as part of that Committee and as service reviews progress, build up an extensive knowledge of the services. Recommendations will outline identified improvements to services, working towards achieving the Corporate Priorities, without incurring additional cost.

The public will see that the Scrutiny Committee is undertaking its work in a transparent and open way to achieve real improvements and recognised achievements.

Legal Implications

To follow

Financial Implications

The financial implications are indicated in the report. Currently, on-costs are calculated at 24.5% of gross salary which would add another £1,626 - £1,804 to the salary costs for 1.5 days per week.

Consultation on Reports to the Executive

Not applicable

Background Papers

- "The Good Scrutiny Guide" by the Centre for Public Scrutiny
- Communities in Control: Real People Real Power White Paper

Debbie Meakin
Democratic Services Officer

Scrutiny Committee
12 November 2008

ARTICLE 7 - THE CORPORATE OVERVIEW & THE SCRUTINY COMMITTEES

7.01 Terms of Reference

Overview and Scrutiny is a non-executive function carried out by both the Overview and the Scrutiny Committees. The Housing Review Board is also a Council Overview Committee. The legal provisions affecting both Committees are contained in section 21 of the Local Government Act 2000 and regulations under section 32 of the Local Government Act 2000.

Each Committee operates within the guiding principles of effective scrutiny promoted by the centre for public scrutiny, namely;

1. Provide a 'critical friend' challenge to the Executive Board as well as external authorities and agencies.
2. Reflect the voice and concerns of the public and its communities
3. Take the lead and own the scrutiny process on behalf of the public
4. Make an impact on the delivery of public services

More specifically, the Corporate Overview Committee will principally provide the "critical friend" challenge and reflect the voice and concerns of the public and its communities so as to make an impact on the delivery of public services. The Scrutiny Committee will principally take the lead and own the post decision scrutiny process (in its widest sense) on behalf of the public with a view to making an impact on the delivery of public services.

Both Committees will have the power to establish specific Task and Finish Forums, comprising members of the Committee, the relevant Think Tank, and where appropriate, members of the public. In addition the Council has decided that both Committees will investigate and make recommendations to the Executive Board in respect of relevant Best Value considerations that arise within their remit. This is a matter of local choice under section 21(5) of the Local Government Act 2000. Both Committees also have the authority to require explanations from members of the Executive Board, senior staff, and committee chairmen in discharging their responsibilities. They will receive reports on performance in order to assist them in their duties.

The Scrutiny Committee is the Council's Crime and Disorder Committee for the purposes of section 19 of the Police and Justice Act 2006. It is also the Overview and Scrutiny Committee with the statutory duties and powers to deal with the Community Call for Action under the Local Government and Public Involvement in Health Act.

7.02 General Role

Within their terms of reference, both Committees will:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (ii) make reports and/or recommendations to the full Council and/or the Executive Board in connection with the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Executive Board and/or a Portfolio Holder member of the Executive Board;
- (v) enable members to refer matters relevant to the functions of the committee to it by including items on the committee agenda [once section 19 of the Local Government and Public Involvement in Health Act 2007 is in force];
- (vi) exercise the right to question any member as regards delegated ward member functions if and when such a scheme is made under sections 120 and 236 of the 2007 Act.

7.03 Specific Functions

(a) **Policy development and review** – the Corporate Overview Committee will:

(i) assist the Council and the Executive Board in the development of its budget and policy framework by in-depth analysis of policy issues;

(ii) conduct research and carry out community and other consultation in the analysis of policy issues and possible options;

(iii) consider and propose mechanisms to encourage and enhance community participation in the development of policy options;

(iv) question members of the Executive Board and/or committees and Chief Officers about their views on issues and proposals affecting the area; and

(v) subject to prior Council approval of an annual work plan, liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) **Scrutiny** – The Scrutiny Committee may:

(i) review and scrutinise the decisions made by and performance of the Executive Board and council officers both in relation to individual decisions and over time;

(ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;

(iii) question members of the Executive Board and Chief Officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;

(iv) make recommendations to the Executive Board and/or Council arising from the outcome of the scrutiny process;

(v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance;

(vi) question and gather evidence from any person (with their consent);

(vii) make recommendations or a report to the Executive Board and/or Council in relation to local crime and disorder matters [as defined in section 19 Police and Justice Act 2006] once that section is in force;

(viii) consider any local crime and disorder matters [as defined in section 19 Police and Justice Act 2006] referred to it by a member of the Council once that section is in force.

(c) **Finance** – Both Committees may exercise overall responsibility for the finances made available to them.

(d) **Annual Report** – Both Committees will report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

MEMBER INVOLVEMENT IN THE POLITICAL AND DECISION MAKING ARRANGEMENTS OF THE COUNCIL - TAFF

Interim Report

1. Membership

Councillors T A Cope
A R Giles
Mrs A E Liverton
G K Liverton (Elected Chairman)
R Mudge
R C Peachey
Dr H W Waterworth

Miss V Ash and
Corporate Director – Central Services – both in regular attendance

2. Terms of Reference

- i) To identify the strengths and weaknesses of the current political, advisory and decision making arrangements of the Council.
- ii) To make recommendations on how current arrangements could be improved to increase the effectiveness of Member involvement.

3. Introduction

3.1 Identified terms of reference and a detailed programme of work, with dates, for 6 meetings from 6 Dec '06 to 6 March '07

3.2 Programme of work:-

- confirm terms of reference and identify a programme of work for an interim report
- consideration of a package of relevant information for items requested, with Chief Executive invited
- consideration of the Executive Board and associated advisory and decision making arrangements - including Think Tanks and Task and Finish Forums (TAFs), with Leader of the Council and 2 Portfolio Holders, Cllr Mrs P Graham and the Chief Executive being invited.
- consideration of the political, advisory and decision making arrangements with two invited District Councils - W. Dorset and S. Somerset represented by a Scrutiny Chairman from each, together with the Scrutiny Manager from S. Somerset.
- consideration of the Overview and Scrutiny arrangements of the Council with the Chairman of the Scrutiny Committee and Karime Hassan, the Lead Officer for the Corporate Overview Committee invited.
- identifying the recommendations to be made at this interim stage. This involves the Executive Board, the Think Tanks, the TAFs, the Corporate Overview Committee and the Scrutiny Committee but excludes Members' work on the regulatory committees such as the Development Control Committee, the Licensing and Enforcement Committees, the Standards Committee, etc.

4. Resume of the Meeting Reports

There was an inevitable overlap of the material debated at the meetings but the main programme was maintained.

- 4.1 The second meeting with the Chief Exec. invited to attend considered a 91 page pack of requested documentation with a short paper on Think Tanks (TTs). The Head of Legal and Member Services was also present.

Close consideration was given, in particular, to the CENTRE FOR PUBLIC SCRUTINY (CfPS) 2005 Survey of Overview and Scrutiny in Local Government and the Local Government White Paper of Oct 2006.

It was accepted that the Council's attitude towards SCRUTINY had to change as it was a key function and needed to be seen in a more positive way, with appropriate resources. In particular there was a need for a dedicated Scrutiny Officer and an appropriate follow up mechanism should exist for recommendations made. The CALL - IN procedure also needed to be reviewed as it was suggested that currently it was too cumbersome.

In the detailed consideration of the CfPS document which does not separate Scrutiny from Overview and treats these elements as an integral whole, normally referring to them simply as 'Scrutiny, certain trends were identified, in particular:-

- a steady increase in resourcing and support for Scrutiny, the wide range of methods used and the increasing engagement with other organisations.
- for districts/boroughs by far the most used (37%) support structure was the "integrated model" where support was provided on an ad hoc basis from a variety of sources. However over all authorities 51% used the "specialist model" with support from dedicated officers,
- the average number of dedicated officers was 1.2 full time equivalents for districts/boroughs with an increase in the average discretionary budget,
- a good proportion of authorities have reviewed their Scrutiny structure in recent times with 59% using multiple committees that reflect portfolios or directorates. 75% have a formal co-ordinating body usually involving Chairmen and Vice Chairmen of Scrutiny Committees,
- there has been an increase in time-related task and finish working in 2005,
- noted that "performance management" was the most common role for Scrutiny (82%) followed by "holding to account" (79%) with "policy review" (77%) and "policy development" (73%) being the next highest,
- increased use was being made of tracking the progress of recommendations with the average number of call-ins being very low.

The Chief Executive outlined the effect of the White Paper on the Council when reference was made to;

- increased powers for parishes, districts and county council,
- possible clustering of parishes,
- the increased role of statutory Scrutiny on for example police and health matters.

The paper on TTs was addressed and it was noted that attendance was very variable as between the various groups, as was their use. However there was agreement that the entirely closed nature of the TTs should be removed so that the work of the groups would be of benefit to all Members.

- 4.2 The next meeting was wide ranging and included, by invitation, the Leader and two Portfolio Holders (Cllr P A Diviani and Cllr A T Moulding) with Cllr Mrs PA Graham and also present was the Head of Legal and Member Services and the Chief Executive (part)

Members were supportive of a representative Executive Board and concluded that a Board where opposition Members were excluded was not conducive to good decision making, though it was recognised that meetings were very open and no non-executive Members, of whom on average 27% attended were prevented from speaking. A full debate took place on the pros and cons of the membership of the Executive Board being changed to include opposition Members.

The call-in procedure was criticised as being too complex.

An issue as to how to generate more interest from non-executive members in the work of the Council was discussed.

Again the issue of think tanks and their value was considered and in particular how Members, not a member of a TT, could become involved or be aware of what was discussed.

The need for a dedicated scrutiny officer was also raised but the main problem related to staffing.

- 4.3 A very valuable meeting was held with W. Dorset and S. Somerset from which representatives were invited, comprising one Scrutiny Chairman from each authority, together with the Scrutiny Manager from S. Somerset. Some initial information was provided in advance of the meeting, in the form of their political management structure and following the meeting further information was provided. A very detailed discussion then ensued with the two authorities as to how their structures worked. A brief outline is as follows -

W. Dorset. A 48 Member Council with a Conservative majority and a 9 Member Exec. Committee, politically represented, with three 13 Member Overview & Scrutiny Committees with the majority group holding the Chairmanships and with Vice Chairmanships being voted in at the first meeting of the committee not usually from the majority group. The work of the O & S Committees is co-ordinated by the Chairmen and Vice Chairmen of the committees, together with the Corporate Directors. The committees shadow Portfolio Holders and have 'formal' meetings in public and after a short break 'informal' meetings in private It was noted that the authority had two 10 Member Development Control Committees—East and West who appeared to deal with each other's applications. Call-in arrangements were also discussed.

S. Somerset. A 60 Member Council with a 10 Member Executive (6 from the majority group and 4 elected by the 4 Area Committees). The 4 Exec. Members from the Area Committees were also Chairmen of the Area Committees and usually were from the majority group. Every Member was a member of an Area Comm. which enabled close working with the parishes. Each had their own budget with limited autonomy and some planning responsibility. Planning applications having implications for the Council's overall planning policy were referred for determination to a 13 Member Regulation Committee. There is one 14 Member Scrutiny Comm. chaired by the majority group and two Vice Chairmen, one from the majority group and one from the minority group. Below the Scrutiny Comm. are three Scrutiny Commissions which involve all Members and deal with policy development and are chaired either

by the Scrutiny Chairman or one of the Vice Chairmen. All Members are on an Area Committee and can be on a Scrutiny Commission. Policy Advisory Panels were abolished. The Scrutiny Manager was considered to be of particular value and served the scrutiny role only in providing initial advisory research.

Generally, for both authorities:-

- all Members had a direct involvement in either an Executive or Scrutiny role
- both Overview and Scrutiny were considered as integral parts of the same process
- no Think Tank arrangements existed.

- 4.4 The final meeting was with two invited Portfolio Holders (Cllr Miss J M Elson and Cllr R G Franklin), the Chairman of the Scrutiny Committee and the Corporate Director - Environment, with Cllr Ms S M Merritt present.

Annual Reports for the Corporate Overview and Scrutiny committees for the years 05/06 and 06/07 were introduced by the Corporate Director - Central Services together with the 05/07 topics considered by the two committees. It was noted that the majority of topics considered by Scrutiny were initiated by Members with a significant number of topics for Overview being put forward by officers.

The difference between the work of the Council's two committees was considered and it was noted that 19 non-executive Members could not be on either committee and that this tended to reduce their opportunity to participate in TAFFs. Concern was also expressed at the apparent lack of commitment by some Members to the work of the Council and the need to remedy this situation.

The role of TAFFs was considered again, as was the need to follow through recommendations. It was also noted that the number in place at any one time was restricted due to officer availability.

The role of a scrutiny officer was further debated, as was the need to recognise Members' interest and skills, regardless of group, as a valuable resource.

5. Recommendations

5.1 Identified Principles

- i) That Scrutiny be recognised as embracing both the Overview and Scrutiny roles as the integral process of Scrutiny.
- ii) That all non-executive Members be encouraged to be involved in Scrutiny work.
- iii) That the talents and interests of all Members, regardless of group, be recorded and recognised as a valuable resource to be utilised, as far as is reasonably possible, in order to contribute to the effectiveness of the Council.

5.2 The Executive Board

- i) That the Executive Board comprise 10 Members with representatives from all groups, whilst ensuring that the overall majority group retains overall control.

5.3 Think Tanks

- i) That TTs be continued, with political balance, including non-executive Members for a further two years, when their future be reviewed after taking into account their use and the numbers attending each group.

- ii) That all Members be made aware, with notice, of Think Tanks and the topics to be covered (with publication of these details using Local Government Act exempt information classification as a guide, although the Access to Information legislation does not apply to Think Tanks) and where relevant the recommendations of the TTs progress through to Overview or Scrutiny Committees.

5.4 Task and Finish Forum

- i) That the present successful TAFFs for non-executive Members be continued and that Councillors with a particular interest or talent in the subject of the TAFF be included within the TAFF membership (recommendation 5.1(iii) above refers).
- ii) That TAFFs have clearly defined Terms of Reference recommended by the parent committee.
- iii) That TAFF recommendations be monitored by the parent committee(s) up to the point of any implementation

5.5 Scrutiny & Overview

- i) That three Scrutiny committees be formed incorporating all non-executive Members, with political balance, and reflecting the responsibilities of all Portfolio Holders, with cross committee interests for Resources and Communications.
- ii) That to improve communications between the Council and the 67 Towns/Parishes, and hence the effectiveness of the Council, an Area Committee structure be investigated which would include the relevant Ward Members and could have a measure of autonomy on, for example, planning matters.
- iii) That the work of the committees shall be co-ordinated by the Chairmen and Vice Chairmen of the committees, together with the Corporate Director of Central Services and such other Directors as may be relevant at the time
- iv) That the Chairmen appointments of Scrutiny and Overview Committees be in proportion to the Membership of political groups in the Council with the Vice Chairmen being appointed on a non-political basis by the Committee at its first meeting following the Annual Meeting of the Council.
- v) That Scrutiny recommendations be monitored/tracked by the committee up to the point of any implementation.
- vi) That the Call-In procedure be reviewed to achieve a more simplified process.
- vii) That provision be made in the 08/09 budget for the appointment of a dedicated Scrutiny Officer as a means of promoting and developing an effective scrutiny function within the Council.

Selection Criteria for Scrutiny Work Programme

Subject / Issue	Score out of 10 (where 10 indicates strong agreement)	Comments
This topic has not recently been reviewed by another group of members and/or officers		
The Scrutiny work can be delivered within existing resources.		
This is an issue of local concern which has been identified by Members of this Council.		
This issue supports the delivery of the Corporate Plan.		
The involvement of Scrutiny may lead to improved value for money.		
New Government guidance or legislation means a major change to service delivery. Scrutiny involvement will aid this process.		
This issue has been raised by External Auditors and will now be included in the Corporate Plan or other action plans.		
Scrutiny Involvement in this subject will improve member understanding of a complex but important issue and will consequently lead to improved decision making.		

Based on a South Somerset District Council checklist.

Agenda Item 7

Service Delivery/Performance Committee

24 September 2009

Systems Thinking



Preventable demand in the Customer Service Centre

Summary

This report explains volume levels of customer contact with the Customer Service Centre (CSC) from 1 April 2008 to 30 June 2009 in relation to preventable demand which has been captured on the Customer Relationship Management (CRM) system during this period.

This is key information we have introduced during our systems thinking reviews and is also collected nationally from 1 April 2008 date as National Indicator 14 (avoidable contacts).

Recommendation

1. That the Committee revisit the issue of preventable demand in the Customer Service Centre at the next meeting, with the information to be presented including the 2nd Quarter data if available, and with the relevant Streetscene Officers and the Portfolio Holder – Streetscene being invited to attend the meeting to up-date the Committee on proposed action,
2. That any Heads of Service responsible for services where the CSC deals with preventable demand review their processes in order to reduce this demand and help ensure that an improved service is provided to the residents of East Devon.

a) Reasons for Recommendation

One of the critical measures we are using to understand what service is like from a customer point of view is the split between value and preventable demand.

Individual services who have been reviewed are reporting already to members. This is the first time we have captured the information corporately using the Customer Service Centre data.

b) Alternative Options

c) Risk Considerations

n/a

d) Policy and Budgetary Considerations

This report helps members understand one of the ways we are trying to achieve our Corporate Priority "Excellent service for our customers".

e) Date for Review of Decision

Quarterly with performance information.

Main Body of the Report

1. Following the introduction of NI 14 – Reducing Avoidable (or Preventable in 'Systems Thinking' speak) Contact in 2008 and the introduction of Systems Thinking within EDDC it was decided that all contacts to the Customer Service Centre should be tagged as 'Preventable' or 'Value' demand. This has enabled reports to be generated which show where and when preventable contact has taken place.
2. If we look at Appendix A we see the call volumes, calls recorded on Lagan (the Customer Relationship Management-CRM - system), total preventable and main types of preventable contact within the CSC from 1 April 2008 to 30 June 2009.
3. During the first quarter (April – June) of 2008 21,541 calls were received by the CSC, 8594 of these were recorded on the Lagan. Of these recorded contacts 45% were tagged as preventable. 40% of this preventable contact came about as a result of the promotion and change in collection days before Phase 1 of the new recycling scheme.
4. When the new recycling scheme was rolled out in August 2008 the total contacts to the CSC rose to a massive 24,086 between July and September 2009. During this period the amount of calls recorded on Lagan dropped by almost half to 4476. Reasons behind this could have been; the lack of time to record information and or the type of calls during this period did not warrant recording. During this period the amount of preventable contact more than halved compared to the previous quarter.
5. From October 2008 – March 2009 the amount of calls coming into the CSC eased off considerably, averaging just over 12,000 contacts per quarter, with over 7,000 being recorded on Lagan. However during this six month period preventable contact rose to over 55% of all recorded calls. This could have come about for 3 reasons:
 - more calls being recorded (58% as opposed to only 19% in the previous quarter)
 - more processes being added to the Lagan system, thereby capturing more data
 - the local communities need for reassurance that they had understood what they had read
6. As Phase 2 of the recycling scheme was rolled out total contacts to the CSC rose to 19139, nearly 5,000 less than for Phase 1. Of these contacts over 12,000 were recorded with 8532 of these showing as preventable (71% of all calls recorded) and of these 67% related to Refuse and Recycling.
7. The table below shows that we are now capturing more data. The rise in preventable demand in the second period is probably due to Phase 2 roll out of the recycling scheme on 2 June 2009.

	Time period	
	April – June 2008	April – June 2009
Total calls	21,541	19,139
Total Calls recorded	8594 (40% of all calls)	12031 (62% of all calls)
Total Preventable Contacts	3908 (45% of all calls recorded)	8532 (71% of all calls recorded)
Total Preventable Refuse and Recycling contacts	3469 (40% of all calls recorded)	8076 (67% of all calls recorded)

8. During this 15 month period preventable demand relating to complaints about contractors has risen by 100 contacts. Most of these related to the new recycling schemes.

Legal Implications

N/a

Financial Implications

N/a

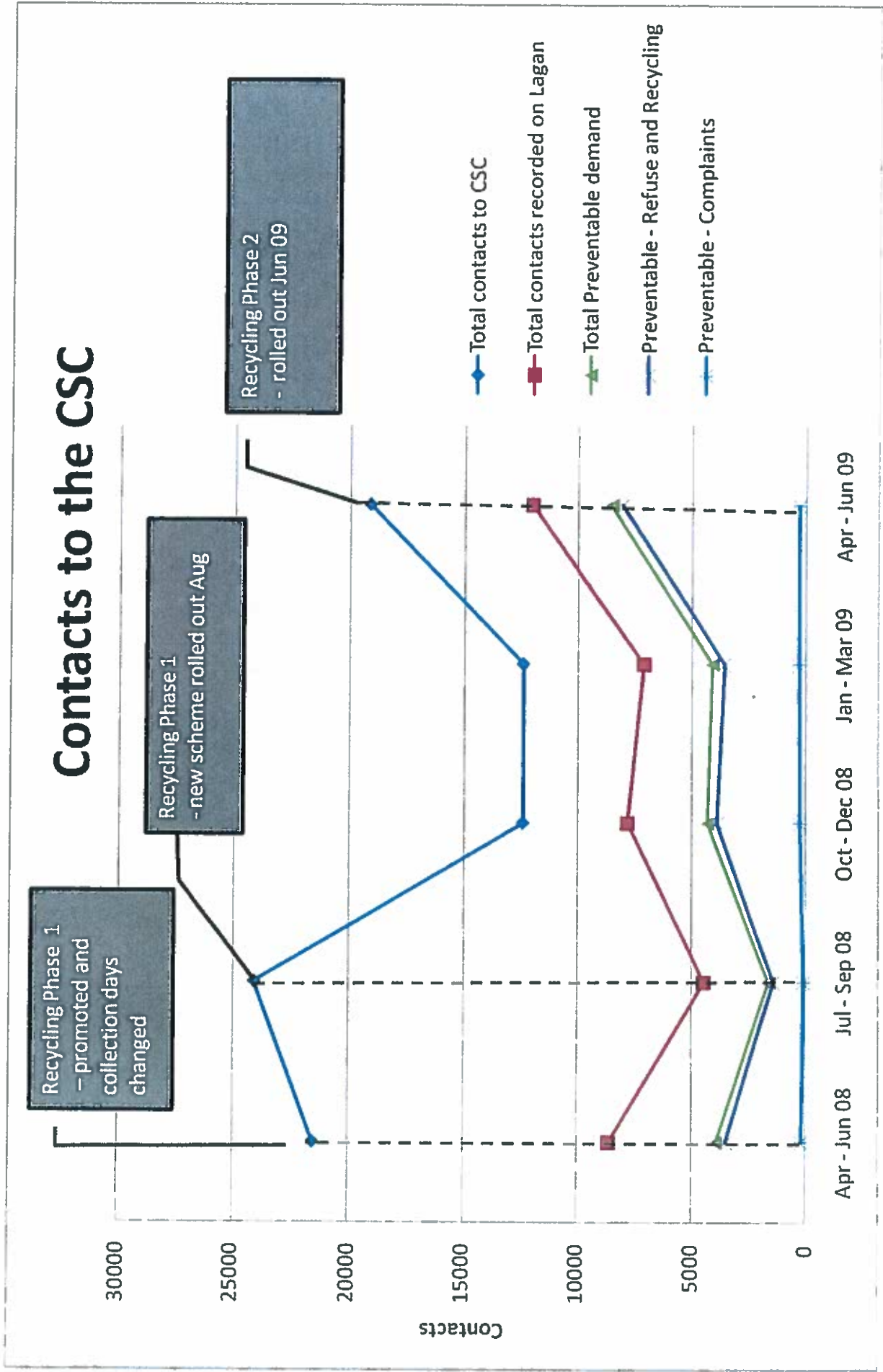
Background Papers

- Quarterly reports on Avoidable Contact and Total Contact for the period 1st April 08 to 31st March 09.

Cherise Foster Extn 1535
Customer Service Manager

Service Delivery /Performance
24 September 2009

Appendix A



East Devon District Council

Draft Performance Management Strategy

Reviewed

This strategy was developed in August 2009 and supersedes the Monitoring of Government-related Performance Indicators Policy, the content of which is now incorporated into this document.

Strategy Approval

Executive Board to be agreed.

Terms Explained

Best Value Performance Indicators (BVPIs) – the previous regime of statutory indicators.

National Indicators – current statutory indicators.

Performance measures – the term we will use for all measures going forward including national indicators and leading and lagging measures.

Systems thinking – a new way of thinking which involves a shift from a top down, functional view of services to an approach which encourages staff to transform their whole service around the customer to achieve service improvement and efficient operations.

Leading measures – measure service delivery as it happens in the here and now.

Lagging measures – measure service delivery *after* the event.

Demand analysis - the type and frequency of customer demand, split into value demand - what we are here to do and preventable demand – what we have caused by getting something wrong or failing to do something.

One stop - our ability to deal with demand first time.

End to end time - how long a process took from start to finish.

Waste activity (which adds nothing to the customer experience) versus **value activity** (which is what we need to deliver from a customer point of view).

Reasons for introducing the Strategy

This strategy aims to outline how EDDC will achieve excellence in its management of performance and how we will ensure that our approach to performance management is both *integrated* and *embedded* into the organisation. By *integrated*, we mean that we are able to demonstrate clear links between the Local Strategic Partnership, our Corporate Strategy, our Medium Term Financial Strategy, Service Plans, budget setting and individual objectives. And that we are able to show that strategic, financial and risk management considerations and planning are underpinned by relevant, good quality information covering cost, performance, customer satisfaction and impact on the public.

The diagram in **Appendix One** outlines our integrated approach to performance management.

By embedded, we mean a performance management system which combines an understanding of:

- services as a 'system',
- corporate culture,
- people and
- standards so that performance management is in the fabric of all we do.

<p>Managers have a systemic understanding of their service and are able to improve the way we work to meet customer demand.</p>	<ul style="list-style-type: none"> ▪ Introduce leading and lagging measures to drive improvement. ▪ Maintain a corporate dashboard of measures monitored by SMT and Members. ▪ Have clear evidence of improvements that reduce both preventable demand/waste in the system and customer/staff dissatisfaction.
<p>A culture that values and exploits the power of information to drive customer service.</p>	<ul style="list-style-type: none"> ▪ Commitment from members to an evidence based culture. ▪ Information used by members and senior officers to drive services designed around customers' needs. ▪ Collaborative, challenging and demanding approach to understanding the value work from our customers' point of view.
<p>Expert, professional, well trained people working in effective ways.</p>	<ul style="list-style-type: none"> ▪ Our staff understand the value work and strive to focus on that. ▪ Staff use systems thinking principles to deliver the right service at the right time. ▪ Recruitment, retention and development of skilled staff. ▪ Attractive and rewarding jobs.
<p>Good data quality and information shared effectively with partners.</p>	<ul style="list-style-type: none"> ▪ Data quality standards maintained through a common competency framework. ▪ Established data sharing protocols.

Strategy Statement

It is our aim that our Performance Management Strategy clearly sets out the Council's arrangements for business planning, monitoring and improving what the Council does, at all levels of the organisation, from the corporate down to the individual. It includes everything from the community strategy to monthly monitoring of performance measures and individual performance.

This strategy outlines all we do to ensure that our system of performance management is effective and leads to tangible improvement.

An important part of our Performance Management Strategy is the reporting and monitoring of performance measures. It is our aim that the Council's leadership and decision making is informed through a 'dashboard' of robust and apposite measures which 'paint the whole picture' and tell us what services are like from the customers' point of view, and importantly, what we need to do to improve.

Specific Strategy Areas

The following sets out how we will achieve Performance Excellence in EDDC.

Systems Thinking Culture

We are planning to introduce systems thinking principles to all services in the Council to achieve service design and delivery that meets customer demand in the most efficient way. An essential part of this process is working intensively with individual managers and their teams over a period of months to review their services using the Vanguard Models for Check and Redesign. At the same time we develop leading and lagging measures for future use in understanding and improving services. There is more on this on page 6.

Software

The corporate performance management software, SPAR.net, is used to record performance measures as well as projects and actions from Service Plans. The system is being further developed in order that it will also capture data for the Leading and Lagging Measures which will ultimately be identified by all service areas.

The traffic light system used by SPAR.net provides, at a glance, a health check of the organisation and helps identify where further investigation is required.

Business planning and resources

Effective business planning is the cornerstone of the Council's Performance Management Strategy. Once the Corporate Strategy is developed in consultation with the public, members, staff, partners and the Local Strategic Partnership, our Service Planning process provides the ongoing framework for ensuring that priorities are achieved. Service Plans are an essential tool for deciding about how services will be delivered and how resources will be allocated. Hence Service Plans and service budgets are developed together by Heads of Service during the autumn and are considered jointly by members in the New Year.

Service Plans are 'live' documents which ensure we are clear about performance measures, priorities and objectives and which set a clear pathway to improvement. These are reviewed at least quarterly in team meetings.

Effective performance management recognises that managers are best placed to respond to performance and service issues and to do so need to use their resources flexibly.

The Council's Medium Term Financial Strategy looks forward to the next three years and is directly linked to our Corporate Strategy and other corporate plans.

Appendix Two shows the performance and budget setting cycle.

Individual Performance

Managing individual performance is critical to the achievement of our priorities. The Council as a whole is measured on how it delivers services to the community through the Comprehensive Area Assessment, in particular the Use of Resources and Managing Performance inspections. In turn, the delivery of services is dependent on us understanding our services as systems designed to meet customer demand and giving our staff clarity on how they can best contribute to the work and improving it.

Performance Excellence Reviews are an essential tool which ensures that individual performance is measured. This process also ensures people are clear about what is expected from them and how they contribute to the delivery of the purpose of their service and the Council's priorities.

Annually between April and June, individuals take part in the Performance Excellence Reviews. This is a face to face discussion with their line manager where objectives are reviewed, objectives for the following year are set and development needs are discussed. This annual process includes an explicit opportunity for individuals to explore how their role contributes to the organisational priorities. The process is supported with 121 meetings which take place periodically throughout the year to ensure that objectives are on track and that the employee is 'happy, health and here'.

Member scrutiny

Performance management is part of everyone's day job and for it to work well there is a need for strong leadership – both managerial and political.

The Overview and Scrutiny Co-ordinating Committee and its three sub committees play a critical role in our Performance Management Strategy. The Overview and Scrutiny Committees routinely demand relevant, high quality and well-presented information to ensure that:

- the Council priorities reflect community interests accurately and address national and regional concerns as appropriate
- the Corporate Strategy is prioritised to adequately reflect the community plan and individual Service Plans
- the Corporate Strategy is appropriately 'aspirational'
- the budget makes provision for the priorities set out in the Corporate Strategy
- objectives and targets are not arbitrary but an appropriate reflection of priorities as set out in the Corporate Strategy
- priorities are met and that recommendations are made where they are not.

Members play a vital role in regularly challenging senior officers and analysts on the information they receive and ensuring that there is the opportunity for collaborative discussion about the nature and type of information required for decision making.

Monitoring and reporting relevant performance data

The Council is obliged to report on National Indicators for statutory and regulatory reasons. These relate to our progress in the Place Survey and contribute to our Use of Resources and Managing Performance inspections. However, it is important that these indicators are not the primary focus or driver for decision making in the operational running of our services.

This is because our systems thinking reviews demonstrate that the NIs alone do not necessarily drive improved performance for our customers and at worst actually reduce customer service by causing us to focus on the wrong things. Therefore, we have added systems thinking measures to our performance data monitoring to help inform and enhance our understanding of operational issues, and enhance our ability to make improvements, as well as to create a more rounded judgement in the decision making process. These additional measures are examined on page 6 under the Systems Thinking section.

In recent years, the Audit Commission have used Best Value Performance Indicators (BVPIs) to form a judgement on how well the Council is performing. These BVPIs were replaced in April 2008 by National Indicators (NIs). These NIs are now the only means of measuring national priorities that have been agreed by Government.

Some NIs are the same as or similar to previous BVPIs. However, most are totally new so no targets have been set for these indicators for the first year (2008/09). We must therefore wait until the end of the 2009/10 financial year to gain any year on year comparative data. We are also mindful of the sometimes destabilising and always demotivating effect on our staff of setting arbitrary targets, and will be working with teams to introduce system measures which drive tangible improvements.

The full list of NIs on which we have to report are in **Appendix Three** and this shows all indicators which relate to East Devon – how the data is collected, who should report the data, to whom and how often.

The performance monitoring and reporting cycle includes regular performance and financial monitoring (including data quality checking) from the Head of Service, support and challenge from the relevant Strategic Director, member involvement and monthly/quarterly reporting.

Our Performance Measures include:

- National Indicators
- Some old Best Value Performance Indicators which we have retained
- Local Indicators (where appropriate)
- Systems Thinking measures (both leading and lagging)
- Value for Money Indicators (which may in future allow us to benchmark services)
- Place Survey Indicators.

Performance measures are monitored quarterly except in a few cases where it is only feasible to report annually for example, where we rely on data from other organisations. We will report annually on Value for Money Indicators and biennially (every two years) on Place Survey Indicators.

Monthly performance measures are reported to Executive Board. These are selected for monthly monitoring if performance in the preceding year falls into the bottom 25% of District Councils nationally and/or if they are of corporate significance. Every month, the Executive Board also monitors the Council's overall financial position.

The process for quarterly and monthly performance monitoring is as follows:

- 1) The Spar.net system automatically sends out reminders to all relevant officers by email and the Service Performance Measures Officer collates data and enters figures and comments into SPAR.net
- 2) When all figures have been entered onto SPAR.net the Management Information Officer will email the report to the HoS and Directors
- 3) HoS and Directors feed back any comments to the Management Information Officer who will make necessary amendments
- 4) Report sent to Scrutiny Committee or Executive Board.

In summary, the Service Delivery/Performance Overview and Scrutiny Committee monitors all the performance measures and the Service Plan improvements (on an exception reporting basis) on a quarterly basis which allows detailed scrutiny of services' performance at an operational level.

In addition, the Executive Board monitors the Corporate Strategy on a quarterly basis which allows the Council's main strategic body to take a high level overview of whether our corporate priorities are being achieved at the same time as reviewing the spending involved in doing so.

Systems thinking

One of the ways that EDDC is delivering our vision of '**outstanding and sustainable quality of life for everyone in East Devon**' is by using 'Systems Thinking' principles which underpin the design and management of the work we do. So far we are using systems thinking principles in Planning, Benefits and Housing. These principles are built through knowledge and understanding of how we deliver service from a customer perspective. We look at ourselves from the 'outside in', as a complete system which delivers the service's purpose and meets customer demand. Once we have understood the nature of our customer demands and know what matters to our customers, then we redesign the system to do the work and only the work that delivers these - we call it the 'value work'.

As we phase in the implementation of these new principles across our range of services, our performance has improved and our costs have started to fall. Our customers have also noticed the difference because they get what they need quickly and correctly. Service, efficiency and revenue all improve and our people like working in this environment as they feel empowered and supported to deal with issues. This has positively impacted the culture of the organisation.

Fundamental to understanding our services from a systems point of view is to understand '**what matters to our customers**' and have clarity of our operational '**purpose**'.

The critical test of a **sound operational measure** is:

- Does it relate to purpose?
- Does it represent the system?
- Is it used by those in the work and managing the work to further improve the work?

We refer to these measures as 'Leading Measures' because they help us lead change and improvement. Examples of leading measures are:

- Demand analysis - the type (preventable or value demand) and frequency of customer demand. Value demand is what we are here to do and preventable demand is demand caused by our failure to do something or to do it right.
- Our ability to deal with requests/demand first time (one stop)
- How long a process took from start to finish (end to end time)

In addition to leading measures we also use 'Lagging Measures' or rear view measures because they represent a state of play after the service has been delivered. They quantify the effectiveness or efficiency of service delivery but should not be used to lead change improvements. Examples are:

- Management accounts: revenue and cost
- Customer satisfaction

The following leading and lagging measures will be built into our monthly and quarterly reporting and over time will cover all service areas.

Leading Measures

Customer demand – Value/Preventable

Capability measures – Capability of business processes, one stop shop and end to end times.

Lagging Measures

Complaints

Customer satisfaction

Staff morale – Happy Healthy Here focus groups

Employee turnover

Absenteeism

Grievances/disciplinary

Headcount/Full time equivalents

Financial management accounts

National indicators

Data quality

The accuracy of performance information must be rigorously checked and maintained in order to ensure that we are reporting and acting on good quality data. Inaccurate data can seriously impact upon a service and on the Council as a whole by wasting resources, degrading service levels and damaging our reputation.

The Data and Information Quality Policy has been developed to clarify the Council's system of internal checks of calculations, procedures and systems for performance management. It also provides a single point of reference for those involved in data handling.

The policy aims to:

- Set out EDDC's data quality objectives.
- Provide staff with a framework to ensure sufficient action is being taken to meet the data quality objectives.
- Ensure that the collection, recording, analysis and reporting of performance information is accurate, reliable and consistent.
- Meet external audit requirements and standards.

Heads of Service are responsible for the performance data for their Service. They ensure that the data is **accurate** and **evidenced**.

Corporate support is on hand through the Management Information Officer (MIO) to support services in the collection of their performance data.

A number of 'high risk' indicators are selected annually and these are subject to checking and verification by the Council's Audit Team.

Outcomes

This strategy aims to ensure a robust approach to performance management at every level at EDDC. The strategy identifies how we will go about this to ensure that our systems thinking principles, culture, people and standards enable us to have an excellent approach.

By reporting and acting upon the right measures, which are robust and accurate, the Council will ensure that it is driving improved service delivery and customer satisfaction.

Who is responsible for delivery?

Clear ownership of this strategy is required by Members, Directors, Heads of Service and all employees. The Communications and Improvement Manager and Management Information Officer play a critical role in the effective delivery of this strategy.

Performance Monitoring

The effectiveness of this policy will be monitored by the SMT, Executive Board and Scrutiny Committees as well as the Communications and Improvement Manager.

Policy Review

This strategy will be reviewed in 2012, or before if appropriate, by the Communications and Improvement Manager.

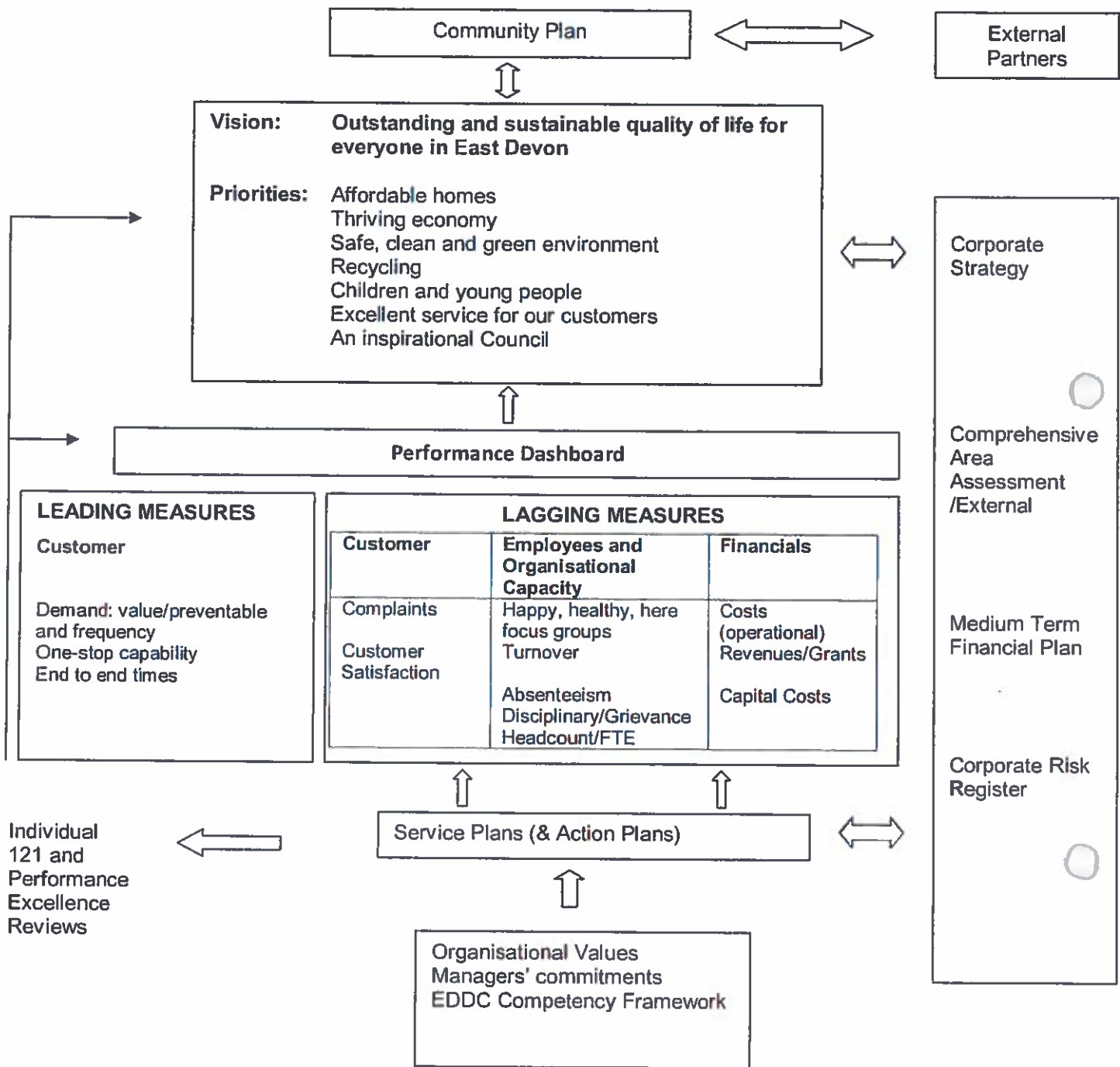
Related Policies and Strategies

Data and Information Quality Policy

Dealing with Unsatisfactory Performance Policy

Appendix One

An integrated approach to Performance Management



TIMETABLE FOR PREPARING PLANS FOR SERVICE DELIVERY AND FINANCIAL MANAGEMENT FOR 2010/13

Jargon explained!

- * Most services have monthly team meetings and 121s but some services with staff who are geographically dispersed hold team meetings and 121s on a quarterly basis. A 121 is a chance for managers to review performance, targets and training needs with their team members.
- # The quarterly monitoring of Service Plan improvements and PIs takes place for the first (April-June), second (July-September) and third (October-December) quarters as soon as possible after the end of each quarter. Details for the fourth quarter (January-March) are incorporated in a review of the end-of-year performance of Service Plan improvements and PIs during the summer.
- Strategic Management Team (SMT) – the Chief Executive and the four Corporate Directors make up the nucleus of this team which shapes and leads the Council's performance and direction. The eight Heads of Service also attend meetings of the SMT every fortnight.
- Directorate Management Team (DMT) – each Director meets with their Heads of Service on a monthly basis to communicate key issues for discussion by Heads of Service at their team meetings.
- Performance Measures – all services have measures to indicate how they are performing – some are set by the government and some by the service – and targets are set against these each year in an effort to improve performance.
- Task and Finish Forum (TaFF) – a group of councillors set up on a short term basis to develop a particular policy or project and make recommendations to the relevant overview and scrutiny committee.
- Corporate Strategy – the Council's statement of what it wants to achieve and how, its priorities, outcomes and success indicators.
- Financial Strategy – how the Council will fund its services and strategies over the next five years, taking into account pressures from the public, our councillors and the government.
- Service Plan – each Head of Service prepares an annual plan to show how their Service will achieve the Council's priorities within budget.
- Comprehensive Area Assessment (CAA) – this replaced Comprehensive Performance Assessment (CPA) in April 2009 and consists of an Area Assessment of all the councils and other public sector bodies in Devon and an Organisational Assessment of each council which includes a Use of Resources assessment.

Month	Members	Strategic Management Team (SMT)	Heads	Staff
Every month	Executive Board monitors selected Performance Indicators (PIs) of corporate significance.	Each director leads monthly Directorate Management Team (DMT) meetings and has monthly 121s with their Heads. Strategic Management Team (SMT) monitors selected PIs.	Lead monthly service team meetings and have monthly 121s with their direct reports. * Monitor progress with Service Plan improvements at service team meetings. Report and/or check figures for PIs selected for monthly monitoring.	Attend monthly team meetings and have monthly 121s with their manager. *
Every quarter	Executive Board monitors progress in achieving the Corporate Strategy's Priorities. Overview and Scrutiny - Service Delivery/ Performance Committee monitors Service Plan improvements and PIs. #	SMT monitors Service Plan improvements and PIs. #	Report and/or check progress with Service Plan improvements and report and/or check figures for PIs for quarterly monitoring.	

Month	Members	Strategic Management Teams (SMT)	Heads	Staff
March 2009		SMT establishes a process for a Leader's Service Transformation Group (LSTG) to review the Council's priorities and service costs and to transform services for 2010/11 onwards.		
April-July 2009	LSTG receives preliminary information and evidence from Heads before developing recommendations for community engagement.	SMT works with the LSTG.	Present service evidence to the LSTG.	
August 2009		SMT reviews the Corporate Strategy and the Financial Strategy. SMT develops policy on monitoring systems thinking measures.	Work with directors to consider emerging service and budget issues.	
September 2009	Overview and Scrutiny Coordinating Committee considers the Corporate Strategy and the Financial Strategy. Overview and Scrutiny - Service Delivery/ Performance Committee agrees policy on monitoring systems thinking measures.	SMT reviews the service plan template and service planning day format.	Start to work with accountants to develop detailed service budgets.	
October/November	Executive Board approves measures to shift	Directors attend Service Planning Days.	Lead their Service Planning Day and focus	Most staff participate in Service Planning Days and

Month	Members	Strategic Management Team (SMT)	Heads	Staff
2009	resources to achieving high service priorities and the structure required to deliver them. Council approves updated Corporate Strategy and Financial Strategy.		groups which inform the parallel development of Service Plans and detailed revenue and capital budgets.	focus groups.
December 2009		SMT ensures draft Service Plans and draft budgets tie up with expectations and Government Grant Settlement.	Revise their Service Plan and revenue and capital budgets and present to SMT.	
January 2010	A Service Planning & Budget Task and Finish Forum (TaFF) considers draft Service Plans and Budgets in detail prior to Overview and Scrutiny Coordinating Committee.	Directors attend the Service Planning & Budget TaFF.	Attend the Service Planning & Budget TaFF.	
February 2010	Executive Board approves Service Plans and Budgets and Council sets Council Tax.		Inform all of their staff of the approved Service Plan and Budget at meetings, focusing on the key service outcomes planned.	
March 2010	Joint Performance Information and Council Tax Booklet delivered with Council Tax bills to every household.			
April 2010		Each director reviews their Heads under the Performance Excellence Framework.	Review their direct reports under the Performance Excellence Framework. Prepare end-of-year forms	Performance Excellence Framework - all staff review performance in 2009/10 and set objectives.

Month	Members	Strategic Management Team (SMT)	Heads	Staff
May 2010		SMT review end-of-year performance of Service Plan improvements and Pls. #	for Service Plan improvements and Pls and, in light of these results, review PI figures and targets for next 3 years.	for 2010/11 with their manager.
June 2010	Executive Board reviews Corporate Strategy success indicators at the end-of-year. Overview and Scrutiny - Service Delivery/ Performance Committee reviews end-of-year performance of Service Plan improvements and Pls. #			
Spring 2010	Web-based Corporate Business Plan published by 30 June.			
Summer 2010	Audit of some Pls conducted by Internal Audit.			
Autumn 2010	Audit of some Pls as part of a Use of Resources assessment under Comprehensive Area Assessment (CAA). Report on the Use of Resources assessment under CAA produced by external auditors.			

National Indicators 2008/09

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
1	% of people who believe people from different backgrounds get on well together in their local area	CLG	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
2	% of people who feel that they belong to their neighbourhood	CLG	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
3	Civic participation in the local area	CLG	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
4	% of people who feel they can influence decisions in their locality	CLG	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
5	Overall / general satisfaction with local area	CLG	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
6	Participation in regular volunteering	CO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
8	Adult participation in sport and active recreation	DCMS	The Active People Survey will be undertaken by Sport England. Reporting will be coordinated by DCMS	Annual (Financial year)	Active People Survey.	In Partnership	Percentage	One
12	Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity	HO (BIA)	tbc	Not 2008/09				

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer	CO	Local authority	Annual (financial year)	Varied: Local authorities and/or councils through Customer Relationship Management Systems and/or other forms such as emails, call centres and websites	Local Authority to the Esd Toolkit.	Percentage	One
15	Serious violent crime	HO	Home Office	Monthly	Police CrimSec3 (ADR 111-114)	In Partnership	Rate per 1,000 population	None
16	Serious acquisitive crime	HO	Home Office	Monthly	Police CrimSec3 (ADR 111-114)	In Partnership	Rate per 1,000 population	None
17	Perceptions of anti-social behaviour	HO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
20	Assault with injury crime rate	HO	Home Office	Monthly	Police CrimSec3 (ADR 111-114)	In Partnership	Rate per 1,000 population	None
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	HO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
22	Perceptions of parents taking responsibility for the behaviour of their children in the area	DCSF	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
23	Perceptions that people in the area treat one another with respect and consideration	DCSF	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
24	Satisfaction with the way the police and local council dealt with anti-social behaviour	HO	tbc	tbc	The survey method will be developed over the first few months of 2008/09	In Partnership		
25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	HO	tbc	tbc	The survey method will be developed over the first few months of 2008/09	In Partnership		
27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	HO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
29	Gun crime rate	HO	Home Office	Quarterly	Police CrimSec 30 (ADR 131)	In Partnership	Rate per 1,000 population	None
30	Re-offending rate of prolific and priority offenders	HO	Home Office	Quarterly	Jtrack and Police National Computer	In Partnership	Percentage	One
32	Repeat incidents of domestic violence	HO	tbc	tbc	This indicator is proposed as the percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC. It is anticipated that this indicator will be drawn from reported domestic violence incident data from the police (via ADR), and MARAC data from operational MARACs.	In Partnership	Percentage	tbc
34	Domestic violence - murder	HO	Home Office	tbc	Police Crimsec 7 (ADR 102) for Homicide Index	In Partnership	Rate per 1,000 population	None
35	Building resilience to violent extremism	CLG	Local authority	Annual	Assessment by the Local Strategic Partnership	In Partnership	Numeric value 1-5	None
36	Protection against terrorist attack	HO	Home Office	Annual	NaCTSO, by local CTSA assessments	In Partnership	Numeric value 1-5	None
37	Awareness of civil protection arrangements in the local area	CO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
41	Perceptions of drunk or rowdy behaviour as a problem	HO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
42	Perceptions of drug use or drug dealing as a problem	HO	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
118	Take up of formal childcare by low-income working families	DCSF	HM Revenues and Customs	Annual (financial year)	HMRC Tax Credit administrative data.	In Partnership	Percentage	One
119	Self-reported measure of people's overall health and wellbeing	DH	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
120	All-age all cause mortality rate	DH	National Centre for Health Outcomes Development	Annual (Calendar year)	ONS: death registrations and population statistics (data published by National Centre for Health Outcomes Development).	In Partnership	Directly age standardised rate per 100,000 population	Two
121	Mortality rate from all circulatory diseases at ages under 75	DH	National Centre for Health Outcomes Development	Annual (Calendar year)	ONS: death registrations and population statistics (data published by National Centre for Health Outcomes Development).	In Partnership	Directly age standardised rate per 100,000 population	Two
122	Mortality rate from all cancers at ages under 75	DH	National Centre for Health Outcomes Development	Annual (Calendar year)	ONS: death registrations and population statistics (data published by National Centre for Health Outcomes Development).	In Partnership	Directly age standardised rate per 100,000 population.	Two
138	Satisfaction of people over 65 with both home and neighbourhood	DWP	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
139	The extent to which older people receive the support they need to live independently at home	DWP	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
140	Fair treatment by local services	DWP	Audit Commission	Biennial	Place Survey	Local Authority to the Audit Commission.	Percentage	None
151	Overall Employment rate (working-age)	DWP	Jobcentre Plus (administrative data)	Quarterly (Calendar year)	Work and Pensions Longitudinal Study (WPLS)	In Partnership	Percentage	One

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
152	Working age people on out of work benefits	DWP	Jobcentre Plus (administrative data)	Quarterly (Calendar year)	Work and Pensions Longitudinal Study (WPLS)	In Partnership	Percentage	One
154	Net additional homes provided	CLG	CLG	Annual. Data collected for each financial year. Housing Flows reconciliation form is collected mid September following the financial year end. The Joint Return is collected around December or January.	Net additional supply is collected by CLG through 2 streams: (1) Northern and Midlands local authorities provide net additions information to CLG through the Housing Flows Reconciliation return. (2) Southern (London, SE,E and SW), local authorities provide net additions to their Regional Assemblies through the 'Joint return'.	Local Authority	Number	None

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
155	Number of affordable homes delivered (gross)	CLG	CLG (Housing Markets and Planning Analysis Division)	Annual. Housing Corporation data is provided to CLG in May following the end of the financial year. P2 – Information available in May following the end of the financial year. Housing Strategy Statistical Appendix (HSSA) information is available in September.	The Housing Corporation information management system provides a breakdown of centrally funded 'social rent' and 'intermediate' units. Local authority returns to Communities: – HSSA provides information on units funded solely through planning agreements (S106), P2 - local authority new build social rent.	Local Authority	Number	None
156	Number of households living in temporary accommodation	CLG	CLG (Housing and Communities Analysis Division)	Quarterly - However performance is judged on Q4.	P1E data - total households in temporary accommodation provided under the homelessness legislation	Local Authority	Number	None
157	Processing of planning applications	CLG	CLG (Housing Markets and Planning Analysis Division)	Quarterly (Financial)	From CLG-PS2 form. CLG – CPS1/2 form for county matter authorities	Local Authority	Percentage	Two

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
158	% non-decent council homes	CLG	CLG (Housing and Communities Analysis Division)	Annual (financial year)	Business Plan Statistical Appendix from the LA. Housing Authority – authorities that do not have an Housing Revenue Account do not need to return any data	Local Authority	Stock numbers for non-decent and total housing stock and percentage of non decent housing stock	One
159	Supply of ready to develop housing sites	CLG	CLG (Analytical Services Directorate) based on data provided by local planning authorities in the Annual Monitoring Report.	Annual. Data is based on the financial year, and the collection is annual, every December.	Local Planning Authority: Annual Monitoring Report	Local Authority	Percentage	One
160	Local authority tenants' satisfaction with landlord services	CLG	Local authority	Every two years, starting from financial year 2008/2009. The first survey should be carried out between 1 June and 30 November 2008.	Representative sample surveys of tenants carried out by local authorities or ALMOs in accordance with the guidance. Includes only local authorities that have retained all or part (with ownership of 1,000 or more general needs) management of the housing stock and that have transferred the housing stock to an ALMO/s.	Local Authority	Percentage	Two
170	Previously developed land that has been vacant or derelict for more than 5 years	CLG	CLG	Annual	National Land Use Database of Previously Developed Land (NLUD-PDL)	Local Authority	Percentage	Two

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
172	Percentage of small businesses in an area showing employment growth	DBERR	Office for National Statistics	Annual (financial year)	Inter Departmental Business Register- available from ONS at local authority level.	In Partnership	Percentage	One
173	Flows on to incapacity benefits from employment	DWP	DWP	Quarterly result based on preceding 12 months' figures	IB flow data available from DWP 5% Terminations database; ONS Annual Population Survey available from 'NOMIS' via the internet	In Partnership	Percentage	One
179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	CLG	Local authority	Biannual: July (from July 2009) – Actual gains achieved since 1 April 2008 up to the end of the previous financial year. October (from October 2008) – Forecast cumulative position at end of current financial year.	Local authorities, liaising as appropriate with any partners with which they have jointly undertaken actions to improve value for money, to allocate the value of the value for money gains accordingly and avoid double counting against the whole public sector.	Local Authority to the hub	Number (£ Thousands)	Rounded to nearest thousand

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	DWP	DWP	Monthly (according to a schedule fixed by DWP).	Data is collected by a scan of the local authorities benefit systems, which they then submit to DWP. The scan is already being collected for other purposes but will be used to measure this indicator in addition to its other uses.	Local Authority	Number	One
181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	DWP	DWP	Monthly	Existing HB data extract returned to DWP by authorities on a monthly basis. The score is calculated by DWP.	Local Authority	Average number of calendar days	One

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
182	Satisfaction of business with local authority regulatory services	DBERR	Local Authority	Annual (financial year)	<p>Survey of business customers. Recommended monthly survey with annual reporting. The standard reporting year is the period 1 April to 31 March. Where arrangements for administering the survey are not in place at the beginning of the first year of operation (April 2008) and as a result the annual return does not contain 12 months' data, local authorities should refer to guidance produced by BERR. Additional data required: Functions covered by the survey, ie trading standards, environmental health, licensing (NI 182a); Number of questionnaires sent in each strata (NI 182 bi & NI 182bii); Number of returns in each strata (NI 182ci, cii etc.); Any variations from the recommended survey methodology (NI 182 d).</p>	Local Authority to the hub	Percentage	None
184	Food establishments in the area which are broadly compliant with food hygiene law	DH	Food Standards Agency	Annual (financial year)	LA data transferred electronically to the Food Standards Agency database	Local Authority	Number (number of food establishments and number of broadly compliant establishments)	None

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
185	CO2 reduction from local authority operations	DEFRA	DEFRA	Annual (calendar Year)	Data to be provided by Local Authority using spreadsheet tool (published on the Defra website)	Local Authority to Defra Website	Annual % CO2 reduction figure and total tonnage as calculated using agreed spreadsheet methodology	One
186	Per capita reduction in CO2 emissions in the LA area	DEFRA	DEFRA	Annual (calendar Year)	Defra publication of local CO2 emissions every Autumn.	In Partnership	Spreadsheet produced to include total end user CO2 emission (tonnes) per local authority presented by the sector with the overall percentage reduction of CO2 per capita compared with 2005 baseline.	One
187	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating	DEFRA	Local Authority	Annual (financial year)	Local House Conditions Survey and telephone/ postal SAP survey results targeted at households in receipt of income related benefits.	Local Authority to the Hub - but all of Devon is submitting an aggregate figure	Percentage	None
188	Planning to Adapt to Climate Change	DEFRA	Local authority	Annual (financial year)	Local authority assessment against the criteria	Local Authority to the hub	Number (0-4)	None

NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
189	Flood and coastal erosion risk management	DEFRA	Environment Agency	Annual (financial year)	Data will be provided by the Environment Agency in accordance with their supervisory duty relating to flooding and / or 'strategic overview' for FCERM at the coast. Progress reported each summer for progress over the previous financial year.	In Partnership	Percentage	None
191	Residual household waste per household	DEFRA	DEFRA	Annual (financial year)	WasteDataFlow	Local Authority	Kg per household	None
192	Percentage of household waste sent for reuse, recycling and composting	DEFRA	DEFRA	Annual (financial year)	WasteDataFlow	Local Authority	Percentage	Two
193	Percentage of municipal waste landfilled	DEFRA	DEFRA	Annual (financial year)	WasteDataFlow	Local Authority	Percentage	Two
194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations	DEFRA	DEFRA	Annual (calendar year)	Data to be provided by Local Authority using spreadsheet tool (published on the Defra website)	Local Authority to Defra Website	Annual % primary PM10 reduction; annual % NOx reduction; total primary PM10 tonnes; and total NOx tonnes. All 4 are calculated using agreed spreadsheet methodology.	One

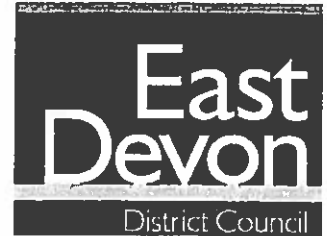
NI	Title	Department	Reporting organisation	Collection interval	Data source	Data submitted by and to	Return format	Decimal places
195	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting)	DEFRA	DEFRA	Annual (financial year)	Local Authorities using the NI195 Spreadsheet. Applies to Metropolitan Councils, London Boroughs, Unitary Councils, District Councils, Common Council of the City of London. Reported annually (1st April – 31st March) based on surveys carried out over three four month periods: April – July; August – November; December – March.	Local Authority	Percentage (4 separate values)	None
196	Improved street and environmental cleanliness – fly tipping	DEFRA	Environment Agency	Annual (financial year)	Flycapture Database. LA's report on a monthly basis to Flycapture – analysis is completed on a financial year.	Local Authority	Very Effective/Effective/Not effective/Poor	Text
197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	DEFRA	Local Authority	Annual (financial year)	Local Sites Partnership report annual position as at 31st March each year.	Local Authority but Devon as a whole this year.	Percentage	None

Agenda Item 9

Service Delivery/Performance Committee

24 September 2009

Quarterly monitoring report



Quarterly Monitoring of Performance – 1st Quarter 2009/10

Summary

Performance information for the period 1 April 2009 – 30 June 2009 is attached to this report to allow Members to monitor overall performance and identify any areas where improvement may be necessary.

This information is now being provided by Corporate Priority. The pros and cons of providing this report by Service or by Corporate Priority were discussed by the Chairman and Vice-Chairman at the Committee pre-meeting. They chose the Corporate Priority option in order to avoid focusing on individual services in isolation. However, to mitigate against concern that any one service is performing badly, a Service-based report will be submitted to SMT. Any issues found at SMT will be highlighted in the Corporate Priority report to members.

Recommendation

It is recommended that Members consider performance against Service Plan Key Objectives and Performance Measures for the first quarter of 2009/10.

a) Reasons for Recommendation

This report demonstrates our progress in achieving our Corporate Priorities by means of Service Plan Key Objectives and Performance Measures, 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 service 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 Objectives and Performance Measures, including Systems Thinking Measures, is carried out by the Committee at the end of each quarter.

Main Body of the Report

1. A performance monitoring overview sheet accompanies the full report for the first quarter of 2009/10 which is in an appendix to this report.
2. The overview sheet provides a snapshot of what is being achieved per priority.
3. Each Corporate Priority has been broken down into outcome and then into relevant Service Plan Key Objectives and Performance Measures.
4. The Service Plan Key Objectives have been classified by status:
 - Red (Concern) highlights targets with serious problems or significant delays.
 - Amber (Variation) indicates actions with mild concerns or minor setbacks.
 - Green (Achieved) displays special achievements or early completions.
5. For Performance Measures, the coloured monthly columns show year-to-date progress throughout the year in relation to the target. The key for the colours is as follows:
 - Red – if the PI is 10% or more below the target. As usual, a “Notes” column is provided which must be used to explain any levels of performance that are of concern and the remedial action planned.
 - Yellow – if the PI is between 10% and 0.1% below the target. Again, the “Notes” column should be used to explain any performance of variation and the remedial action planned.
 - Green – if the PI and the target match exactly or the PI is above the target.
 - Grey – There is no target for this PI as it is a new this year.
6. The column marked ‘Top Quartile’ shows the threshold figure for top quartile performance based on 2007/08 figures.
7. The ‘Code’ refers to the PI number and the abbreviations used are as follows:
 - each ‘National Indicator’ is shown as NI followed by a number.
 - each ‘Best Value Performance Indicator’ is shown as BV followed by a number.
 - each ‘Local PI’ is shown as L followed by a number
 - each ‘Value for Money’ indicator is shown as VFM followed by other letters and numbers.
8. The +/- column indicates whether a positive or negative result is preferable. For example, with a PI such as the time taken to 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 2008/09, if that information is available.
10. The ‘Annual Target’ column shows the performance that services are trying to achieve during the year 2009/10, if a target has been set.
11. The columns ‘Q1 Act’, ‘Q2 Act’, etc. show the actual year to date situation for each PI.

12. The 'Improvement' column displays whether the performance is improving, staying the same or getting worse compared to the same quarter last year (2008/09), if that information is available.
13. The purpose of the 'Management Notes' row is to allow officers to explain anything, particularly when performance is decreasing and start/completion dates are slipping. For example, the reasons for the decrease/slippage, the action being taken to rectify matters and when things are expected to be back on track.
14. It must be emphasised that the new system of National Indicators (NIs) was only introduced on 1 April 2008 and it is still being embedded. This means that many of the NIs have never been measured before and, therefore:
 - It is not possible to provide a figure for the 'Previous Year End' performance for all NIs.
 - It is not realistic to set an 'Annual Target' for all NIs at this stage.
15. Although members will not be able to compare the actual quarterly performance with the 'Previous Year End' performance and/or an 'Annual Target' for all NIs, they can see how the actual performance has progressed over the year. (NB. The quarterly performance for some of StreetScene's NIs is being reported a quarter in arrears because data is drawn from several organisations.)
16. In addition, comments made in the 'Management Notes' row are intended to put performance on the new NIs in perspective and also to clarify their definitions.
17. Definitions for:
 - NI 195 (a) Improved street and environmental cleanliness (litter)
 - NI 195 (b) Improved street and environmental cleanliness (Detritus)
 - NI 195 (c) Improved street and environmental cleanliness (Graffiti)
 - NI 195 (d) Improved street and environmental cleanliness (Fly-posting)

NI 195 is reported as four parts, one for each element of environmental and street cleanliness: NI195 (a) Litter, (b) Detritus, (c) Graffiti, (d) Fly-posting.

The NI 195 survey grades 300 transects every survey and 3 surveys are carried out annually. Each site is given a grade according to the following criteria:

- Grade A is given where there is no litter or refuse (or detritus or graffiti or fly-posting)
- Grade B is given where a site is predominantly free of litter and refuse (or detritus or graffiti or fly-posting) except for some small items
- Grade C is given where there is a widespread distribution of litter and refuse (or detritus or graffiti or fly-posting), with minor accumulations
- Grade D where a site is heavily littered (or with detritus or graffiti or fly-posting), with significant accumulations.

Three Intermediate Grades are also used. These are: B +, between Grade A and Grade B; B -, between Grade B and Grade C; and C -, between Grade C and Grade D

Detritus There is no statutory definition of detritus, however, local authority cleansing officers and their contractors have developed a common understanding of the term and the definition used for the NI 195 (and for the LEQSE) is based on this industry norm. Detritus comprises dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic and other finely divided materials. Detritus includes leaves and blossom.

Once all sites have been surveyed, the formula to be used for each of the four elements of the indicator (litter, detritus, graffiti and fly-posting) is: $((T + (T_b / 2)) / T_s) * 100$ Where: T = number of sites graded C, C-, or D for each individual element (litter, detritus, graffiti and fly-posting); T_b = number of sites graded at B- for each individual element (litter, detritus, graffiti and fly-posting) (this grade counts as half); T_s = total number of sites

surveyed for the relevant element (litter, detritus, graffiti and fly-posting) 900 minimum with the exception of the detritus indicator which may be less than 900 where sites are not suitable for detritus grading. For example, where 30 sites have been graded either C, C -, or D and 90 sites have been graded B-, the calculation would give: $((30 + (90 / 2)) / 900) * 100 = 8\%$. (Members asked for clarification on this indicator at previous meetings. This description came directly from the Defra website).

18. 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.

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>		
		Increasing actions	Same level of actions	Decreasing actions
Number of Incidents of Fly Tipping	Decrease	Grading 1 Very Effective	Grading 2 Effective	Grading 2 Effective
	Same	Grading 3 Not Effective	Grading 3 Not Effective	Grading 3 Not Effective
	Increase	Grading 3 Not Effective	Grading 3 Not Effective	Grading 4 Poor

Legal Implications

No legal comments are required.

Financial Implications

No direct financial implications.

Background Papers

A quarterly performance monitoring report appears as an appendix to this report.

Bob Darboume, ext. 2618
Communications and Improvement Manager

Service Delivery/Performance Committee
24 September 2009

**Overview of Projects and Performance Indicators (PIs)
by Corporate Priority 1st Quarter 2009/10**

PRIORITY ONE	Affordable Homes		
	a. Outcome	Significant increases in the supply of affordable homes	
		Projects	PIs
	Normal/Annual	8	4
	Green		1
	Variation	5	
	Red		
	Total:	13	5
	Affordable Homes		
	b. Outcome	Improvements in the management of the Council's housing stock	
		Projects	PIs
	Normal/Annual	8	2
Green	4	1	
Variation	4	1	
Red	1	1	
Total:	17	5	

PRIORITY TWO	Thriving Economy		
	a. Outcome	Economic growth in the West of the District	
		Projects	PIs
	Normal/Annual	10	
	Green		
	Variation		
	Red		
	Total:	10	0
	Thriving Economy		
	b. Outcome	Regeneration of Exmouth and Seaton	
		Projects	PIs
	Normal/Annual	6	
	Green		
	Variation	5	
	Red	1	
Total:	12	0	
Thriving Economy			
c. Outcome	Delivery of economic growth throughout the District		
	Project	PI	
Normal/Annual	8		
Green	1		
Variation	4		
Red			
Total:	13	0	

PRIORITY THREE	Safe, green and clean environment		
	a. Outcome	A safe environment	
		Project	PI
	Normal/Annual	15	12
	Green		1
	Variation	1	1
	Red		
	Total:	16	14
	Safe, green and clean environment		
	b. Outcome	A clean environment	
		Project	PI
	Normal/Annual	4	
	Green	2	4
	Variation	1	
	Red		1
Total:	7	5	
Safe, green and clean environment			
c. Outcome	A green environment		
	Project	PI	
Normal/Annual	11	10	
Green		1	
Variation	1	1	
Red	1		
Total:	13	12	

PRIORITY FOUR	Recycling		
	a. Outcome	A rise in recycling and composting and a fall in the disposal of other waste	
		Projects	PIs
	Normal/Annual	0	
	Green	1	1
	Variation	1	2
	Red		
Total:	2	3	

**Overview of Projects and Performance Indicators (PIs)
by Corporate Priority 1st Quarter 2009/10**

PRIORITY FIVE	Children and Young People		
	a. Outcome	Consulting with children and young people	
		Project	PI
	Normal/Annual	2	
	Green		
	Variation		
	Red		
	Total:	2	0
	Children and Young People		
	b. Outcome	Rewarding and recognising the efforts and achievements of children and young people	
		Project	PI
	Normal/Annual	1	
	Green		
	Variation	1	
	Red		
	Total:	2	0
	Children and Young People		
	c. Outcome	Providing services for young people	
		Project	PI
	Normal/Annual	8	
Green	1		
Variation	1		
Red	1		
Total:	11	0	
Children and Young People			
d. Outcome	Protecting children and young people		
	Project	PI	
Normal/Annual	1		
Green	1		
Variation			
Red			
Total:	2	0	

PRIORITY SIX	Excellent service for our customers		
	a. Outcome	Consistently satisfied customers	
		Projects	PIs
	Normal/Annual	54	20
	Green	11	10
	Variation	8	2
	Red	4	1
Total:	75	33	

PRIORITY SEVEN	An inspirational Council		
	a. Outcome	Great value for our customers	
		Project	PI
	Normal/Annual	22	21
	Green	2	3
	Variation	6	3
	Red	1	1
	Total:	31	28
	An inspirational Council		
	b. Outcome	A 'partner of choice'	
		Project	PI
	Normal/Annual	2	1
	Green		
	Variation		
	Red		
Total:	2	1	
An inspirational Council			
c. Outcome	An 'employer of choice'		
	Project	PI	
Normal/Annual	8	6	
Green	1	4	
Variation	2	1	
Red	1	1	
Total:	12	12	

Key

Normal (white) if everything is just ticking along and there is nothing to report

Annual – if the PI can only be reported annually

Green - if the project has met a milestone or been completed

Yellow - if the project has had any mild setbacks or there are mild concerns

Red - if there are serious problems or significant delays

First Quarter 2008/09 by Corporate Priority

Quarterly report for 2009/2010

Arranged by Aims

Filtered by Flag: Include: Quarterly, Corporate Strategy Monitoring 2009-2010

Exclude: Archive

Filtered by Performance Status: Exclude PI Status: Data not entered, Data not due, No Data

Exclude Project Status: No Data available, Milestone Missed, Normal

Key to Performance Status:

Project Status:

Performance Indicators:

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 Direction cannot be determined.

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

First Quarter 2008/09 by Corporate Priority

Priority: Affordable Homes

Outcome: Significant increases in the supply of affordable homes

Projects

Project Title Achieved

Variation	Axminster Area Action Plan	This project is subject to review and future proposals will be reported on in late 2009.
Variation	Issuing Cranbrook planning permissions	The introduction of potential regional infrastructure funding has both helped and slowed the progress towards issuing the outline planning permission. New Growth Point grant aid has been affected by government cuts and the recession has affected the viability of the scheme - hence the need for public subsidy.

First Quarter 2008/09 by Corporate Priority

Priority: Affordable Homes

Outcome: Significant increases in the supply of affordable homes

Projects

Project Title	Status	Achieved
Variation Produce LDF issues and options report, consult and report back to LDF panel		The LDF Panel received early feedback in June 2009 and a full feedback report in August 2009.
Variation Support to delivery of affordable housing through advice to services		CranCranbrook, (and related infrastructure agreements) Seaton and Stowford Rise are the key projects at present. Cranbrook development is delayed due to the recession. Seaton awaiting decisions on current planning applications. Stowford Rise – Master Agreement should shortly be complete.
Variation The adoption of a Community Infrastructure Levy		The publication of the draft Regulations has occurred but implementation is delayed until next spring. There remain issues with securing all the necessary supporting information/data to implement adoption of the Community Infrastructure Levy at present.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
	NI155	Number of affordable homes delivered (gross)	Housing	+	9	0				↓
	NI156	Number of households living in temporary accommodation	Housing	-	91	117 (1/4)	82			↑

Management Notes:

(Quarter 1) The developer has started building 55 houses a proportion of which may be completed before the end of the financial year. (TR)

Management Notes:

(Quarter 1) Number of households in temporary accommodation has again been significantly reduced due to pro-active actions such as successful prevention of potentially homeless approaches, effective management of temporary accommodation (ie supported accommodation and Private Sector Leased) and quarterly occupancy checks of our own housing stock being used as temporary accommodation. (TR)

Outcome: Improvements in the management of the Council's housing stock

First Quarter 2008/09 by Corporate Priority

Priority: Affordable Homes

Outcome: Improvements in the management of the Council's housing stock

Projects

Project Title	Status	Achieved
Variation	Achieve 98% of responsive repairs within target timescales.	Slightly below target. Working with contractors to improve.
Achieved	Aim to have less sheltered housing through decommissioning	Task and Finish Forum Group progress on target to deliver the 1st stage decision making process for the de-commissioning of sheltered Housing to the Housing review Board for recommendations and approval in October.
Achieved	Deliver continuing improvements in communal cleaning.	Housing Review Board decision in June 2009 approved a preferred option for the future of the cleaning contract and the development of a service charge funded caretaking service.
Achieved	Have less than 90 units of temporary accommodation in use.	82 households in temporary accommodation at the end of the first quarter
Concern	Increase community centre income and the use of guest rooms.	Due to re-prioritisation of the responsible Officers workload this will now not be able to realistically started as a project until November 2009
Achieved	Maintain high levels of customer satisfaction.	The most recent STATUS survey (national tenant satisfaction survey) revealed 87% overall satisfaction with landlord services which puts us in the top quartile of all local authorities.
Variation	Reduce the average void time to 25 days by 31/03/10 and 20 days by 31/03/11	Target missed in first quarter mainly because of lack of resources in Repairs team to undertake inspections. Undertaking testing of systems thinking redesign that has also had an effect. Should improve in future quarters.
Variation	Separate the support charge from the rental charge for sheltered housing.	This project will not be able to start until September 2009 therefore a variation on timescales will need to be considered.
Variation	Work with DCC to provide an extra care sheltered housing scheme in Exmouth.	The DCC post tender negotiations failed which has set the aspirations and project back. A review of the position is underway.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
73	BV63	The average Standard Assessment Procedure	Housing	+	72	72 (1/4)	72			↑

First Quarter 2008/09 by Corporate Priority

Priority: Affordable Homes

Outcome: Improvements in the management of the Council's housing stock

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
		(SAP) rating of local authority-owned dwellings								
24	BV212b	Average time in days to re-let local authority housing	Housing	-	20 (3/12)	25 (1/4)	28			

Management Notes:

Management Notes:

(Quarter 1) During the first 3 months of 2009/10 there has been a shortage of Maintenance Surveyors to undertake inspections and specifications of work. This is the prime reason for longer than usual timescales for voids. This should improve over the next three months. (TR)

L 13 (L50) Percentage of urgent repairs completed within Government time limits

Management Notes:

Priority: Thriving Economy

Outcome: Regeneration of Exmouth and Seaton

Projects

Project Title	Status	Achieved
Variation Address the car parking in Exmouth Town Centre		Established that objective could be met by decking the London Inn Car Park. Preliminary feasibility work completed. Budget agreed within capital programme. However, project inextricably linked to the development of the Royal Avenue Site and The Strand enhancements. When Asda pulled out of negotiations on the Royal Avenue Site, Members of the Regeneration Board decided that they wanted development briefs prepared on both the Royal Avenue and London Inn Sites. An application for funding will be made to the Executive Board to use Local Authority Business Growth Initiative

First Quarter 2008/09 by Corporate Priority

Priority: Thriving Economy

Outcome: Regeneration of Exmouth and Seaton

Project Title	Status
Bring forward an employment site at Harepath Road	Achieved
Continued support to the East Devon Business Centre at Honiton	funding to fund the preparation of the development briefs and then the work tendered to consultants. The determination of 08/0282/MOUT by the Development Management Committee later this month could influence the Council's ability to promote the delivery of this important Service Plan proposal. A report on the issues influencing the further progress of this proposal will be reported to the October meeting of the Executive Board.
Support the Jurassic Coast Visitor Centre project at Exmouth	The East Devon Business Centre's managed office space is again fully occupied and there is good take up of the casual hire conference and training room facilities. In part this explained by the Council's decision to terminate the arrangements in place with the Registry Service at the Thelma Herbert Gallery. They now occupy two of the offices available for business use at the Centre. Consultations around alternative project undertaken with all stakeholders, agreed scaled down project at Mamhead View - application to Sea Change funding made June 30th 09. Result due end September 2009
Support the Jurassic Coast Visitor Centre project at Seaton	Consultation with all stakeholders has agreed scaled down project, deliverable within developer contribution of £1.7 million plus DCC investment of £0.5 million. Application for funding under Sea Change made 30th June 2009 to augment this scheme by +£1million, result due September 2009. Project seeks agreement from Members on investment of £1.7million from regen development. Meeting to determine planning Sept 15th.
Transform the visitor economy of Seaton	£500,000 secured from Devon County Council. The outline planning application for Tesco and the full application for Sainsburys both provide for a visitor centre. On the 15th September we shall be clearer on which scheme can deliver the visitor centre. The Tesco scheme can inject £1.7m into the provision of the centre via the Council's capital receipt. Sainsbury's would deliver a capital receipt or the facility to turn key provision. Tesco's will provide additional land for the Wetlands expansion to complement the funding already invested by the district council. The schemes also provide for the cycle hub. Living land marks lottery funding was not secured. SWRDA have removed their £1.25m of funding for the visitor centre.

Outcome: Delivery of economic growth throughout the District

Project Title	Status
	Achieved

First Quarter 2008/09 by Corporate Priority

Priority: Thriving Economy

Outcome: Delivery of economic growth throughout the District

Projects

Project Status	Project Title	Achieved
Variation	Develop implementation plan for employment sites identified in the Devon Employment Space Strategy	Clinton Devon Estates has presented their plans for expansion of phase 2 of Liverton Business Park to the LDF Panel and the pre-planning application meeting of members. The private sector is brining this site forward. The expansion of Exeter Airport Business park has been approved and Flybe have been scessful in attratcting SWRDA funding. Executive Board has agreed to fund the submission of an application for employment and recreational use at Harepath Road, Seaton. Hill Barton employment park has come forward with expansion plans and an outline planning application has been submitted. There has been a delay with Devon CC publishing the final draft of the DESS. This was received at the end of August and the Corporate Director will be chairing a meeting of the Devon authorities to consider the way forward. Progress is being made in terms of a potential land swap at Honiton that could bring forward the expansion of health park employment site. The collapse of the property market has made it more difficult to bring forward the expansion of health park.
Variation	Develop the learning and skills agenda	Exeter Skills and employment Board set up and Councillor Florey EDDCs representative on the Board. The Economy Think tank has not reached a conclusion on the direction we wish to progress in developing the skills agenda. There is some suggestion that EDDC should not have a role in this agenda and it is a matter more appropriate for DCC. The Rural Development Champion is exploring with Exeter City Council the opportunity for the Innovation agenda and the ICT agenda to have a greater presence in East Devon.
Variation	Produce Development Plan documents and consult	This project is to be refined/reviewed and replaced with more accurate project reflecting tasks to be undertaken.
Variation	Support the "Making it Local" programme	The 'Making it Local' programme within the East Devon and Blackdown Hills Areas of Outstanding Progress has commenced the process of appraising and agreeing projects put forward by community groups and others under the terms of the programme. Unfortunately it has not been possible to commit any significant officer time to this process.
Achieved	Transfer of the Honiton Street Market to Honiton Town Council	This project was successfully completed on 31st December 2008.

Priority: Safe, clean and green environment

First Quarter 2008/09 by Corporate Priority

Priority: Safe, clean and green environment

Outcome: A clean environment

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act	
	NI195a	Improved street and environmental cleanliness (% of litter overall)	StreetScene	-	5	4 (2/4)		3		↑	
<u>Management Notes:</u>											
	NI195b	Improved street and environmental cleanliness (% of detritus overall)	StreetScene	-	22	20 (2/4)		20		↑	
<u>Management Notes:</u>											
	NI195c	Improved street and environmental cleanliness (% of graffiti overall)	StreetScene	-	1	1 (2/4)		2		↓	
<u>Management Notes:</u> (Quarter 1) 3 surveys are undertaken annually. The first period being between April and July hence no quarter one information. This figure tends to be higher in the summer probably due to the light evenings and school holidays. (TR)											
	NI195d	Improved street and environmental cleanliness (% of fly posting overall)	StreetScene	-	0	0 (2/4)		0		↔	
<u>Management Notes:</u>											
	NI196	Improved street and environmental cleanliness – fly tipping	StreetScene	-	3	3 (1/4)		3		↔	

Management Notes:

(Quarter 1) Recently, internal audit have been involved with looking at 2007/08 and 2008/09 flytipping and enforcement action information that has been entered onto the flycapture database each month. As a result of this they concluded that certain data sent for flytipping was not needed and should not be entered anymore. It was

First Quarter 2008/09 by Corporate Priority

Priority: Safe, clean and green environment

Outcome: A clean environment

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
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also recommended that other information that was collated for enforcement actions undertaken, should now be entered. This would show a better balance between the two functions and reduce the quality of flytipping recorded in East Devon.
 Figures entered for this quarter were for flytipping : 135 incidents.
 Figures entered for enforcement actions : 31 x Investigations, 14 x Duty of Care inspections, 5 x Letters sent. (TR)

Outcome: A green environment

Projects

Project Status	Title	Achieved
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Concern	Declare an Air Quality Action Area in a part of Honiton to secure environmental improvements	Achieved
Variation	Increase in enforcement of environmental legislation.	Some work being done in respect of waste being put out early for collection and bins being left on the street after collection.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement
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L 32	Percentage of tree preservation order applications determined within 8 weeks	Planning	+	96.2	96.0 (1/4)	96.5				↓
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Management Notes:

L 33	Percentage of conservation	Planning	+	93	95 (1/4)	91				↓
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First Quarter 2008/09 by Corporate Priority

Priority: Safe, clean and green environment

Outcome: A green environment

Performance Indicators

Top Quartile District Councils	Code Title	Service +/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement
	area notices dealt with within 42 days							

Management Notes:

Priority: Recycling

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

Projects

Project Status	Title	Achieved
Variation	Implement all outstanding elements of partnership agreement (Recycling Refuse Collection Service)	Partnership agreement finalised work being undertaken on Performance Framework.
Achieved	Manage the delivery of the Refuse Collection and Recycling service in phases	Phase 2 rolled out 2nd June and achieving good results Phase 3 will be in March 2010 and Phases 4 & % in Oct/Nov 2010.

Performance Indicators

Top Quartile District Councils	Code Title	Service +/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement
NI191	Residual household waste in StreetScene kg per household	-	480	115 (1/4)	108			

Management Notes:

NI192	Percentage of Household StreetScene	+	26	32 (1/4)	31			
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First Quarter 2008/09 by Corporate Priority

Priority: Recycling

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

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
		waste sent for reuse, recycling and composting								
	NI193	Percentage of Municipal waste land filled	StreetScene	-	73.80	68.00 (1/4)	68.90			↑

Management Notes:

(Quarter 1) During the first quarter of 2008/09 the percentage of Household waste sent for reuse, recycling and composting was 23.2% compared to 31% for 2009/10. The amount of waste sent for composting has risen from 189 tonnes to 619 tonnes during the same period. (TR)

Management Notes:

Priority: Children and young people

Outcome: Rewarding and recognising the efforts and achievements of children and young people

Projects

Project Status	Title	Achieved
Variation	Secure funding and develop Energy 4 Thought national curriculum based project	Achieved
	I have verbal agreement for £1000 and use of data from Met Office for this project, however further funding has been unsuccessful to date. An alternative proposal to feed into a similar Natural England climate change film has recently become a possibility and this is being investigated further.	

Outcome: Providing services for young people

Projects

Project Status	Title	Achieved
Achieved	Develop permanent seed	Achieved

Develop permanent seed

First milestone met in April with the planting out of offspring from the Otterton Black Poplar. Slower growing

First Quarter 2008/09 by Corporate Priority

Priority: Children and young people

Outcome: Providing services for young people

Projects

Project Title	Status
---------------	--------

bank for East Devon Great Trees	Achieved
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New learning and engagement programme for Thelma Hulbert Gallery	Unsuccessful in our funding bid to Foundation for Sports and the arts for this project, awaiting new staff member to take it forward.
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Support Seaton Youth Projects	This project refers to the mixed use proposals for the land identified in the East Devon Local Plan as LSE2 (Harepath Road, Seaton) which envisages the provision of a combination of employment land and sports pitches on the land available. It is therefore subject to comments referred to earlier under "Employment Site at Harepath Road".
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Outcome: Protecting children and young people

Projects

Project Title	Status
---------------	--------

Continue our links with schools through junior lifeskills and health promotion events	Achieved
Two separate one week events were held at the Donkey Sanctuary, in conjunction with other agencies (Fire, Police, ambulance, etc). We taught school children in year groupshow to wash their hands correctly, utilising a disclosing dye. This demonstration always proves to be extremely popular, with evidence of good knowledge retention over time.	

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Projects

Project Title	Status
---------------	--------

Achieve 98.5% of rental income collectable, rising to 99% in	Achieved
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The target is not realistic to achieve due to the current financial pressures on tenants due to the economic climate currently in the UK. Rent arrears are on the increase as a consequence. No additional funding has

First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Projects

Project Status	Project Title	Achieved
	2010/11	been made available to enhance the debt recovery options available to staff with additional training, or for contracting outside specialised agency support to assist with debt recovery methods to reach this target
Achieved	Continue to evolve and meet the needs of customers	The Systems approach continues to evolve in development management and has been rolled out in Enforcement. Quarterly customer surveys are done. The most recent showing a 96% satisfaction rating.
Variation	Develop internal communication by working with ICT on new intranet	Initial proposals for 'My East Devon' which will be OD site on new intranet were agreed. A series of meetings have been held with project team to discuss content and design of the new intranet. Although document retrieval will be much improved under the new system, the new design has yet to be finalised.
Achieved	Develop system and performance data for Members	This has now been achieved and I have now moved onto the training part of the project.
Achieved	Ensure that tenants connected to communal aerials receive a digital TV signal on switchover.	All dwellings in buildings with communal aerials are able to receive digital reception. The project has been completed on time.
Achieved	Expand the use of Home Safeguard telecare services.	Recent approval of Executive Committee to approve charging structure and set up costs will allow marketing of this service.
Variation	Implementation of Document Management System for Creditors Invoices	Project needs to be established on the ICT workplan - Business Case required. Confirmation is required of where we are with Document Management Project for the Council as a whole.
Variation	Implementation of Document Management System for Revenues and Benefits	Awaiting ICT resources to be allocated to project
Achieved	Increase Home Safe Guard Income	Recent Executive Committee approval to stop cease free service to all new customers and charge existing free service customers from April will produce substantial income potential in the next 6 months.
Achieved	Integrate Property Services with StreetScene Services	The Integration of Property Services with StreetScene Services was a two stage process. The physical move of Property Services to offices within Streetscene occurred in August 2008. The Admin teams of both departments were amalgamated at that time. The final stage of integration took place in April 2009, when the management of the Streetscene building cleaners was transferred to Property Services.
Concern	Introduction of Electronic Billing	See self service - the aim is that this will form part of the same project.

First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Projects

Project Title Status	Project Title	Achieved
Achieved	Introduction of paperless Direct Debit	Project went live end of May and already we have taken nearly 1000 paperless direct debits.
Concern	Introduction of self service access to Council Tax and benefits records	ICT have arranged for a demonstration from the Software Suppliers to be done at the beginning of September because of the changes that have been made to it since it was purchased some years ago. ICT will then be putting together a business plan which will go before the Programme board. Silvio has been assigned to the project and once it has gone to programme board we will then have a clearer idea on timescale for implementation.
Achieved	ITIL (Information Technology Infrastructure Library) -based Change Management process	Ideally we would want this live for 2010/11 annual billing as it provides an ideal opportunity to promote self service to our customers when we issue the annual bills.
Achieved	Meet conditions to enable "restricted" data to be sent electronically between government agencies	The re-organisation of ICT took place in May of this year and new change management processes put in place. Both have been very effective in improving the ICT service and helping drive down system problems.
Variation	More new tenants having the opportunity to choose fixtures and fittings	We had made sufficient progress and had good enough plans in place for us to be given CoCo approval in April 2009. We are still working to complete these plans in time for the next audit in April 2010.
Achieved	Move to a fully mobile housing related support service.	tenant choice on kitchen units, worktops , wall tiles, floor tiles, made available to on the kitchen upgraded programme since october 2008. choice now available to new tenants through the void process august 2009 re-structure of support services to fully mobile to work in 'Cluster' teams in each district in line with the alignment to the county wide care and support Pathway Model expected of all support services will be achieved on target.
Variation	Quality control/spot checks on client Support Plans and Risk Assessments.	This is behind target due to staff sickness subsequent re-prioritisation of Support Services Managers workload to take on more operational duties to cover this gap in the staffing levels has resulted in being behind schedule for this quarter.
Variation	Review corporate policies due for review in policy register	Two policies are overdue for review due to the Council's priority having been to allocate resources to the Local Government Review litigation.
Achieved	Review Disciplinary and Grievance Policies and	Achieved following changes to legislative framework and ACAS Code of Conduct.

First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
		working days	Services							
	L 62c	Percentage of Licensing Act 2003 applications decided within statutory deadlines	Legal, Licensing and Democratic Services	+	100	100 (1/4)	100			↔
		<u>Management Notes:</u>								
	L 100	Percentage of customer calls answered -CSC	Customer Service Indicator	+	92	95 (1/4)	96			↑
		<u>Management Notes:</u>								
	L 101	Percentage of customer calls answered - Switchboard	Customer Service Indicator	+	93	95 (1/4)	89			↓
		<u>Management Notes:</u>								
	L 102	Percentage of calls answered within 20 seconds - CSC	Customer Service Indicator	+	65	80 (4/12)	76			↑
		<u>Management Notes:</u>								
	L 103	Percentage of calls answered within 20 seconds - Switchboard	Customer Service Indicator	+	71	80 (4/12)	83			↑
		<u>Management Notes:</u>								
	L62a	Percentage of general	Legal, Licensing	+	100	100 (1/4)	100			↔

First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers
Outcome: Consistently satisfied customers.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Target	Q2 Act	Q3 Act	Q4 Improvement Act
<u>Management Notes:</u>									
84.00	NI157b (mon)	Percentage of Minor planning applications determined within 8 weeks	licences issued within 14 working days and Democratic Services	+	63.75	72.46 65.00 (5/12)			↑
<u>Management Notes:</u>									
92.11	NI157c (mon)	Percentage of Other planning applications determined within 8 weeks	Planning	+	85.29	82.68 80.00 (5/12)			↓
<u>Management Notes:</u>									
NI180		No. of changes of circumstances which affect customers' Housing/Council Tax Benefit within the year	Finance	+	1,411.3	375.0 (1/4)	583.7		n/a
<u>Management Notes:</u>									
NI181a		Time taken to process Housing Benefit/Council Tax Benefit new claims and change events -average days	Finance	-	18.9 (3/12)	10.0 (1/4)	16.2		↑

Management Notes:

(Quarter 1) During 2008 from April – July 2070 new claims were processed. During the same period this year this number had increased to 2482 new claims. In the month of April this represented a 33% rise but in recent months this increase has tailed off. The overall increase between April –July is now 20%. If we look at each

First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers
Outcome: Consistently satisfied customers.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Act Target	Q2 Act	Q3 Act	Q4 Improvement Act
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month's figure in isolation we see that performance has improved from 18.45 processing days in April to 11.1 in July. This is 2.1 days better than the same time last year and on target to deliver 10 days for the year as a whole. (TR)

ST10		Capability at Point of Transaction- Ability to deal with customers at first contact - Email	Planning	+	89.9	93.1			n/a
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Management Notes:

(Quarter 1) This figure has improved since last quarter's 89.9%. (TR)

ST11		Percentage of satisfied customers	Planning	+	95	96			n/a
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Management Notes:

(Quarter 1) The survey carried out during this quarter showed a return of 96% satisfaction, with 80% scoring the service 8 or above. This is a 1% increase on the previous quarter. The total number of applicants contacted was 57. (TR)

ST2		The Upper Control Limit for New Benefit Claims	Finance	-		85.8			
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Management Notes:

ST3		Capability at Point of Transaction- Ability to deal with customers at first contact	Finance	+	42 (1/4)	67			↑
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Management Notes:

(Quarter 1) When this was calculated in May 2009 this percentage (67%) equated to 467 contacts. In May 2008 the percentage (42%) equated to only 363 contacts. (TR)

ST4		Percentage of preventable customer contact within 'Benefits'	Finance	-	58 (1/4)	52			↑
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Management Notes:

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First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Target	Q2 Act	Q3 Act	Q4 Improvement Act
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(Quarter 1) Even with an increase in our caseload (up 33%) it is important to note that we had a 19% fall in telephone call volumes. This is an indication that customers are having their issues dealt with and the need to phone the council with queries is falling, we are dealing with more customers requests first time.

The overall preventable demand has fallen particularly in the "other" areas (why has my claim been suspended, have you received my proofs, can you update me on my DHP claim, I think you have made a mistake, have you received my letter, I don't understand the application form etc.)

ST5		Percentage of preventable contact within Development Control - Telephone	Planning	-	36.7	37.2			n/a
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Management Notes:

(Quarter 1) This figure has increased slightly (by 0.5%) from 36.7% in the last quarter. 494 calls were received during the week and the highest 'preventable' request was 'can you give me an update on my/my client's application - 78 instances followed by 73 with a new general query. (TR)

ST6		Percentage of preventable contact within Development Control - Post	Planning	-	14.5	9.6			n/a
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Management Notes:

(Quarter 1) This figure has decreased (by 4.9%) from 14.5% in the last quarter. Volume of letters has reduced from 255 to 124. Principal reason for this reduction is the use of email. (TR)

ST7		Percentage of preventable contact within Development Control - Email	Planning	-	24.9	30.3			n/a
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Management Notes:

(Quarter 1) Preventable demand increased (by 5.4%) from 24.9% in the last quarter - 191 emails were received during the survey, of that 107 were representations direct to the teams. (TR)

ST8		Capability at Point of Transaction - Ability to deal with customers at first contact - Phone	Planning	+	66.9	77.9			n/a
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First Quarter 2008/09 by Corporate Priority

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Act Target	Q2 Act	Q3 Act	Q4 Improvement Act
	ST9	Capability at Point of Transaction- Ability to deal with customers at first contact - Post	Planning	+	90.5	99.0			n/a

Management Notes:

(Quarter 1) This percentage has improved considerably since the last quarter when the percentage reported was 66.9%. (TR)

Management Notes:

(Quarter 1) This figure has improved significantly from last quarter's 90.5%. (TR)

Priority: An inspirational Council

Outcome: Great value for our customers

Projects

Project Status	Title	Achieved
Achieved	Continue to play key part in Asset Management Strategy	A lawyer has attended all of the Asset Management Forums and assisted the Principal Estates Surveyor.
Concern	Develop & secure external funds for Axe Wetlands	This has been marked red because of the delays on the Seaton Regeneration Scheme. Once that has been decided, we will know whether one parcel of land will be transferred to the project and enough money earmarked to acquire the second parcel necessary to complete this phase of the project. We have had opinions from both Heritage Lottery Fund and Higher Level Stewardship (Natural England) that they would help us with funding for capital infrastructure once the land is acquired. We made a bid to Natural England's "Wetland Vision" project for funding for land acquisition but this was rejected due to location. However, we do have funding for various capital infrastructure works on the land we already hold.
Variation	Develop IT systems for Asset Management/Maintenance	Issues with DtE (Down-to-Earth) Play need resolving. Once the system is running effectively then the Asset Management system can be assessed.

First Quarter 2008/09 by Corporate Priority

Priority: An inspirational Council

Outcome: Great value for our customers

Projects

Project Title Status	Achieved
System Develop IT systems for recycling and refuse collections	Approval just received at Exec Committee 2nd Sept for EDDC to purchase consultancy/software rather than initially being purchased by Sita.
Variation Ensure all mandatory/essential training programmes are delivered to all staff as appropriate.	Training continues to be offered and delivered, but target for all staff to be trained by April 2010 has been reviewed due to numbers still outstanding and the number of mandatory courses involved. Work being undertaken within specific directorates to achieve training in most effective way.
Variation Help People claim what they are entitled to	Equality Impact Assessments have been completed for Revenues but are still to be completed for Benefits. Now we have learnt from the Revenues process we are confident we can progress Benefits quickly. Other work is taking place with identifying key parts of the District for benefits take up targeting and we are organising events with key stakeholders.
Variation Improve accuracy of data with Non-Domestic Rates Team	The Non Domestic rates systems requires work to cleanse and match the commercial addresses with the Local Land and Property Gazetteer (LLPG) in order to integrate with mapping and the LLPG and at present there are no resources available to work on this project.
Variation Maintaining legal frameworks for procurement processes and support on-going projects	A procurement specialist within the legal team has been identified as a skills gap in the service plan; as a partial solution a team member is developing these skills where possible but the legal team still has frozen posts. This is impacting on our ability to develop the service. A procurement officer has now been appointed within the Finance team.
Achieved Replacement of many inefficient desktop printers	This has largely been achieved with the implementation of a fleet of Multi-functional devices and the creation of the Document Centre from the old Xerox services. As each old desktop or office printer dies then it is not automatically replaced but discussions are held on how best to meet the print requirements of the users within the confines of the print policy.

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Target	Q2 Act	Q3 Act	Q4 Improvement Act
3.31	BV66b	Percentage of tenants with more than seven weeks of	Housing	-	5.50	5.25 (1/4)	5.33		



First Quarter 2008/09 by Corporate Priority

Priority: An inspirational Council

Outcome: Great value for our customers

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act
		(gross) rent arrears								
99.40	BV10a	Percentage of Non-domestic Rates Collected	Finance	+	31.81 (3/12)	31.81 (1/4)	32.54			↑

Management Notes:

Management Notes:

(Quarter 1) Collection rates are up by 0.73% on last year. This could well be to do with timing of payments and again it's too early in the financial year to see whether this increase is sustained. (TR)

Management Notes:

99 BV66a 2 The proportion of rent collected

Management Notes:

(Quarter 1) An improvement on performance compared to last month of 0.07%. Performance should continue to improve throughout the year, but there may be some dips during the school holidays and at Christmas. (TR)

Management Notes:

98.60 BV9a Percentage of Council Tax Collected

Management Notes:

(Quarter 1) The amount of Council tax collected is up on last year by 0.17%. Although good to see slight improvement on last year it's too early to say whether this is as a result of some changes we've implemented. (TR)

Management Notes:

L 95 Average score on mandatory online basic skills test

Management Notes:

(Quarter 1) The on-line tests that were set up for Microsoft have yet to be completed by all staff (160 still to go)...they are being hunted down at present.

New on-line training has been introduced for IT and security policies and each comes with a short test. This is being trialled at present but initial results look good. (TR)

Management Notes:

L 96 Number of computer users who have passed a European Computer Driving

First Quarter 2008/09 by Corporate Priority

Priority: An inspirational Council

Outcome: Great value for our customers

Performance Indicators

Top Quartile District Councils	Code	Title	Service	+/-	Prev Year End	Current Q1 Act Target	Q2 Act	Q3 Act	Q4 Improvement Act
		Licence exam							

Management Notes:

(Quarter 1) The ECDL programme took second place to the Microsoft programme and consequently no new people were enrolled although existing users continued to complete their exams. The ECDL scheme is being updated from September and we should be looking to exploit this and enroll new members. (TR)

L 97		Number of computer user hours made unavailable each month	Information Technology	-	3,708	1,000 (3/12)	720	n/a	
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Management Notes:

VFMFP2 (mon)		Cycle time in working days from period-end closure to the distribution of routine financial reports	Finance	-	5	5			↑
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Management Notes:

Outcome: An 'employer of choice'

Projects

Project Status	Title	Achieved
Concern	Achieve Upper Quartile for BVPI12 sickness indicator	
Achieved	Create and deliver on-line training courses	

For this quarter sickness absence has shown a reduction from this time last year. We continue to monitor this area carefully and have taken a number of positive initiatives to help deal with issues. This action includes the termination of two contracts where sickness had been continuous for a year.

We have successfully used on-line training courses for the Microsoft migration and the ICT Induction process. We have recently included a means of rolling out new information security policies electronically and recording who has read them together with the results of short on-line tests.

First Quarter 2008/09 by Corporate Priority

Priority: An inspirational Council

Outcome: An 'employer of choice'

Projects

Project Status	Project Title	Achieved
Variation	Implement a pilot mobile working solution that is compliant with CoCo	Much investigation but no real progress as this project requires a significant investment to be effective. The work was put on hold pending the LGR outcome. A good, corporate mobile working solution would help significantly in creating efficiencies across the Council by providing cross-council information to mobile staff.
Variation	Research Flexible Benefits to align with national agenda and recommend on cost neutral basis	Still to be commenced, other projects related to the shared services agenda have delayed commencement.

Performance Indicators

Top Quartile District Councils	Code	Title	Service +/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement
8.43	BV12 mon	Working days lost due to sickness absence	Org Dev -	12.82	2.83 (4/12)	2.47				↑
Management Notes:										
5.19	BV16a	Percentage of local authority employees with a disability	Org Dev +	4.04	4.04 (1/4)	4.07				↓
Management Notes:										
28.93	BV11a	Percentage of top-paid 5% of staff who are women	Org Dev +	29.76	29.76 (1/4)	28.54				↑
Management Notes:										
1.98	BV11b	Top 5% of Earners: Ethnic Minorities	Org Dev +	4.23	3.80 (1/4)	4.06				↓
Management Notes:										

First Quarter 2008/09 by Corporate Priority

Priority: An inspirational Council

Outcome: An 'employer of choice'

Performance Indicators

Top Quartile District Councils	Top Code	Title	Service +/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement
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6.25	BV11c (mon)	Top 5% of earners with a disability	Org Dev +	0.00	0.00 (3/12)	0.00	0.00	0.00	0.00	↔
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Management Notes:

3.20	BV17a (mon)	Ethnic minority representation in the workforce - %	Org Dev +	0.96	0.96 (3/12)	0.97				↑
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Management Notes:

L112	Cumulative Staff Turnover as a percentage of all staff	Org Dev -				1.13				
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Management Notes:

(Quarter 1) Turnover is calculated by dividing the number of leavers by the average headcount at the beginning and at the end of the period. (TR)

L113	Number of Disciplinarys	Org Dev -				2				
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Management Notes:

L114	Number of Grievances	Org Dev -				0				
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Management Notes:

Not linked to any aims

First Quarter 2008/09 by Corporate Priority

Performance Indicators

Top Quartile District Councils	Code Title	Service +/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement
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L111 Total average headcount Org Dev OFF 532.5

Management Notes:

(Quarter 1) This figure represents an average headcount figure for June 09. (TR)

Absence Report Quarter One 2009/10

	Quarter 1 2007/08	Quarter 1 2008/09	Quarter 1 2009/10
Short Term (less than 8 days)	351	341	288
Medium Term (more than 8 days less than 2 months)	295	606	452
Long Term (More than 2 months)	279	700	455
	925	1647	1195

The average number of days lost per person for the first quarter of 2009/2010 is **2.47 days per person**. If the absence rate continued at the same rate as the first quarter the final outturn figure would be 9.88 days lost per person (this is dependent upon the final headcount remaining the same).

If we extract long term absence the average number of days lost per person would be **2 days** and if we extract both Long and Medium days lost the average number of days lost would be **1**, showing we do not have a problem with short term, malingering type absence.

Out of 484 staff, 129 employees had absence in quarter 1. The actual days lost to sickness absence for broken down by length of absence are as follows:

- Short term - (less than 8 days) 288 days which represents **24.1%** of the total days lost.
- Medium term (more than 8 days but less than 2 months) 452 days which represents **37.82%**.
- Long term (more than 2 months) 455 days which represents **38%** of the total.

Long term absence for Quarter 1 2009/10

- The total number of FTE long term days lost was 455 through the absence of **8 employees**.
- 4 of the employees are in Street Scene, 2 of which are currently absent with back problems and other muscular skeletal problems which accounts for **28.57%** of the total days lost. (130 days).
- 3 employees were off with stress, depression, anxiety, mental health and fatigue category. This was not work related but personal stress.
- 1 employee is absent due to temporary blindness through a cataract.
- Planning, Street Scene, Finance and Housing and Social Inclusion are the areas which are affected by long term absence at the current time.
- Long term absence has **reduced** by **53.85%** compared to the same period last year.

Medium Term Absence for Quarter 1 2009/10

- Medium term absence accounts for 453 FTE days lost and there are **21 employees** in this category.
- 6 employees lost 126 FTE days through back problems and other muscular skeletal issues.
- 3 of these employees are from Street Scene and the remaining 3 are from Customer Services, Planning and Property Services.
- 99.5 days lost were lost due to personal stress, depression, anxiety and fatigue.
- The remaining days lost were as a result of a mixture of chest and respiratory, hospital treatment, eye and stomach problems.
- Medium Term absence has increased by 34.73% compared to the same period in 2007/2008 but has **reduced** by 34% compared to the same period last year.

Short Term Absence for Quarter 1 2009/10

Short term absence levels are currently at the best level for three years in the first quarter. Short term absence rates have **reduced** by 17.95% compared to the same period in 2007/2008. This is despite the emergence of some swine flu cases.

What are the main reasons for absence in Quarter 1?

The main reasons for absence in the first quarter are muscular skeletal & back problems and secondly personal stress and depression.

37% of the number of days lost in quarter 1 (446 days) were attributable to back problems and muscular skeletal issues and 49% of the total (221 days) were lost due to the absence of Street Scene employees. This is likely to reduce in the next quarter due to recent dismissals.

24% of the number of days lost in quarter 1 (290 days) were attributable to personal stress and depression.

What action are we taking?

We have referred one officer from Street Scene to the new physiotherapy scheme to help facilitate an early return to work for back and muscular skeletal problems. We have also referred one officer to physiotherapy as a preventative measure.

Our other interventions of return to work interviews, early referral to Occupational Health, regular meetings with managers about all cases, training for managers, referral to counselling, Happy Healthy Here Week (lifestyle advice) and giving warnings for absence are all continuing.

How do we compare with other Devon authorities?

For last year we do not compare well as we were particularly hit by long term absence in 2008/09. However, for previous years we compare much more positively. The following was taken from the BBC website following the Freedom of Information request which provided their news feature for 2 September 2009.

Number of sick days and cost to the taxpayer

East Devon District - 12.82, £527,000

Mid Devon District - 10.2, £271,355

North Devon District - 9.75, £101,000

Exeter City - 9.15, £551,105

South Hams - 9.3, cost n/a

Torbay Council - 8.85, cost n/a

Devon County - 8.64, cost n/a

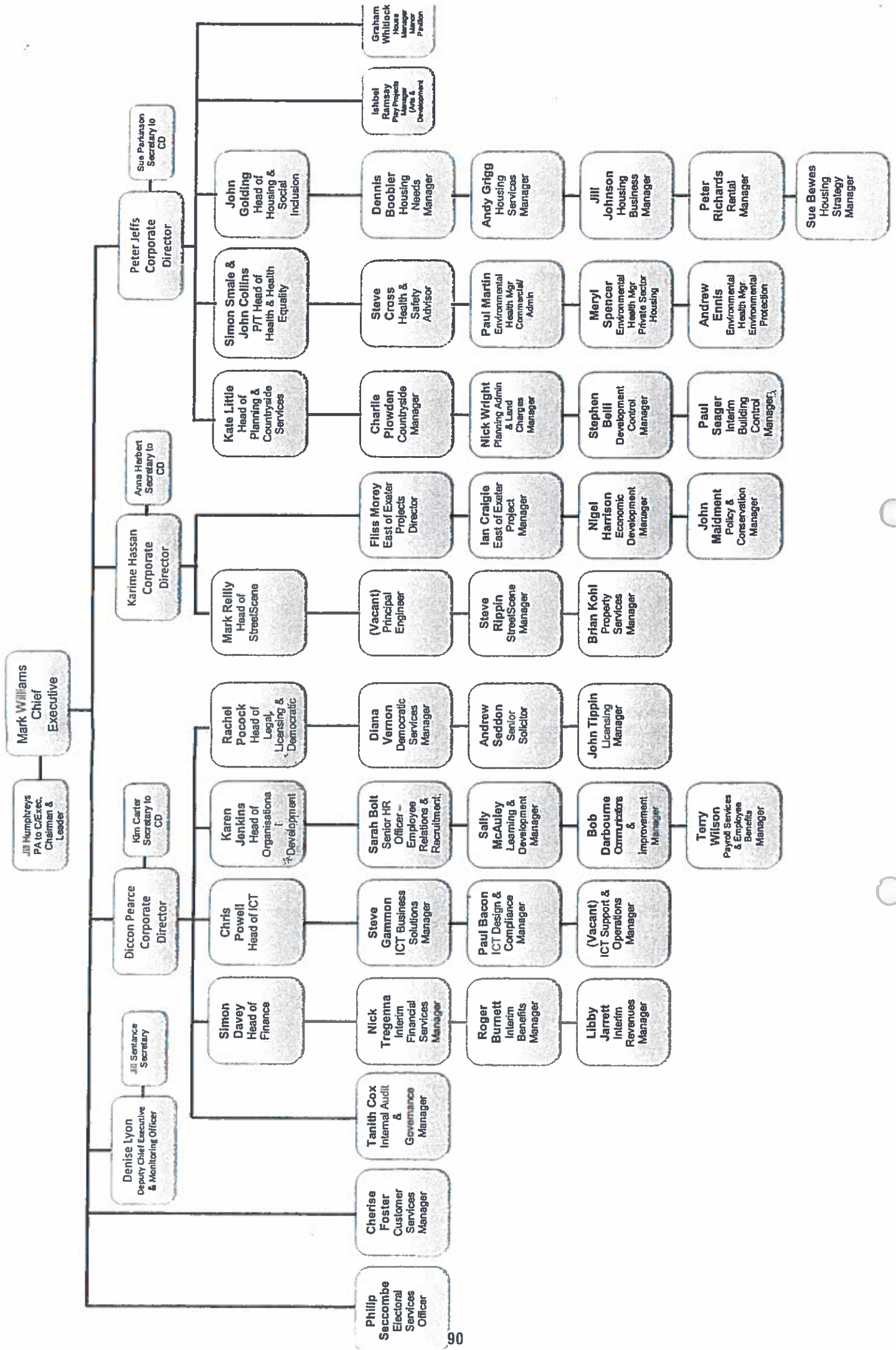
Torrige District - 8, £300,000

Plymouth City - 7.06, cost n/a

Teignbridge District - 6.33, £582,000

West Devon Borough - 6.25, £75,000

**Human Resources
September 2009**



Agenda Item 12
Service Delivery and Performance Overview and Scrutiny Committee
Forward Plan 2009/10

Month	Topic	Lead
21 October 2009	<ul style="list-style-type: none"> • Housing Review Performance Measures Report • Communications, focus on telephone communication and preventable demand 	John Golding Denise Lyon
13 January 2009	<ul style="list-style-type: none"> • Explore local issues in Towns and Parishes <ul style="list-style-type: none"> ○ relationships between tiers of government; ○ excellence of service across the District and meeting local need 	
17 February 2009	<ul style="list-style-type: none"> • Review of the remit of the Committee and progress achieved. 	

Note - Neighbourhood assessments have already been considered by the Communities Overview and Scrutiny Committee on 16 September 2009 and therefore are not included in the Forward Plan for this Committee.

