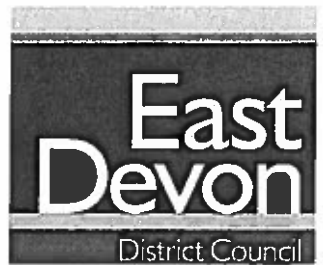


Date: 18 October 2010  
Contact number: 01395 517542  
E-mail: [hwhitfield@eastdevon.gov.uk](mailto:hwhitfield@eastdevon.gov.uk)



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

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

**Members invited to attend:**

David Cox – Portfolio Holder, StreetScene  
Paul Diviani – Chairman of Development Management  
Jill Elson – Portfolio Holder, Communities  
Ray Franklin - Portfolio Holder, Strategic Planning  
Andrew Moulding – Portfolio Holder, Resources

DX 48705 Sidmouth

Tel: 01395 516551

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[www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

**Officers requested to attend:**

Simon Davey - Head of Finance  
John Golding - Head of Housing and Social Inclusion  
Andrew Hancock – StreetScene Manager  
Kate Little – Head of Planning Services

**For information:**

Other Members of the Council for information  
Chief Executive  
Corporate Directors

**Service Delivery and Performance Overview and Scrutiny Committee**

**Wednesday 27 October 2010 at 6.30 pm**

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

**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.

## 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.
- 2 **To confirm the minutes of the meeting of the Service Delivery and Performance Overview and Scrutiny Committee of 22 September 2010.** 5 - 13
- 3 **To receive any apologies for absence.**
- 4 **To receive any declarations of interests relating to items on the agenda.**
- 5 **To consider any items, which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.**  
(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).
- 6 **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.**
- 7 **Quarterly Monitoring of Performance – 2<sup>nd</sup> Quarter 2010/11** 14 - 38  
Members are asked to consider the report and to highlight any areas where they have concerns or require information  
(If Members require any further clarification or to raise an issue in detail, could they please let Democratic Services know in advance of the meeting to ensure that the relevant Officer can be present)
- 8 **Housing Service – Performance Measures Report – 2<sup>nd</sup> Quarter 2010/11** 39 – 45  
Members are asked to consider the report and to highlight any areas where they have concerns or require information.  
Councillor Miss Elson (Portfolio Holder – Communities) is invited to attend.
- 9 **Benefits Service – Performance Measures Report – 2<sup>nd</sup> Quarter 2010/11** 46 – 51  
Members are asked to consider the report and to highlight any areas where they have concerns or require information.  
Councillor Andrew Moulding (Portfolio Holder – Resources) is invited to attend.
- 10 **Development Management - Performance Measures Report – 2<sup>nd</sup> Quarter 2010/11** 52 – 64  
Members are asked to consider the report and to highlight any areas where they have concerns or require information.  
Councillor Franklin (Portfolio Holder – Strategic Planning) and Councillor Diviani (Chairman, Development Management Committee) are invited to attend.

	<b>Page/s</b>
<p>11 <b>StreetScene – Performance Measures Report – 2<sup>nd</sup> Quarter 2010/11</b></p> <p>Members are asked to consider the report and to highlight any areas where they have concerns or require information.</p> <p>Councillor Cox (Portfolio Holder – StreetScene) is invited to attend.</p>	65 - 71
<p>12 <b>Systems Thinking progress in other areas</b></p> <p>Denise Lyon, Corporate Director to update Members on Systems Thinking in other areas of the Council.</p>	Verbal
<p>13 <b>Service Delivery and Performance Overview and Scrutiny Committee Forward Plan</b></p> <p>Members to debate future work of the Committee.</p>	72

**Members remember!**

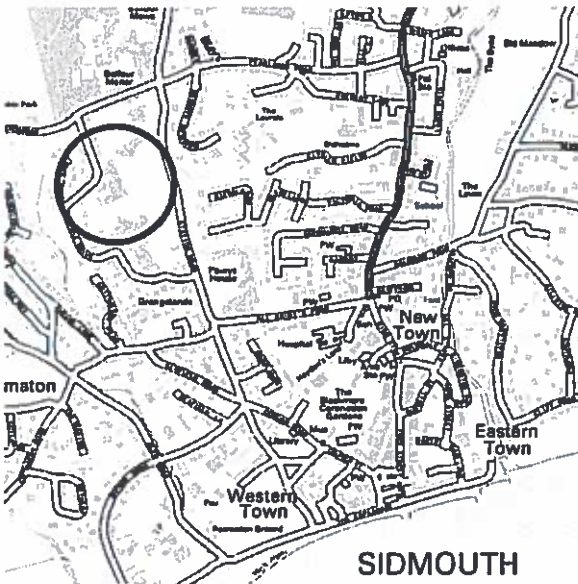
- You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager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

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

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

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

## **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 Popleford – 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 – 52B**

**From Seaton – 52A**

**From Ottery St Mary – 379, 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. 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. A hearing loop system will be in operation in the Council Chamber.

**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 22 September 2010**

**Present:**

**Councillors:**

John Humphreys (Chairman)  
Frances Newth (Vice Chairman)

Bob Buxton  
David Chapman  
Trevor Cope  
Christine Drew  
Douglas Hull  
Vivien Duval Steer

**Officers:**

Simon Davey – Head of Finance  
Ed Freeman – Interim Development Manager  
John Golding – Head of Housing and Social Inclusion  
Denise Lyon – Corporate Director  
Chris Powell – Head of ICT  
Diana Vernon – Democratic Services Manager  
Hannah Whitfield – Assistant Democratic Services Officer

**Also Present**

**Councillors:**

Jill Elson  
Mike Green  
Ann Liverton  
Sara Randall Johnson  
Pauline Stott

**Apologies:**

**Committee Members**

**Councillors:**

Tony Reed  
Brenda Taylor

**Non-Committee Members**

**Councillors:**

Iain Chubb  
David Cox  
Paul Diviani  
Ray Franklin  
Graham Godbeer  
Pat Graham  
Andrew Moulding  
Eileen Wragg

The meeting started at 6.30pm and ended at 7.36 pm.

**\*11 Public question time**

There were no questions from the public.

**\*12 Minutes**

The minutes of the meeting held on 16 June 2010 were confirmed and signed as a true record.

**\*13 Quarterly Monitoring of Performance – 1<sup>st</sup> Quarter 2010/11**

Denise Lyon, Corporate Director presented the performance information for the first quarter of 2010/11. This report allowed Members to monitor overall performance against Service Plan Key Strategic Objectives and Performance Measures for that period, and identify any areas where improvement may be necessary. She advised that Heads of Service responsible for those areas identified as 'red' were asked to attend the meeting to provide explanation and answer any questions Members might have.

Members asked for an update on the progress of affordable homes on the Chard Road development in Axminster. The Head of Housing and Social Inclusion advised that the developer had experienced difficulties in finding a housing association to buy the existing new properties at the price he wished to charge. However, a viable affordable housing scheme was expected soon, as the developer neared the 'trigger point' of the maximum open market houses that could be built before affordable homes.

A Member voiced concern on the reward given to some employees of the Council who had not taken time off for sickness within the period of a year. It was felt that employees should not be penalised if they were genuinely ill and not fit to work. With no relevant Officer present to answer Members' concerns, it was concluded that the issue warranted further comment.

In response to a request for a progress update on sourcing a secure 'Mobile Working' solution to enable Officers to access the Council's systems whilst on site, the Head of ICT, Chris Powell reported that an approved secure system was currently being tested by the ICT Department and a Business Case was being produced. Members congratulated the ICT Department on work to date on the mobile working initiative.

In respect of L64 – Proportion of Councillors trained in regulatory functions, (such as Licensing and Enforcement) a Member commented that training should be extended to town councils.

- RESOLVED:**
1. that the report on monitoring performance of the 1<sup>st</sup> Quarter for 2010/11 be noted;
  2. that the Head of Organisational Development be requested to attend the next meeting of the Committee to answer Members' questions on the non-sickness reward.

**\*14 Housing Service – Performance Measures Report – 1<sup>st</sup> Quarter 2010/11**

Members considered the Housing Service Performance Measures report for the first quarter presented by the Head of Housing and Social Inclusion, John Golding.

John Golding highlighted the Housing Measures graph, which showed the positive progress made by the Housing Service over the past months. There had been a clear downward trend in the End to End times of a tenant leaving a property to a new tenant moving into the property; this area continued to be closely monitored.

It was noted that the number of homelessness cases and number of people in temporary accommodation continued to decrease, which was largely a result of earlier interventions, improved housing advice and increased options available. This improvement to the Service not only benefited members of the public who faced the trauma of being made homeless but also prevented the Council from providing often-expensive temporary accommodation. The Head of Housing and Social Inclusion advised that despite these positive results, there was room for further improvement.

## **Housing Service – Performance Measures Report – 1<sup>st</sup> Quarter 2010/11 continued...**

There had been a reduction in preventable demand in the first quarter, with a focus on providing a 'one-stop' approach to customers. Members noted that the New Tenants Survey, carried out in April 2010, had highlighted some issues and areas to be addressed, but overall there had been an improvement on previous survey results.

Members heard that as a result of the redesigned systems, over 99% of rent owed to the Council had been paid, with steadily more tenants paying on time or in advance of when rent was due.

Members praised the Head of Housing and Social Inclusion and his team for their quick work to bring in back-up arrangements for repairs to housing stock, following the collapse of Connaught PLC. Ward Members and tenants had been kept fully informed. It was hoped that when it came to retendering for contractors in 12 months' time, two contractors would be appointed as per previous practice.

The Communities Portfolio Holder congratulated the whole Housing Team for embracing the systems thinking review, and the encouraging progress that was being made as a result. She spoke of the need to address the affordable housing gap, particularly with regard to provision for larger families. Properties in Exmouth were receiving in excess of 200 bids through the Choice Based Lettings Scheme.

The Chairman, echoed by the Committee, thanked the Head of Housing and Social Inclusion and his team for their continued work on improving the housing service.

**RESOLVED:** that the Performance Measures report for the 1<sup>st</sup> quarter of 2010/11 be noted.

## **\*15 Benefits Service – Performance Measures Report – 1<sup>st</sup> Quarter 2010/11**

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

Members noted the excellent performance and continued improvement to the Service. Prior to the systems thinking review, the average new claim took 50 days to process within a system that would predictably take 141 days. In the first quarter of 2010/11 the average new claim had taken 12 days to process in a system that predictably took up to 43 days (first quarter 27 and 86 days respectively). The average change of circumstances had also seen a great improvement – predictably up to 61 days in the first quarter of 2009/10 to 28.1 days in the first quarter of 2010/11, with the average improving from 14 days to 7.7 days.

The Head of Finance reported on the reasons for the higher End to End times within the system; some of these being intervention and fraud referrals, but emphasised that more work was required in understanding the causes in delay and what improvements could be made to the system. He advised that this would be an area of focus for the next quarter. Members recognised that it was important that fraud referrals were dealt with thoroughly.

The Chairman thanked the Head of Finance and his team for their continued work on improving the Benefits Service.

**RESOLVED:** that the Performance Measures report for the 1<sup>st</sup> quarter of 2010/11 be noted.

**\*16 Development Management – Performance Measures Report – 1<sup>st</sup> Quarter 2010/11**

Members considered the Development Management Service Performance Measures report and Interim Development Manager, Ed Freeman, answered queries and questions relating to the report.

Members heard that the report showed a steady progress throughout the first quarter. End to End times for applications received had increased to 53.4 days from 51.43 days in the last quarter of 2009/10. However, this was largely a result of the increased number of major applications received in the first quarter. Members recognised the importance of Officers spending time with Ward Members and residents to discuss major applications. Minor applications had reduced to 55.6 days from 61 days in the fourth quarter of 2009/10. End to End times in other areas of the Development Management Service were reported to remain consistent. As the Service continued to improve and became more efficient, the total number of applications within the system had declined.

Preventable demand had increased substantially in the first quarter and Members were advised that this was an area being monitored and was being addressed. Members queried whether the increase in preventable demand was due to the introduction of pre-application charges. The Assistant Development Manager advised that the Service was going to do a pre-application survey. Members felt that it would be helpful to have a report showing the income generated from pre-application charges at a future meeting.

Results of the Application Satisfaction Survey had shown a decrease in 7.8% on the previous quarter both in general terms and for those scoring 8 out of 10. Members acknowledged that the answers given to the Survey questions were likely to be influenced by the outcome of the application submitted. Officers calling customers for feedback needed to make sure that they were consistent and the Manager is going to organise training for this.

Members noted that the number of Appeals allowed had reduced to 17% compared with 33.3% in the previous quarter.

The Planning Enforcement Team had been down to one Enforcement Officer, following the retirement of two Officers. As a result a back log of work had been created, therefore the good performance presented for the first quarter was unlikely to continue into the second quarter. Members requested a detailed report on the situation at the next meeting.

The Chairman thanked the Assistant Development Manager and his team for their continued work to improve the Development Management Service.

Corporate Director, Denise Lyon congratulated Officers on the measures reports presented to the Committee, which provided Members with thorough analysis of the Services and clarity on how good we are at meeting customer demand, providing value for money and running services in the most efficient way.

**RESOLVED:**

1. that the report be noted;
2. that a report be presented to Members at a future meeting of the Committee detailing income generated from pre-application charges;
3. that a report be presented to Members at a future meeting of the Committee detailing the back log of Planning Enforcement cases.



## **Issues and Recommendations from Officer: Ward Member Communications Task and Finish Forum 2010**

At the Committee meeting held on the 13 January 2010 Members resolved to set up a Task and Finish Forum to discuss and agree a protocol for Officer:Ward Member Communications. The TaFF had examined the following:

- The practice and convention of communicating by e-mail
- The length of time given for comments to be made
- The appropriateness of inviting Ward Members to meeting convened by third parties
- The appropriateness of relying on press statements to inform Councillors
- How to make better use of Ward Members as a means of informing and assisting their parish and town councils.

Members consider the TaFF's final report, detailing issues and recommendations, presented by Councillor Ann Liverton, Member Chairman for Member Development and Chairman of the TaFF. She explained that improved communication in the Council would require a two-way process; both councillors and staff had a joint responsibility to maintain good communications.

The Democratic Services Manager, Communications Officer and Head of ICT had attended meetings of the TaFF. The Forum had considered methods of communication, such as email, telephone and The Knowledge; barriers to communication; when to communicate; the importance of political awareness; and security.

Members heard that the Democratic Services Team, in consultation with the Member Champion for Member Development, had begun making improvements to the secure Members' Page on the Council's website to encourage greater use. This page now only included information/documents not available elsewhere on the publicly accessible pages of the web site.

It was acknowledged that some of the recommendations listed in the report were already being actioned, such as when an Officer requests the Communication Team to prepare a press release, the Officer would be asked if the relevant Ward Member/Member Champion/Portfolio Holder has been advised.

Members acknowledged that some Officers kept Ward Members better informed than others; there was a need to embed good communications into the culture of the Council, with some past examples of good and poor communication with Councillors used for illustration.

Publishing a 'skills to share' register, detailing Councillor skills and interests, on the Council's intranet was welcomed by Members. Councillors had a wide range of skills, interests and experience that could benefit the Council and help save on resource.

The Chairman thanked the Members of the TaFF and those Officers who had been involved for their work in producing a comprehensive list of recommendations to improve communication between Officers and Councillors.

**Issues and Recommendations from Officer: Ward Member Communications Task and Finish Forum 2010 continued...**

- RECOMMENDED**
- (1) **Councillor preferred means of communication**  
that the Democratic Services Team invite Councillors to advise their preferred means of communication and confirm contact details (including mobile phone numbers if available) and use this information to create a database on the Members' Page of the Council's web site.
  - (2) **Councillor unavailable**  
that Councillors be reminded to advise the Democratic Services Team when they are unavailable to respond to e mails/telephone calls.
  - (3) **Advising Members about meetings in their Ward**
    - (a) that Officers be more aware of the needs of Ward Members - whether they should be involved and at what stage. Officers should also be mindful of the need to inform Ward Members about relevant meetings in their Ward. They should also appreciate that Ward Members are often best placed to provide information about local issues;
    - (b) that Ward Members be invited to formal meetings arranged by EDDC Officers relevant to their Wards;
    - (c) that where an EDDC Officer has been invited to a meeting by a third party, the Officer considers the appropriateness of asking the third party to invite the Ward Member or advising the Ward Member that the meeting is taking place;
    - (d) that Members recognise that there are times when it would be inappropriate to be informed about negotiations/exploratory meetings at a very early stage;
    - (e) that when Members are informed about negotiations/ meetings they are advised of the level of confidentiality of the issue and whether or not the information can be disclosed;
    - (f) that when a Councillor or Officer is invited to a meeting called by a third party they
      - ensure that they know the purpose and other attendees
      - decide on whether to attend based on those established facts
      - seek advice from EDDC's legal team if appropriate to ensure that their position is not compromised
      - consider whether to ask the local Councillor/ Champion/ Ward Member/or another Officer attend
      - to be aware of pressure groups;

**Issues and Recommendations from Officer: Ward Member Communications Task and Finish Forum 2010 continued...**

- (g) that the Protocol for Councillor:Officer relations in the Council's Constitution be up-dated to include:  
  
'When an Officer is invited to a meeting (with relevance to a specific Ward(s)) by a private person/group, the Officer to inform the local Ward Member'.
- (4) **Press releases**
  - (a) that when an Officer requests the Communications Team to prepare a Press Release, the Officer is asked if the relevant Ward Member/Member Champion/ Portfolio Holder has been advised – as a reminder;
  - (b) that all Councillors be sent a copy of a Press Release on issue;
  - (c) that Members be recommended to discuss their proposed media responses with the Communications Team in the first instance and, ideally, for their comments to the media to be made in writing rather than verbally.
- (5) **Increased use of Knowledge by Councillors:**
  - (a) that Councillors advise the Democratic Services Team if the technology in respect of accessing the Knowledge and the 'clickable links' isn't working so that appropriate action can be take to overcome this;
  - (b) that links to agendas on the website be included in the forthcoming meetings section;
  - (c) that Councillors be advised that housing lists were now only available to them on request;
  - (d) that the link to the Knowledge be put on the front page of the Council's website to make it easy to locate;
  - (e) that Councillors be encouraged to use the Knowledge and value its worth.
- (6) **Skills to share register**
  - (a) that use of Councillors' skills be recognised by the authority in a positive way and that Councillors' skills, interests and experience be harnessed for the benefit of the organization;
  - (b) that Members be invited to check their details on the Councillors' skills register to ensure that it is up-to-date and confirm that they are willing to share these skills;
  - (c) that, subject to above, the up-dated register be put on the intranet for Officer information and staff advised of its purpose and value;

**Issues and Recommendations from Officer: Ward Member Communications Task and Finish Forum 2010 continued...**

- (d) that the skills to share register be used by Group Leaders/the Whip when allocating places on Committees and to positions of responsibility, including Champions and Outside Bodies so that Councillor skills and experience are used for the benefit of the authority.

**(7) Members' Page**

that Members' be encouraged to access the Members' Page of the web site which now includes information which is unavailable elsewhere on the Council's website.

**(8) Use of Ward Members to communicate to their local councils**

that Officers realise the vital link between this Council and local parish and town councils and use Ward Members to get information to and feedback from local councils as an effective and grass roots approach.

**(9) Role and remit of Member Champions**

that as a matter of etiquette Member Champions consult/inform Ward Members before progressing issues within Wards. (As with Officers, Champions needed to think before they even started to deal with an issue about whether it was appropriate to discuss the matter with the relevant Ward Member).

**(10) Staff awareness**

that the importance of keeping Member informed and involved in issues in their Ward be included in the Staff Induction/Welcome programme.

**(11) Political awareness**

that ways of increasing Officer and Councillor awareness of their role in a political environment be explored including within the Staff and Councillor Induction/Welcome programme.

**(12) Mutual respect**

Councillors and staff needed to work in partnership and develop a better understanding of each other's role in the organisation.

**(13) ICT training and development**

that Members be encouraged to seek advice and support from the ICT Helpdesk and take advantage of training opportunities available.

**Issues and Recommendations from Officer: Ward Member Communications Task and Finish Forum 2010 continued...**

(14)

**Use of e mails**

- (a) that Members and Officers be reminded of the need to treat e-mail communication with awareness and care as they carried the same weight as a more formal letter;
- (b) unlike most Officers, Councillors may only access their computers for limited periods during the day/evening and so needed to be given adequate time in which to respond to e mail communication. The Forum believed that 2 weeks was a reasonable timeline for a response;
- (c) that Councillors be encouraged to respond to e mail communication from Officers to avoid delays in processes;
- (d) that the ICT team continue to take steps to improve the security of electronic information so that confidential information can be sent by e mail.

**\*18 Service Delivery and Performance Overview and Scrutiny Committee Forward Plan**

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

**RESOLVED:** that Service Delivery and Performance Overview and Scrutiny Forward for 2010/11 be noted.

Chairman ..... Date .....

## **Agenda Item 7**

**Service Delivery/Performance Committee**

**27 October 2010**

**Quarterly monitoring report**



### **Quarterly Monitoring of Performance – 2nd Quarter 2010/11**

#### **Summary**

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

#### **Recommendation**

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

#### **a) Reasons for Recommendation**

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

#### **b) Alternative Options**

None.

#### **c) Risk Considerations**

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

#### **d) Policy and Budgetary Considerations**

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

#### **e) Date for Review of Decision**

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

# 1 Main Body of the Report

## Introduction

1. A performance monitoring overview for each of our Corporate Strategy's three Priorities accompanies the full performance monitoring report for the second quarter of 2010/11. All four are appendices to this report.
2. Under each of our three Priorities, there are a number of outcomes. The overview for each Priority shows progress against each outcome in the form of a pie chart. The way we judge progress is to take relevant key strategic objectives from service plans, together with relevant service projects and performance indicators and monitor whether these are on track. The pie chart gives a visual representation of how many are on track (green), how many are just behind schedule (yellow) and how many are causing concern (red). At the end of each overview, a written comment highlights the current situation for each Priority.
3. The main 2<sup>nd</sup> quarter report provides the figures and comments behind the Key Strategic Objectives, Service Projects and Performance Indicators mentioned in the piechart and comments of the overview sheet. These are laid out by Priority outcome.

## Key Strategic Objectives

4. The Key Strategic Objectives and Service Projects from our Service Plans have been classified by status in the 'Objective Status' column:
  - 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. There is a unique 'Code' for each 'Objective' before officers' updates on progress are set out in the 'Achieved' column. The purpose of the 'Achieved' column is to allow officers to explain anything, particularly when start/completion dates are slipping. For example, the reasons for the delay or slippage, the action being taken to rectify matters and when things are expected to be back on track.
6. Financial information is included in the columns marked 'Officer Notes', which shows the resources involved in each objective, and 'Missed', which provides an update, for instance whether the budget is on target. (The 'Missed' heading will be changed to 'Budget' with our next software update which is due to be loaded soon.)

## Performance Indicators

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

#### Details on specific Performance Indicators

##### 13. 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<sub>b</sub> = number of sites graded at B- for each individual element (litter, detritus, graffiti and fly-posting) (this grade counts as half); T<sub>s</sub> = 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).

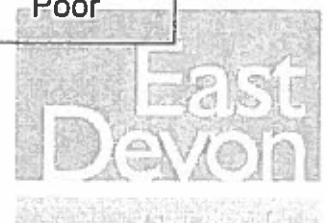
#### NI 196 Improved street and environmental cleanliness – fly tipping

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

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

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

		<i>Number of Enforcement Action</i>		
		<b>Increasing actions</b>	<b>Same level of actions</b>	<b>Decreasing actions</b>
<b>Number of Incidents of Fly Tipping</b>	<b>Decrease</b>	Grading 1 Very Effective	Grading 2 Effective	Grading 2 Effective
	<b>Same</b>	Grading 3 Not Effective	Grading 3 Not Effective	Grading 3 Not Effective
	<b>Increase</b>	Grading 3 Not Effective	Grading 3 Not Effective	Grading 4 Poor



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**Legal Implications**

No legal comments are required.

**Financial Implications**

No direct financial implications.

**Consultation on Reports to the Executive**

Relevant Directors, Heads and Officers have contributed to the appendices.

**Background Papers**

Appendix A (Priorities 1-3) – Overview for each of the three Corporate Priorities.

Appendix B – Detailed Quarterly performance monitoring report.

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Bob Darbourne, ext. 2618  
Communications and Improvement Manager

Service Delivery/Performance Committee  
27 October 2010

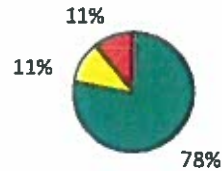


## PRIORITY ONE: Thriving Communities

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

Annual Results 2010/11

Progress towards outcome

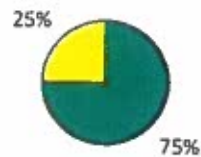


Thirty-three affordable homes have been delivered so far but more are expected to be completed towards the end of the year. We are still reliant on Cranbrook supplying significant numbers of affordable homes and this objective is regarded as a mild concern/minor setback. On the positive side, the number of households in temporary accommodation has continued to improve on the target.

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

Annual Results 2010/11

Progress towards outcome

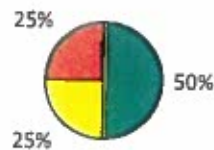


Two mild concerns/minor setbacks are registered whilst the other measures and objectives are on target.

### C. Outcome Delivery of strategic employment sites in the West of the District

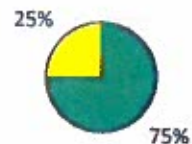
Annual Results 2010/11

Progress towards outcome



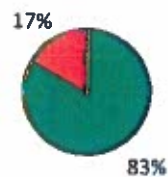
The first phase of the Science Park and improvements at junction 29 of the M5 are at risk and await the outcome of the Government's Spending Review. There is also uncertainty about a new railway at Cranbrook and the commencement of the Clyst Honiton Bypass.

**d. Outcome Regeneration of Exmouth and Seaton  
Annual Results 2010/11  
Progress towards outcome**



All is on track and progress has been made with the master plan for Exmouth which now includes the seafront despite some delays.

**e. Outcome Delivery of economic growth throughout the District  
Annual Results 2010/11  
Progress towards outcome**



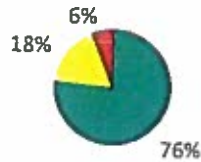
All is on track except for the deferral of a decision on Honiton Community Centre.

## PRIORITY TWO: An Outstanding Environment

### a. Outcome Outstanding environment

Annual Results 2010/11

Progress towards outcome



Progress is mainly good except for an increase in fly-tipping, delays at Cranbrook and other relatively minor issues to note.

## PRIORITY TWO: Thriving Economy

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

Annual Results 2010/11

Progress towards outcome



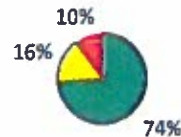
Data for the key PIs on the percentage of household waste sent for recycling and the kilograms of residual waste per household are not yet available for the second quarter.

## **PRIORITY THREE: Excellent services for our customers**

### **a. Outcome Efficiencies: financial and time-saving**

**Annual Results 2010/11**

**Progress towards outcome**



There are concerns with the number of computer user hours made unavailable. Otherwise, there is nearly all good news, notably in respect of the PI for sickness absence, BV12, which is showing consistent improvement.

### **b. Outcome Improved services through understanding our customers**

**Annual Results 2010/11**

**Progress towards outcome**

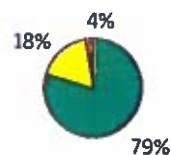


All is on track and the Member Champion is meeting with officers who work with children and young people regularly.

### **c. Outcome Consistently satisfied customers**

**Annual Results 2010/11**

**Progress towards outcome**



The number of random vehicle licence checks is continuing to register as a concern and improvements on Equality and Diversity are required.

# Quarterly Report 2010-11 for Committee

Quarterly report for 2010/2011

Arranged by Aims

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

Exclude: Archive

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

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

**Objective Status**

Key to Performance Status:

Performance Indicators:

<input type="checkbox"/> No Data available	<input type="checkbox"/> Milestone Missed	<input type="checkbox"/> Normal	<input type="checkbox"/> Concern	<input type="checkbox"/> Variation	<input type="checkbox"/> Achieved
<input type="checkbox"/> No Data	<input type="checkbox"/> Concern	<input type="checkbox"/> Variation	<input type="checkbox"/> Achieved	<input type="checkbox"/> Excellent	

Key to change on same period in previous year:

Improved Performance  Worse Performance  Unchanged

Key to +/- Column:

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

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

## Quarterly Report 2010-11 for Committee

Priority: Thriving Communities

Outcome: Make more affordable homes available for our residents

Performance Indicators

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement	Responsible Officer
NI155	Number of affordable homes delivered (gross) (LAA)	+	18	50 (2/4)	0	33		↑	Paul Lowe

Management Notes:

(Quarter 1 - 2)

As per delivery programme. Expected to deliver in Q3 or Q4.

(MR)

NI156	Number of households living in temporary accommodation	-	63	60 (2/4)	54	49		↑	Andrew Mitchell
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**Quarterly Report 2010-11 for Committee**

**Priority: Thriving Communities**

**Outcome: Make more affordable homes available for our residents**

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement	Responsible Officer
<b>Management Notes:</b>									

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Variation	Eco-PA-1215 Deliver first 300 affordable housing units within the first phase of Cranbrook (1,000 dwellings).	Project dependant on affordable housing grant from HCA & implementation of Cranbrook development. Issue of outline planning permission for Cranbrook is dependant on completion of S106 Legal Agreement. Development now expected to commence in March 2011.		Resources: £16,000,000 of External Funding and the Delivery Team (TR)	Felicity Morey
Achieved	pla-PA-1213 The delivery of one gypsy and traveller site in the District for permanent occupation of up to nine pitches and one transit site	Planning permission granted and issued for four additional permanent pitches at Hawkchurch.	No budget	Resources: £8,500 External Funding plus Head of Planning & Countryside & Head of Environmental Health (TR)	Kate Little

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement	Responsible Officer
BV63	The average Standard Assessment Procedure (SAP) rating of local authority-owned dwellings	+	72	73 (2/4)	72	72		↔	John Golding
<b>Management Notes:</b> (Quarter 1 - 2) Awaiting results of the stock condition survey.									
(JG)									
L 13 (L50)	Percentage of urgent repairs completed within Government time limits	+	90.09	98.00 (2/4)	92.00	92.00		↓	John Golding

**Management Notes:**

(Quarter 1 - 2)



## Quarterly Report 2010-11 for Committee

### Priority: Thriving Communities

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

#### Performance Indicators

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement	Responsible Officer
	Performance affected by responsive repair contractor failure causing work to be re-prioritised.									

(JG)

#### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Not Achieved	HOU-PA-1220 Implement the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.	Devon Home Choice introduced in East Devon from January 2010		Resources: Housing Team (TR)	Dennis Boobier
Not Achieved	HOU-PA-1221 Improve the quality of housing management and proactive working using Systems Thinking principles to combat tenancy problems as they arise.	Measures reports are showing continuous improvement in rent collection, sign up processes, voids and tenant satisfaction.		Resources: Housing Team (TR)	John Golding
Not Achieved	EH-PA-1222 Invest in a loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.			Resources: £170,000 Capital (TR), Slow take up due to change from grants to loan assistance (MS), Loan Scheme active and take up is increasing - identifying further loan schemes to assist in specific areas such as Empty Homes, Park Homes Insulation, Landlord loans (MS)	Meryl Spencer

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

#### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Concern	Eco-PA-1224 Commence site infrastructure on first phase of Science Park in 2010 and begin construction on first building in 2011.	Outline Planning permission granted and reserved matters applications under preparation. Project still at risk as main access to site dependant on Department of Transport funding for J29 of M5. Under review pending outcome of 2010 CSR.		Resources: £250,000 Revenue, the Growth Point Team and External Funding (TR)	Felicity Morey
Concern	Eco-PA-1227 Construction of the Junction 29 improvements in 2011 and new pedestrian and cyclist bridge over the M5 at junction 29 by 2011.	Bridge under construction and on target, but Junction 29 improvements dependant on Department of Transport Funding - pending 2010 CSR.		Resources: External Funding and the Growth Point Team (TR)	Felicity Morey

## Quarterly Report 2010-11 for Committee

### Priority: Thriving Communities

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

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed Officer Notes	Responsible Officer
Variation	Eco-PA-1229 Provide a new railway station at Cranbrook in 2011 with public transport provision to all major development sites in the West End.	Project forward funded from SWRDA Regional Infrastructure Fund budget and postponed due to delays in commencing Cranbrook and uncertainty over transitional budget arrangements in RDA.	Resources: The Growth Point Team and External Funding (TR)	Felicity Morey
Variation	Eco-PA-1228 Works commence on the construction of Clyst Honiton Bypass in 2010.	Project dependant on public funding from Growth Fund and Regional Infrastructure Fund and start date dependant on implementation of Cranbrook development. Project now expected to start in March 2011.	Resources: £4,500,000 External Funding and the Growth Point Team (TR)	Felicity Morey

#### Outcome: Regeneration of Exmouth and Seaton

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed Officer Notes	Responsible Officer
Variation	Eco-PA-1234 In Exmouth produce in 2010 a master plan for the town centre and development briefs for the strategic town centre sites, including the identification of a solution to the car parking shortfall in the town centre.	The baseline, consultation with the community and Vision for the town have now been established. The draft framework documents are due week beginning 04 October 2010 and it is currently expected that both East Devon and Devon County Council will be in a position to sign off the framework for consultation with the public by December 2010.	Resources: £148,000 Capital, Corporate Director, Economic Development & Estates Team (TR)	Donna Best

#### Outcome: Delivery of economic growth throughout the District

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed Officer Notes	Responsible Officer
Concern	str-PA-1237 Project management and £800,000 towards the Honiton Arts and Community Centre.	A decision on this has been deferred for further consultation and negotiation with Honiton Town Council.	Resources: £299,000 of Capital, £500,000 of External Funding and Property Team (TR)	Brian Kohl

### Priority: An outstanding environment

#### Outcome: Outstanding environment

**Quarterly Report 2010-11 for Committee**

**Priority: An outstanding environment  
Outcome: Outstanding environment**

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement	Responsible Officer
NI192	Percentage of Household waste sent for reuse, recycling and composting	+	35.30	42.00 (1/4)	49.40				↑	Paul Deakin

**Management Notes:**  
(Quarter 1 - 2)

Data not yet available for Quarter Two

(MR)

NI195a	Improved street and environmental cleanliness (% of litter overall)	-	4	4 (2/4)		2			↑	David Cook
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**Management Notes:**

27

NI195b	Improved street and environmental cleanliness (% of detritus overall)	-	18	17 (2/4)		14			↑	David Cook
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**Management Notes:**

NI195c	Improved street and environmental cleanliness (% of graffiti overall)	-	1	0 (2/4)		1			↑	David Cook
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**Management Notes:**  
(Quarter 2)

Target is extremely high and any graffiti would mean this target was not met.

(MR)

NI195d	Improved street and environmental cleanliness (% of fly posting overall)	-	0	0 (2/4)		0			↔	David Cook
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**Management Notes:**

NI196	Improved street and environmental cleanliness – fly tipping	-	2	3 (2/4)	3	4			↓	Tom Green
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**Management Notes:**

**Quarterly Report 2010-11 for Committee**

**Priority: An outstanding environment**

**Outcome: Outstanding environment**

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement	Responsible Officer
(Quarter 1 - 2)									

REACT have been operating with only 3 members (rather than 5) for the second quarter of 2010-11. This was due to two staff leaving earlier in the year. This has impacted on the number of enforcement actions that the team have been able to undertake; as a result we have slipped from a grade 3 to 4. One of the vacant posts has just been filled (in early October) and the second is currently being advertised in anticipation of being filled by early November. Once the team is back up to full capacity they will be able to conduct more enforcement activities on top of their cleansing duties. This will result in the results improving as the increase in fly-tip numbers was only small.

(TG)

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Variation Eco-PA-1247	The provision of the Country's first volume housing zero carbon housing development at Cranbrook as a demonstration of Cranbrook's status as a prototype eco-town.	Implementation of project dependant on delivery of Cranbrook New Community and expected start date now delayed until March 2011.		Resources: The Growth Point, Planning Team and Significant External Funding (TR)	Felicity Morey
Variation HOU-PA-1248	Upgrade two play areas at Park Close, Clyst Hydon, and Turner Close, Newton Poppleford.	Work not started yet as other priorities have taken up staff time and resources.		Resources: £30,000 Revenue (TR)	John Golding

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act Improvement	Responsible Officer
N1191	Residual household waste in kg per household	-	425	100 (1/4)	97			↑	Paul Deakin

**Management Notes:**

(Quarter 1 - 2)

Data not yet available for Quarter Two

(MR)

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer

**Quarterly Report 2010-11 for Committee**

**Priority: An outstanding environment**

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

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
str-PA-1258	Construct a new depot at Greendale Barton and integrate refuse and recycling workforces.	Occupied on 26th April 2010	On budget		Paul Deakin
HOU-PA-1256	Encourage tenants to recycle and reuse.	Tenants supplied with green and blue boxes are contributing towards the Councils recycling targets.			John Golding

**Priority: Excellent services for our customers**

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement	Responsible Officer
BV9 (mon)	Percentage of Council Tax Collected	+	98.70	57.93 (6/12)	30.96	57.93		↔	Melissa Clode, Libby Jarrett

**Management Notes:**

(September)  
In spite of the economic climate, we continue to show significant improvement on performance; we are up by 0.43% for the same time last year. This is as a result of the debt prevention work that is embedded in the way we collect council tax.

(MC)

BV10 (mon)	Percentage of Non-domestic Rates Collected	+	99.03	58.94 (6/12)	32.97	61.09		↑	Melissa Clode, Libby Jarrett
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**Management Notes:**

(September)  
This month's improved in-year collection rate is mainly due to a change in legislation. Our net collectible debit for 2010/11 has been reduced by approximately £300k due to Small Business Rate Relief being doubled for 2000 customers.

(MC)

BV12 mon	Working days lost due to sickness absence	-	10.56	4.75 (6/12)	1.23	2.98		↑	all pain
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**Management Notes:**

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Print Date: 14 October 2010 11:59

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement	Responsible Officer
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(September)

The good practice interventions in managing absence have been consistently applied in East Devon and this is evident in the recent good performance of this indicator. When absence increased particularly in the latter two years this was due to long term, serious medical conditions. Analysis over the last 6 years continually shows that short term absence is being well managed. (MR)

BV66b	Percentage of tenants with more than seven weeks of (gross) rent arrears	-	3.84	5.00 (2/4)	3.62	3.00		↑	Peter Richards
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**Management Notes:**  
(Quarter 1 - 2)

This is an improvement in performance since the last quarter of 0.62%. This is an excellent achievement and just to sustain this level of performance will be challenging.

(PR)

BV212 (mon)	Average time in days to re-let local authority housing	-	28	25 (6/12)	24	24		↑	Dennis Boobier
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**Management Notes:**  
(April - September)

Performance of contractors has improved during this quarter, even though Connaughts were not operational during September 2010. Current voids in this area of East Devon being undertaken by another contractor.

(db)

BV66a (mon)	The proportion of rent collected	+	98.55	99.00 (6/12)	98.88	99.18		↑	Peter Richards
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**Management Notes:**  
(April - September)

An improvement in performance to that of last month of 0.12%. A very good performance, but difficult to improve further. To sustain this level of performance over the next 6 months would be an excellent achievement.

(PR)

L 97	Number of computer user hours made unavailable (downtime) each month	-	493	1,000 (6/12)	1,859	4,857		↓	Chris Powell
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**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement	Responsible Officer
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**Management Notes:**  
(September)

4,375 hours were due to a failure of our anti-virus systems for approximately a day (the multiplier we apply to this system is quite high because it potentially affects a large number of staff, although the impact on them is minimal)

(MR)

L111	Total average headcount	OFF	518.0	Figure recorded for information - no target required.	526	519	n/a	ali pain
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**Management Notes:**

L112	Cumulative Staff Turnover as a percentage of all staff	-	6.56	7 (2/4)	3	7	↓	ali pain
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**Management Notes:**

L113	Number of Disciplinarys	-	11		1	0	↑	ali pain
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**Management Notes:**

L114	Number of Grievances	-	4		0	1	↓	ali pain
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**Management Notes:**

L61	Percentage of councillors accessing electronic information	+	98.30	100.00 (2/4)	98.31	98.31	↑	Diana Vernon
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**Management Notes:**  
(Quarter 1 - 2)

No change but aware of Leader's aim to achieve paperless meetings following May 2011 elections.

(MR)

L62a	Percentage of general licences issued within 14 working days	+	100	100 (2/4)	100	100	↔	John Tippin
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**Management Notes:**

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act	Responsible Officer
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NI181 (mon)	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events - average days	-	9.1	9.0 (6/12)	7.4	6.4		↑	Libby Jarrett, Martin Lloyd-Jones
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**Management Notes:**

VFMFP2 (mon)	Cycle time in working days from period-end closure to the distribution of routine financial reports	-	5	5 (2/4)	4	2		↑	Mandy White
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**Management Notes:**

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed Officer Notes	Responsible Officer
HOU-PA-1262	Have less than 90 units of temporary accommodation in use.	Achieved	Current use of temporary accommodation below 50 units	Dennis Boobier
HOU-PA-1264	Review the Home Safeguard Business Plan in order to increase its business capabilities and maximise income	Achieved	Significant additional income received this year as a result of changes to the free issue alarm policy.	John Golding
HOU-PA-1263	Through decommissioning have less sheltered housing and separate the support charge from the rental charge for sheltered housing.	Achieved	First phase of the decommissioning project commenced with first units decommissioned as a pilot. No significant problems experienced to date.	John Golding

**Outcome: Improved service through understanding our customers**

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed Officer Notes	Responsible Officer
ED-PA-1267	Engage meaningfully with children and young people through initiatives such as Scene and Heard, Social Zest, Youth Press	Achieved	continuing work on this, led by	Peter Jeffs



**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

**Outcome: Improved service through understanding our customers**

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	Officers, Junior Rangers, Masterpieces, play consultations, 11 million Takeover Day, political speed dating, and Switch (youth initiative in Housing).	Member champion		and Communications and Improvement Team. (TR)	

**Outcome: Consistently satisfied customers**

**Performance Indicators**

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

**Management Notes:**

BV11a	Percentage of top-paid 5% of staff who are women	+	28.90	Figure recorded for information - no target required.	26	26			Chris Hall
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**Management Notes:**

BV11b	Top 5% of Earners: Ethnic Minorities	+	4.13	Figure recorded for information - no target required.	3.30	3.37			Chris Hall
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**Management Notes:**

BV17a (mon)	Ethnic minority representation in the workforce - %	+	1.20	Figure recorded for information - no target required.	1	1			Chris Hall
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**Management Notes:**

BV204(mon)	Number of planning appeal decisions allowed against the authority's decision to refuse	-	22.4	30.0 (2/4)	16.7	28.6			Bob Capon
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**Management Notes:**

L 32	Percentage of tree preservation order applications determined within 8 weeks	+	98.6	96.0 (2/4)	100.0	96.3			Charlie Plowden, Nick Wright
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**Quarterly Report 2010-11 for Committee**

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

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement Responsible Officer
<b>Management Notes:</b> (Quarter 1 - 2)									
Continuing excellent performance by Arborticultural team.									
(cp)									
L 33	Percentage of conservation area notices dealt with within 42 days	+	98	95 (2/4)	91	94			Charlie Plowden
<b>Management Notes:</b> (Quarter 1 - 2)									
No cause for concern as only missed target by minor percentage point. It is however an improvement by 3% on last quarter return.									
(cp)									
L 62b	Percentage of vehicle licences issued within 14 working days	+	100	100 (2/4)	100	100			John Tippin
<b>Management Notes:</b>									
L 62c	Percentage of Licensing Act 2003 applications decided within statutory deadlines	+	100	100 (2/4)	100	100			John Tippin
<b>Management Notes:</b>									
L 63a	Number of random general licence checks	+	206	93 (2/4)	49	192			John Tippin
<b>Management Notes:</b>									
L 63b	Number of random vehicle licence checks	+	152	75 (2/4)	31	63			John Tippin
<b>Management Notes:</b> (Quarter 2)									

**Quarterly Report 2010-11 for Committee**

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

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement Responsible Officer
Target of 75 not reached this quarter due to additional work load as a result of staff reduction following the departure of one member of staff									
(MR)									
L 64	Proportion of Councillors trained in regulatory functions	+	97.78	100.00 (2/4)	95.53	95.53			Diana Vernon

**Management Notes:**  
(Quarter 1 - 2)

Changes in committee membership at Annual Council meeting - new members have been trained in respect of development management. Training has been offered in Licensing & Enforcement but two members have yet to be trained.

(MR)

L100	Percentage of customer calls answered -CSC	+	99	95 (2/4)	98	96			Cherise Foster
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**Management Notes:**

L101	Percentage of customer calls answered - Switchboard	+	100	95 (2/4)	99	99			Cherise Foster
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**Management Notes:**

L102	Percentage of calls answered within 20 seconds - CSC	+	92	80 (2/4)	82	77			Cherise Foster
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**Management Notes:**  
(Quarter 2)

High call volumes due to phase 4 of waste scheme and leaflets generated more enquiries. Absence of experienced staff due to sickness and secondment.

(MR)

L103	Percentage of calls answered within 20 seconds - Switchboard	+	92	80 (2/4)	85	85			Cherise Foster
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**Management Notes:**

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

**Outcome: Consistently satisfied customers**

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Improvement Responsible Officer
NI157b (mon)	Percentage of Minor planning applications determined within 8 weeks	+	69.17	65.00 (2/4)	64.17	62.23			Nick Wright

**Management Notes:**  
(Quarter 1 - 2)

A slight downturn in performance through the summer months predominately due to leave, we expect performance figures to bounce back during the next quarter.

(NW)

NI157c (mon)	Percentage of Other planning applications determined within 8 weeks	+	81.92	80.00 (2/4)	82.92	82.80			Nick Wright
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**Management Notes:**  
(Quarter 1 - 2)

Performance has stayed steady through the quarter, despite a heavy leave period.

(NW)

ST11	Percentage of satisfied customers - Planning	-	96		89				None
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**Management Notes:**  
(Quarter 2)

Data not available at present

(MR)

ST21	Capability at Point of Transaction - Ability to deal with customers at first contact	+	35 (2/4)		45	50			None
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**Management Notes:**

ST22	Percentage of Preventable contact	-	29.7			35.0		n/a	None
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**Management Notes:**

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

**Outcome: Consistently satisfied customers**

**Performance Indicators**

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act	Responsible Officer
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ST5	Percentage of preventable contact within Development Control	-	30.0	44.0	24.0			↑	None
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**Management Notes:**

ST9	Capability at Point of Transaction - Ability to deal with customers at first contact (DC)	+	80.0	67.0	62.0			↓	None
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**Management Notes:**

**Key Strategic Objectives**

Objective Status	Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Achieved	OD-PA-1287	Carry out Domestic Violence Survey in EDDC and set up regular supervision meetings with contact officers.	The Survey has been carried out and findings published to staff using Team Brief. There are a number of actions arising from the survey which highlight the need to advertise the service again using posters and the intranet.			Karen Jenkins
Achieved	Art-PA-1274	Complete first phase of the expansion and redevelopment of the Thelma Hulbert Gallery with joint funding of £135,000, half of which was provided by the Arts Council.	First phase of the expansion and redevelopment of the Thelma Hulbert Gallery with joint funding of £135,000, half of which was provided by the Arts Council has been successfully achieved. In the first 3 weeks of opening the gallery has seen visitor figures of approx. 900 (almost 200 of which were young people) and with income of over £2,000 the gallery is exceeding all expectations and is on course to exceed the targets for visitors and income set out in the Thelma Hulbert Gallery business plan. The Thelma Hulbert Gallery's dedicated website is underconstruction and will go live shortly.	Resources: £33,000 Capital and external funding. (TR)	Angela Blackwell	
Variation	HOU-PA-1280	Continue to improve the Housing Service by achieving all responsive repairs within target timescales.	Stretch target of 98% not achieved but high levels of satisfaction maintained. Contractors are adopting some of the Systems Thinking principles such as 'right first time' and 'fix and stay fixed' being impressed on contractors.			John Golding
Achieved	HOU-PA-1279	Continue to improve the Housing Service by improving the appointment system for responsive repairs	Tenants are being offered am or pm appointment slots and advised of delays when contractors are held up.			John Golding
Achieved	HOU-PA-1281	Continue to improve the	Tenant choice in respect of doors, kitchens and voids has been well received.			John Golding

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

**Outcome: Consistently satisfied customers**

**Key Strategic Objectives**

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	Housing Service by providing more new tenants with the opportunity to choose fixtures and fittings (kitchen and bathroom and items left by outgoing tenant).	Local Offers project is another example of expanding tenant choice.			Dennis Boobier
HOU-PA-1278	Continue to improve the Housing Service by reducing the average void times.	Void turnaround within target of 25 days			
ED-PA-1272	Embed improvements in equality and diversity to reach the 'Achieving' level of the Equalities Framework.	Formal Peer Review taken place. Series of improvements still required		Resources: Corporate Director and Equalities Officer. (TR)	Peter Jeffs, Anderson Jones
ST-PA-1277	Fully implement the Systems Thinking programme for the whole council by the end of 2010.	Recommendations for Streetscene re-structure agreed by the Executive Board, following their Systems Thinking review. Members have agreed spending additional time with Streetscene through September and October 2010 which will delay the overall programme. Also Housing Repairs have started their check process and Environmental Health are exploring ways to measure their service with another Council, who have already implemented Systems Thinking in regulatory services.	On budget	Resources: Deputy Chief Executive and Teams (TR)	Denise Lyon
HOU-PA-1275	Invest £82,000 in software to expand the Home Safeguard telecare service to allow independent living.	New Tunstall software system installed and fully operational.		Resources: £80,000 Capital. (TR)	Linda Thompson
ST-PA-1270	Use Systems Thinking, Customer Insight and Customer Service Excellence to improve customer service throughout the Council.	Customer Insight: We have completed an audit of the information that direct services collect on Customers which will be analysed with a view to developing a model to encourage good practice. Customer Service Excellence: We have national awards recognition for four of our teams, Environmental Health, Building Control, Licensing and Customer Service Centre, and our Licensing Team became the first one in England to achieve this award. We would like to add another award this year in our Revenues and Benefits Service. Councillors' training has been recognised by the achievement of the South West Member Development Charter by Democratic Services.		Resources: Deputy Chief Executive. (TR)	Denise Lyon

## Measures Report

### Housing Service: 2nd Quarter July - September 2010

We established a purpose during Check which is – **to match the right people with the right home**. The Redesign went live with a new (redesigned) system and operating principles on 5th May, the key features being:

- Ensuring existing tenants leave 'clean';
- Accompanied viewing incorporating tenant void standard choice;
- Extended 'sign up' interview and welcome process;
- Ensuring new tenants are 'set up' right;
- Resolving housing problems 'one stop'.

The measures we have created for the Service link to our adopted purpose and to 'what matters' to the customer. Our customers/applicants said that they wanted to *be kept informed of progress with their housing applications* and they wanted access to a good quality, affordable home. The housing service customers are not solely interested in speed of processing; they want good quality housing advice, a fair system of allocations and a well presented home to move into.

There is greater overview now of all the work streams in the housing teams at any one time and the passage of the work through the system are regularly tested to ensure that no unnecessary delays are occurring. The performance for the End 2 End times of our keys (leaving tenant) to keys (new tenant) is monitored closely.


The focus of the work is now principally on the value activities and 'what matters' to customers, with tasks that add no value (waste) for the applicant reduced as far as possible. The **value steps** in our redesigned system are essentially:

- gathering information on an applicant's housing needs and understanding the need;
- providing accurate, honest housing advice;
- resolving/preventing homelessness;
- advising existing tenants how to leave 'clean' when they give Notice to Quit;
- joint visit with contractor and new tenant to agree the work required to a void property;
- informed customer bids for property;
- matching customer need with suitable homes;
- setting new tenants up right.

The project has delivered substantial **benefits**, including:

- Improved customer satisfaction with the allocations process and tenant choice.
- Significant reduction in new tenants going into rent arrears.
- Rent payments made earlier or housing benefit entitlement arranged early.
- A more thorough new tenancy 'sign up' and welcome process with greater clarity of landlord and tenant roles and responsibilities.
- More homeless enquiries dealt with through early intervention and homelessness prevented.

### Leading measures

Indicator	Check	2nd	Comment
<p><b>Capability at first point of contact</b> Housing advice and homeless prevention.</p> <p>– measured by the %age of tenants with a clear rent account immediately after 'sign up'.</p>	<p>5%</p> <p>12%</p>	<p style="text-align: center;">  </p> <p>50% (45%)</p> <p>56% (65%)</p> <p>Figures in brackets are Q1 measures</p>	<p>We are spending longer with homeless applicants to deal with cases 'one stop'.</p> <p>The improved new tenancy 'sign up' process has put more emphasis on rent payment and has resulted in a significant improvement.</p>
<p><b>End to End times (keys to keys)</b></p> <ul style="list-style-type: none"> <li>• Total End to End time</li> <li>• Keys to Housing Needs</li> <li>• Keys to repairs</li> <li>• Keys to contractor</li> <li>• Void repaired/prepared</li> <li>• Keys to repairs</li> <li>• Keys to Housing Needs</li> <li>• 'Sign up' new tenant</li> <li>• Rent paid</li> </ul>	<p>38 days mean Predictably 64 days</p> <p>34 days mean Predictably 66 days</p> <p>5 days mean Predictably 10 days</p> <p>23 days mean Predictably 55 days</p>	<p>See capability charts attached.</p> <p>42.8 (45.7) days mean Predictably 85.5 (75.9) days annex 1</p> <p>36.7 (42.6) days mean Predictably 87.3 (85.1) days annex 2</p> <p>6.2 (5.3) days mean Predictably 12.8 (7.4) days (keys to new tenant) annex 3</p> <p>5.4 (4.5) days mean Predictably 24.6 (29.9) days annex 4</p>	<p>We have used a time line (see below) to break down elements of our system which can be represented by the travel of house keys through the value steps of our system.</p> <p>Our End to End times improved during the first Redesign experiment however when we moved to a Change of Tenancy Team experiment our End to End times deteriorated. A number of waste steps have been designed out of our system since Check making direct comparisons difficult.</p> <p>A new data capture sheet has been devised to collect data that better reflects our Redesign timeline.</p> <p>The month of September saw measures deteriorate and impact on the entire quarter.</p>



Indicator	Check	2nd	Comment
<p>Service redesign live from 5<sup>th</sup> May 2009</p>			
<p><b>Preventable demand</b></p> <p><i>Measured by sampling demand to assess what %age of demand is preventable through service design:</i></p> <p>Telephone</p> <p>Post/email</p> <p>Face to face</p> <p>Our top five preventable demands</p>	<p>50%</p> <p>15%</p> <p>25%</p> <p>1. Can you tell me how my bid is getting on? 2. Have you received my application form? 3. What's happening with my application? 4. Can you tell me how to bid for a property? 5. What's my Housing Register number?</p>	<p>35(35)%</p> <p>10 (10)%</p> <p>15 (20)%</p> <p>1. When will I be rehoused? 2. I can't get onto Devon Home Choice as I have forgotten my password? 3. How can I register for housing? 4. Have you received my bid for housing? 5. Why has my bid not been successful?</p>	<p>As part of the review the level of preventable and value demand was measured by sampling.</p> <p>The latest estimate of preventable demand shows a significant reduction since the Check survey.</p>
<p><b>Customer demand – new applicants during the quarter</b></p> <p><i>A key driver of service performance</i></p>	<p>53 homeless approaches 33 preventions</p>	<p>57 (530) homeless approaches 61 (62) preventions 749 (783) housing advice enquiries</p>	<p>We measure the number of homeless applications received and accepted. We are increasing our prevention work through early intervention and using our Systems Thinking principles.</p>
<p><b>Customer demand - caseload</b></p> <p><i>Number of households registered on our Housing Register.</i></p>	<p>4,500 households</p>	<p>2,488 (2,253) households</p>	<p>We also measure the number of applicants on the housing register at any time. The introduction of Devon Home Choice and the need for applicants to re-register has reduced the number of applicants on the housing register.</p>

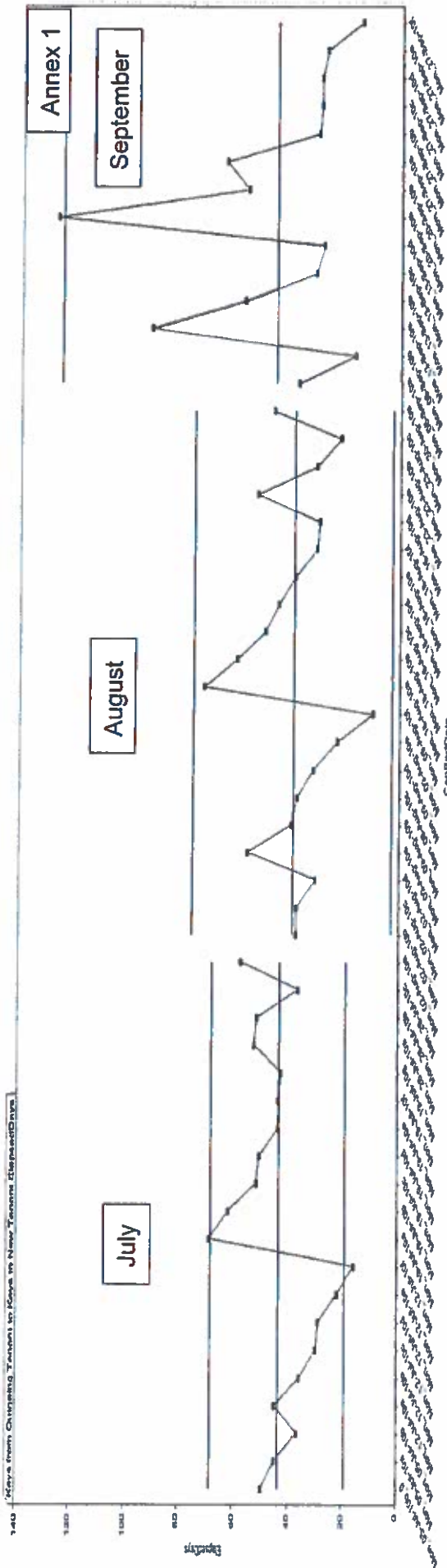
## Lagging measures

Indicator	Check	2nd Quarter	Comment
<b>Customer satisfaction:</b> <i>measured by monthly telephone survey carried out 4-6 weeks after tenancy commenced.</i>			August 2010 new tenant survey results reported last meeting.
<b>NI 156 Number of households living in Temporary Accommodation.</b> <i>This is a snapshot measure of the number of households in temporary accommodation on 31<sup>st</sup> March each year.</i>	91	49 (54)	A good reduction and part of a consistent downward trend.
<b>NI 160 Local Authority tenants' satisfaction with landlord services.</b> <i>This is a measure of overall tenant satisfaction with the services provided by the council measured through the biannual STATUS survey.</i>	87% Top quartile	87% Top quartile	We have this survey undertaken every two years in accordance with government advice.
<b>BVPI 212, the time taken to relet local authority housing</b> <i>This is a measure of the number of the average number of days taken to relet a property from the day it becomes vacant to the date a new tenancy commences.</i>	22 days 2008/09	24(24) days	This average measure legitimately excludes properties undergoing major repairs from the calculation. Target 25 days. We are working on reducing this period with our contractors.
<b>BVPI 66a proportion of rent collected</b> <i>This is a measure of the amount of rent collected as a proportion of rent collectable.</i>	97.11%	99.18% (98.88%)	We are seeing a steady increase towards our 'stretch' target of 99% collection of rent due and actually achieved this in July.
<b>Percentage of new tenants who fall into rent arrears</b>	51%	21.95% (22.47%)	The new tenancy 'sign up' process emphasises the important of maintaining a clear rent account.
<b>Percentage of new tenants irregular rent payers</b>	27% habitually in arrears	10.98% (11.23%)	Fewer tenants are poor or irregular payers.
<b>Length of time in days it takes a new tenant falling into rent arrears to clear their rent</b>	92 days	25.13 days (33.28 days)	Fewer tenants are going into arrears at the start of their tenancy.

AGENDA ITEM 8

Indicator	Check	2nd Quarter	Comment
account.			
Number of bids received per property advertised through Choice Based Lettings	Typically 20	Typically 74 (60)	We are still receiving an average of 60 bids for each property advertised.
Number of homeless applications where the Council accepts a homeless duty towards the applicant.	17	9 (8)	This is a radical reduction in homeless acceptances which can be attributed to a range of homeless prevention measures being implemented.

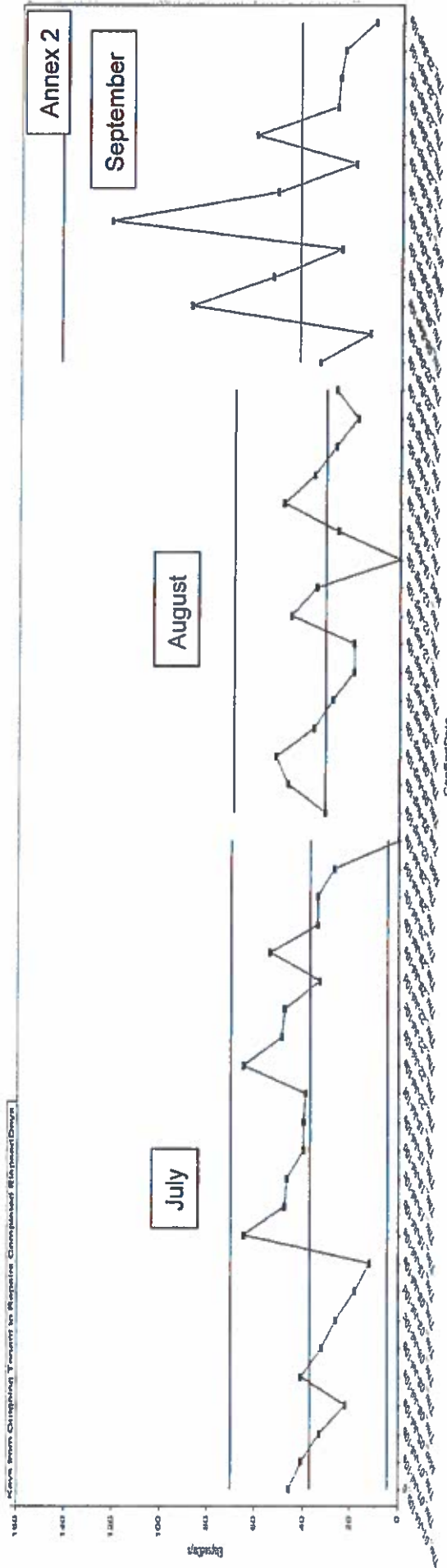
AGENDA ITEM 8



Second quarter results

UCL	1100
Mean	42.8
LCL	0.1

Mon\_05-Jul-10: 0  
Mon\_27-Sep-10: 85.5

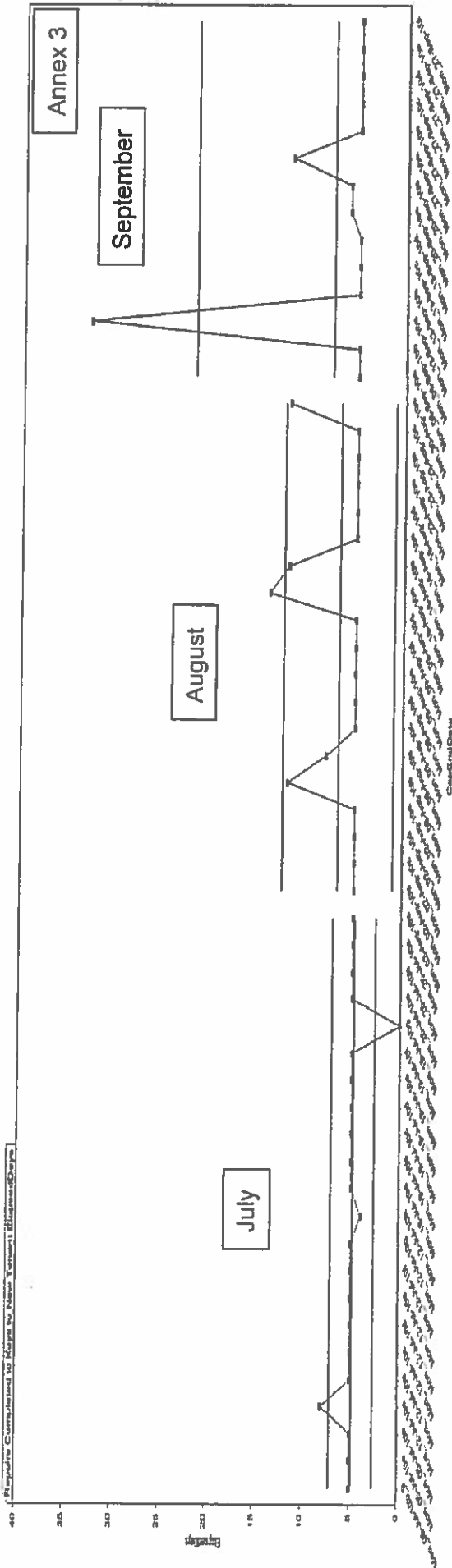


Second quarter results

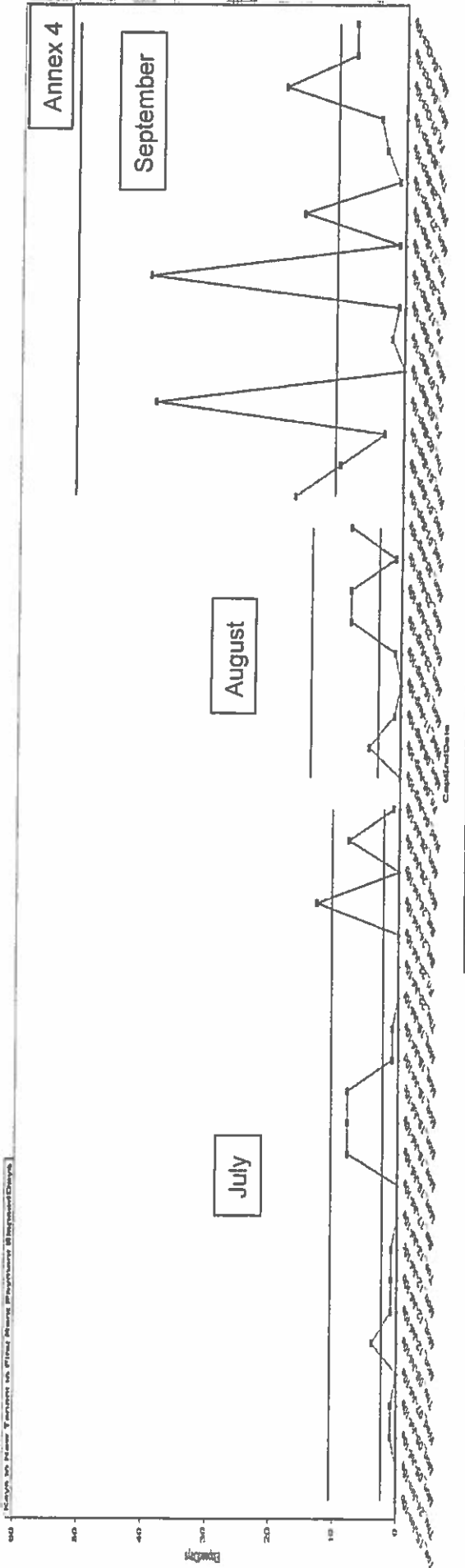
UCL	1100
Mean	36.7
LCL	0

Mon\_05-Jul-10: 0  
Thu\_23-Sep-10: 87.3

AGENDA ITEM 8



Second quarter results



Second quarter results

## AGENDA ITEM 9

# Performance Digest - Benefits service: July to September 2010/11

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

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

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

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

### Leading measures

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

**AGENDA ITEM 9**

Indicator	2010/11 Quarter 2	2010/11 Quarter 1	Comment
<p>Measured by sampling demand to assess what %age of demand is preventable through service design.</p>	<p>26% preventable demand</p>	<p>N/A</p>	<p>Top preventable demands were: -</p> <ul style="list-style-type: none"> <li>• "When are my payments due?" - 39 out of 460 customers surveyed</li> <li>• "I don't understand my decision letter or my overpayment" – 18 out of 460 customers surveyed</li> <li>• "I don't understand your request for more information" – 16 out of 460 customers surveyed</li> <li>• "I don't understand how you calculated this" – 12 out of 460 customers surveyed</li> </ul> <p>Further work is being undertaken on redesigning and training staff in letter writing. All other preventable demand areas were very small. Previously we had a top preventable demand of "Can you tell me how long it will take to process my claim" This has now virtually disappeared.</p>
<p>Customer demand – new claims A key driver in service performance</p>	<p>1,425</p>	<p>1,435</p>	<p>New claim applications although still high compared to the norm are</p>

**AGENDA ITEM 9**

Indicator	2010/11 Quarter 2	2010/11 Quarter 1	Comment
<p>Customer demand – changes of circumstance</p> <p><i>The complexity of the benefits system means that so many factors result in changes to benefit levels – who is in the household, changes to earnings, changes to other benefits and tax credits and short-time and temporary working.</i></p>	7,492	7,004	<p>starting to fall slightly.</p> <p>Although new claims being received are falling we are seeing an increase in the number of changes required to be processed.</p>
<p>Customer demand - caseload</p> <p><i>Claims in payment at any one time.</i></p>	10,396 households	10,346 households	<p>The total number of people on benefits is still increasing on a quarterly basis.</p>

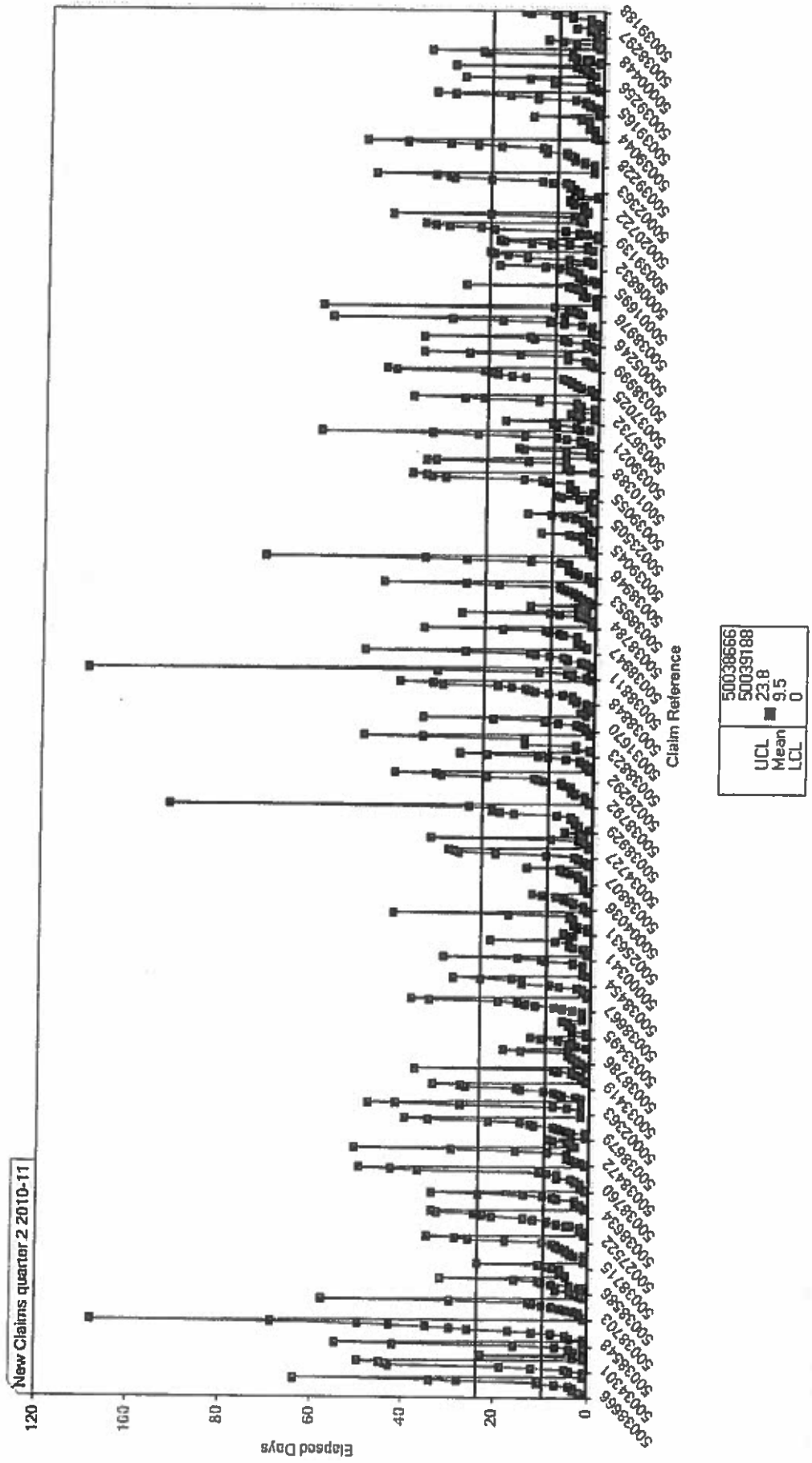


# AGENDA ITEM 9

## Capacity charts

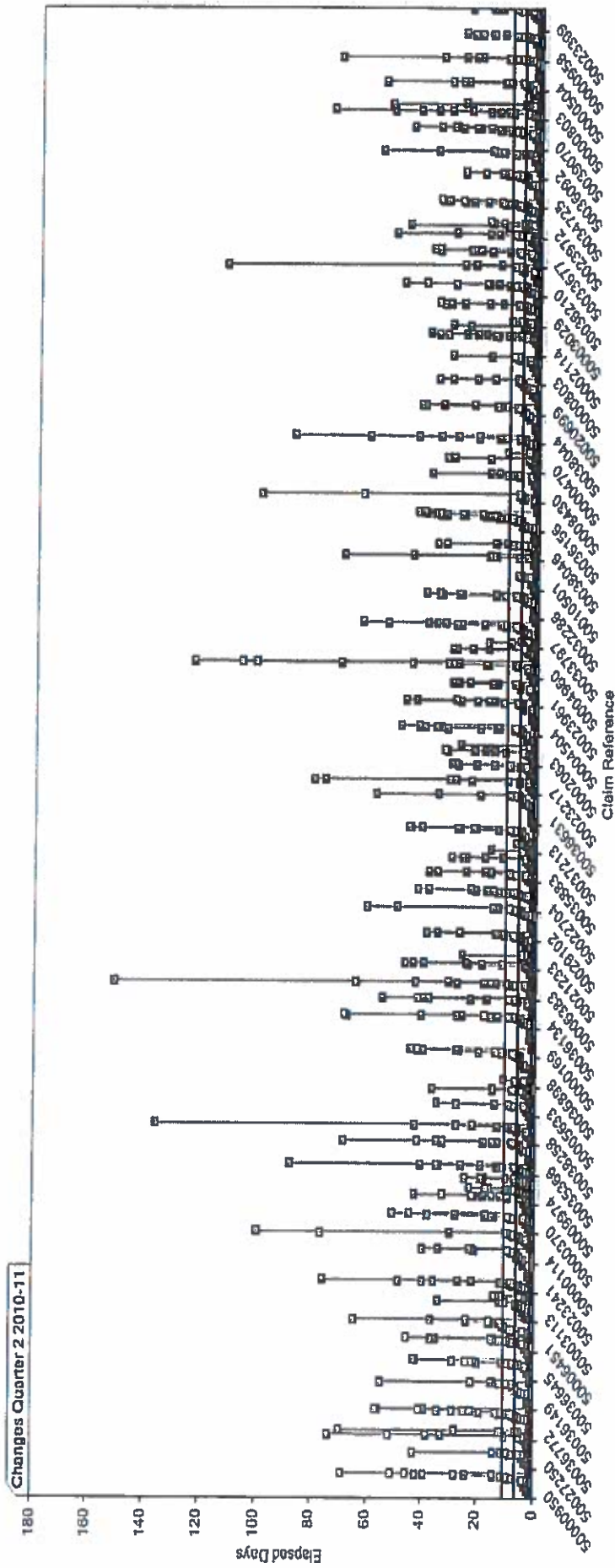
Prior to the systems thinking review the average new claim would take 50 days to process within a system that would predictably take up to 141 days. For the second quarter of 2010/11 the average new claim has taken 9.5 days (2010/11 1<sup>st</sup> quarter 12 days) to process within a system that predictably takes up to 23.8 days (1<sup>st</sup> quarter 43 days).

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



# AGENDA ITEM 9

Similarly, for changes of circumstance, prior to the review these took an average of 21 days. The following chart shows the individual changes of circumstances processed in the 2<sup>nd</sup> Quarter.



The average change of circumstances took 5.9 days to process in the 2<sup>nd</sup> quarter of 2010/11 compared with 7.7 days for the 1<sup>st</sup> quarter. Within a system that would predictably take up to 10.6 days in the 2<sup>nd</sup> quarter of 2010/11 compared with 28.1 in the 1<sup>st</sup> quarter.

These charts are used as a management tool to identify exceptional cases and investigate what has happened and suggest process improvements.

## AGENDA ITEM 9

Main changes identified for change and being tackled are:

- Moving intervention officers in with the benefit assessor team with the objective of these officers processing their own amendments from customer changes instead of being handed off and waiting for an assessor to update.
- Customers who have had recent correspondence are given direct line numbers to the benefit assessor who made the change for any queries. Now all benefit enquires that relate to a change in circumstances are to contact the assessors direct instead of through Revenues and Benefits Customer Service team first.

### Lagging measures

Indicator	2010/11 Quarter 1	2009/10 Quarter 1	Comment
Customer satisfaction: measured by telephone survey & 2 yearly full survey.	To be updated	Sample not taken in 1 <sup>st</sup> quarter	
NI 181, the Right Time indicator (cumulative) <i>This replaces the previous new claim and changes of circumstance processing times with one average figure including both types of transaction.</i>	5.0 days	7.4 days	This indicator continues to impressively improve.
Overpayments recovered as a %age of total overpayment debt	30.1%	14.7%	This is assumed to be top quartile performance based on previous years.
Fraud: number of prosecutions and sanctions	27	17	

## **Development Management Quarterly Measures Report**

**1st Quarter July - September 2010**

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### **Introduction:**

The first part of this report shows performance in the last quarter, and is followed by a review of the last years work and issues arising. Again, in this report we have included capacity charts indicating the gap between incoming and outgoing work covering applications and the four other work streams.

In E2E times the following is a summary of performance set against the previous quarters

#### **All applications**

A mean (or predictable average) of 53.6 days, compared to the previous quarters:

- 53.4 days (April – June 10)
- 51.43 days (January – March 10)
- 53 days (October-December 09)

#### **Minor applications**

A mean (or predictable average) of 65.8 days, compared to the previous quarters:

- 55.6 days (April – June 10)
- 61 days (January – March 10)
- 59.5 days (October-December 09)

#### **Other applications**

A mean (or predictable average) of: 48.6 days, compared to the previous quarters:

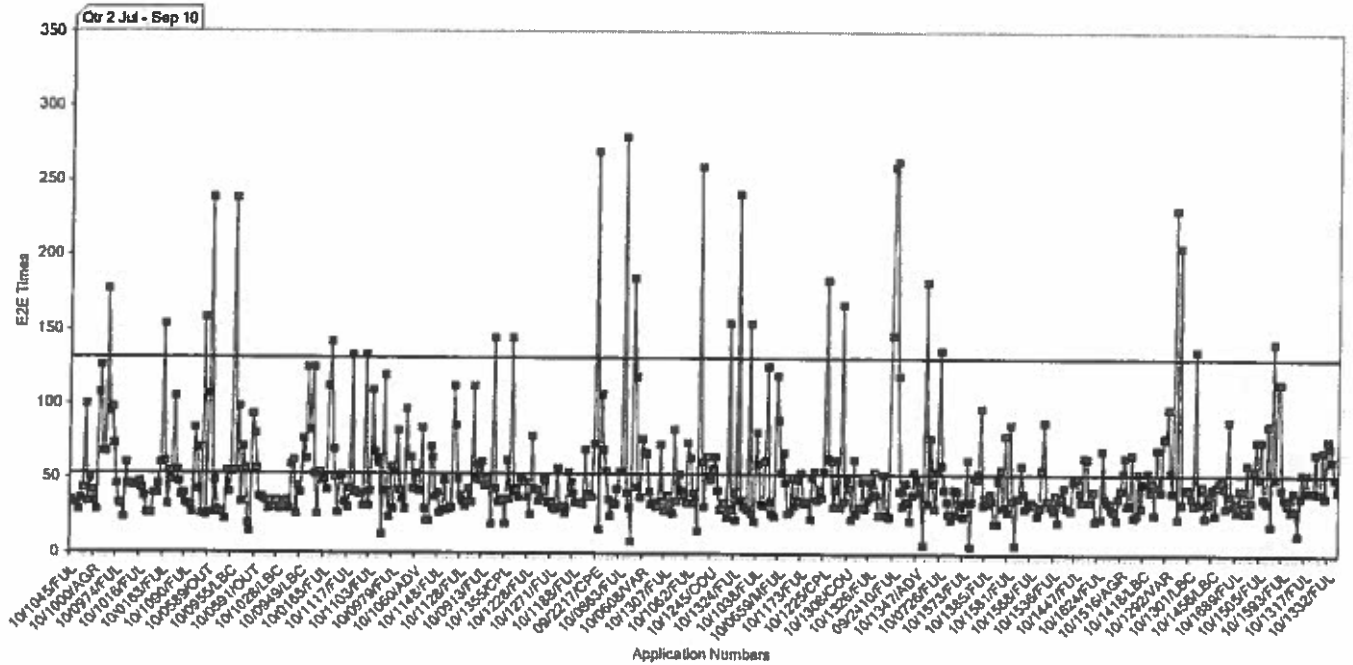
- 44.3 days (April – June 10)
- 44.5 days (January – March 10)
- 48.5 days (October-December 09)

AGENDA ITEM 10

**Leading Measures - E2E Times in the 5 Work streams**

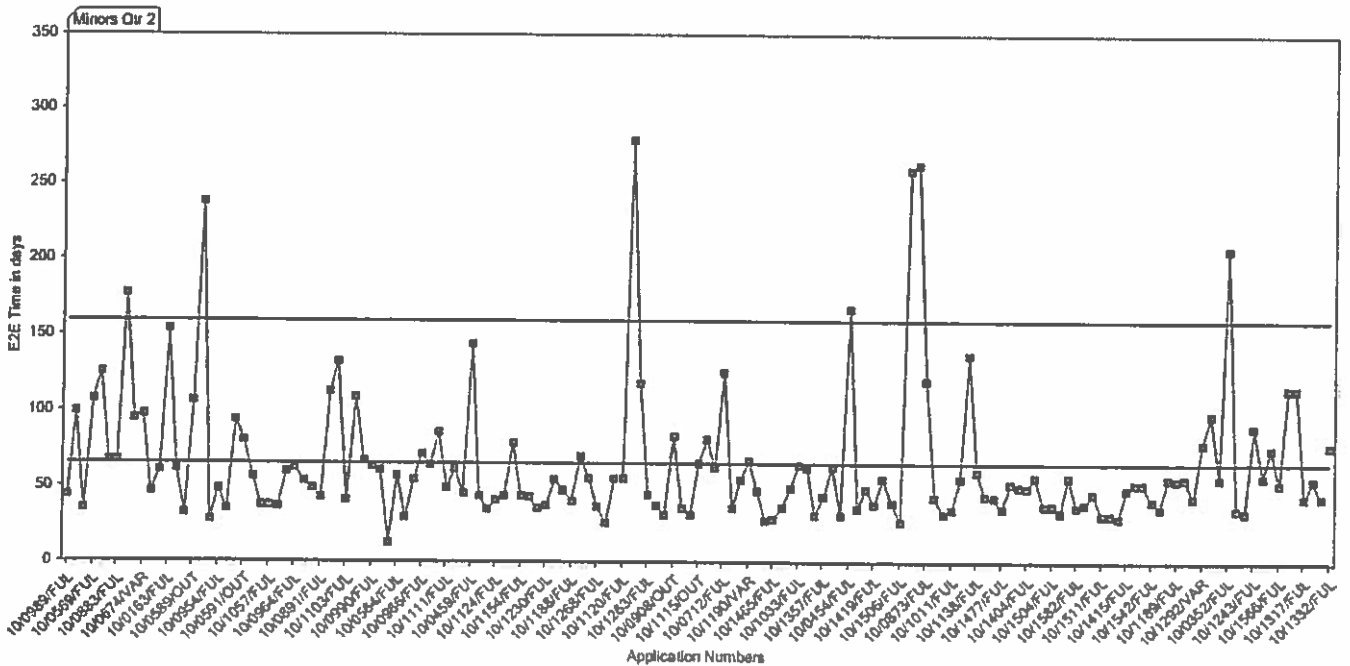
**A) Planning applications Jul - Sep 2010**

(i) All decisions (major, minor and other) (Qtr 2) Jul - Sep 10



Mean 53.6 days

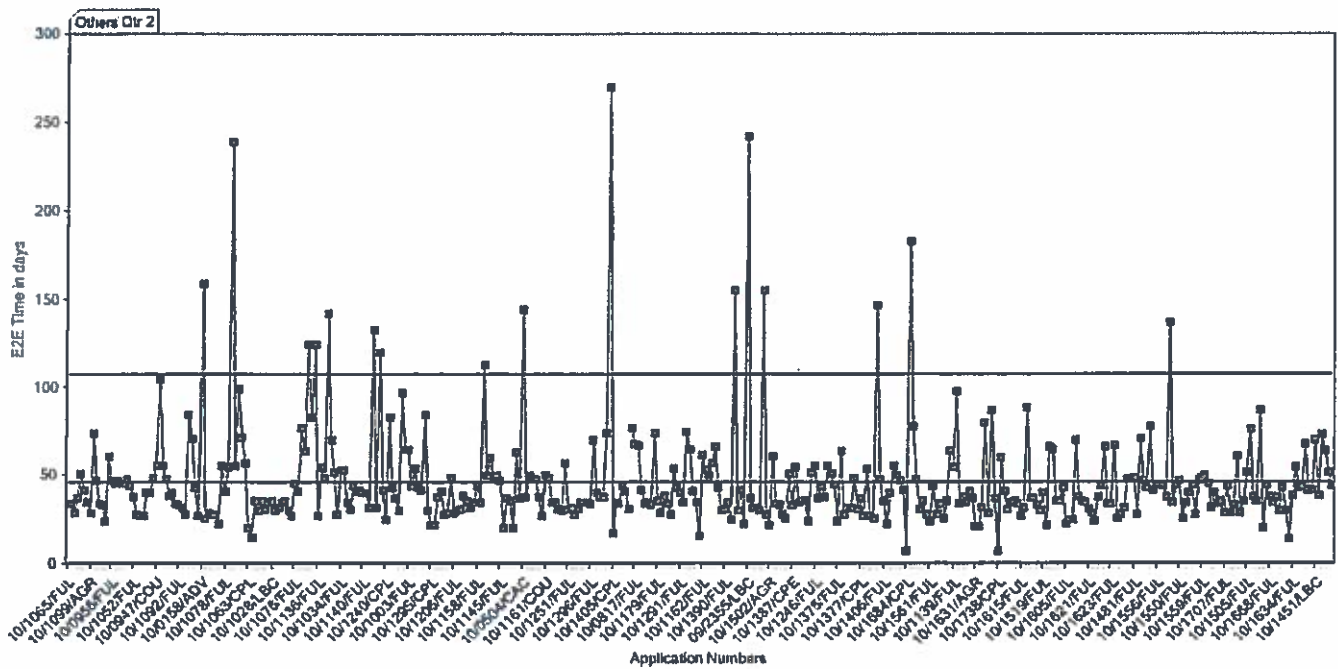
(ii) Minor Applications (Qtr 2) Jul - Sep 10



Mean 65.8 days

## AGENDA ITEM 10

### (iii) Other Applications (Qtr 2) Jul - Sep 10



Mean 48.6 days

#### Analysis

The overall average end to end time for applications has stayed consistent at just over 50 days for the last 4 quarters in a row showing how consistent and predictable the service has become since the systems thinking review. Unfortunately this last quarter has seen a significant increase in the end to end times for minor applications which has risen to 65.8 days. This has arisen primarily because of the number of amended plans that have been sought in order to improve the quality of developments in the district. It would appear that some agents have become quite slow in responding to our requests for amended plans safe in the knowledge that we will wait for them rather than refuse the application. There has also been a number of long running legal agreements being resolved which has also extended the end to end times on minor applications. The other applications have remained fairly consistent with a small rise to 48.6 days in the last quarter again partly due to delays on receiving amended plans from applicants.

There is clear evidence in the budget section of the number of pre-application enquiries falling in that income is not meeting expected levels as it was on the previous years numbers of pre-application enquiries. Some applications are consequently not reaching us "clean" but require work and hence the need for amended plans.

## AGENDA ITEM 10

### Actions Taken

- Teams reminded about the need to seek amended plans as early as possible
- Agents informed of when and when not to submit amended plans
- Agents asked to submit amended plans within 14 days
- New standard Memo to instruct legal services on Section 106 legal agreements introduced to provide clearer instructions to avoid unnecessary delays

### Further Actions Planned

- Work with the Legal team to speed up S106 agreements and CPE applications.
- Monitor the time taken by agents to submit amended plans and where necessary set deadlines.

## **B) Pre Application Enquiries Jul – Sep 10**

The number of pre application enquiries this quarter has dropped from 175 in the previous quarter to 127. The introduction of charging on pre-app enquiries on the 1st February would appear to have contributed to this as well as the current economic climate. The average time taken in this quarter was 35.6 days; unfortunately this is double the time taken in the previous quarter of 17.1 days. The paid pre-app enquiries are taking longer to process as we are trying to offer a more detailed reply to justify the fee, however this involves carrying out a greater number of site visits on pre-application enquiries and undertaking a greater level of consultation and discussion with consultees.

### Analysis and action taken

- Undertake a customer satisfaction survey of customers using the pre-application service to determine whether they are satisfied with the detail given in response and the time taken.

## **C) Permitted Development Enquiries Jul – Sep 10**

These took 4.5 days during this quarter, up from 3.1 in the previous quarter. This figure still represents a good average performance with the numbers of enquiries received up very slightly to 467 from 456. The increase in time taken on permitted development enquiries has partly resulted from the promotion of the technical officer in the Western Team which left the team without a technical officer who would usually be the lead officer on such enquiries. Similarly the loss of one of the planning officers in the Eastern Team who is on long term sick leave has also affected performance in this area.

### Analysis and Actions Taken

- Replacement technical officer for Western Team recruited internally and is currently being trained

## AGENDA ITEM 10

### D) Minor Amendments

The average E2E time for the quarter remains at 1 day.

#### Actions Taken

None needed at this time. A continued high standard of service is being provided to our customers.

### E) Conditions Discharge Jul – Sep 10

The average E2E time for this quarter is 12.9 days, a slight improvement on the previous quarter of 13.7 days. There has also been an increase in the number of applications for the discharge of conditions from 112 days to 156.

#### Analysis and Actions Taken

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

### Value & Preventable Demand Survey

The survey took place during Week commencing 19 Sep 10.

	Qtr 2 Value Demand	Qtr 1 Value Demand	Qtr 2 Preventable Demand	Qtr 1 Preventable Demand
Telephone	77%	68%	23%	32%
Post	76%	56%	24%	44%
Email	91%	89%	9%	11%
Front Desk	74%	64%	26%	36%

#### Analysis and Actions Taken

**Telephone:** We had a wide variation of calls that included: 'do you cover Barnstaple' to 'does the Council mow this grass'. There were also 14 incorrectly directed calls put through from the switch board.

Top 2 preventable demands:

1. Can you give me an update on my/clients application – 61 (13%) Calls. This figure is down by 5% on the last quarter. Contacting us asking when an application is going to be determined, rather than using the website was mentioned to the Agents, this seems to have had some effect with the reduction in calls



## AGENDA ITEM 10

2. Can you give me an update on my neighbours' application – 16 calls (3%). This figure is down by 2% on the previous quarter. We plan to publish a protocol in leaflet form on how applications are dealt with to reduce further this preventable demand.

Updates on progress with applications remain the main preventable demand coming in by telephone, however this is slowly declining as we better manage customers expectations.

**Post:** Preventable demand has reduced to 24% from 44% However; the volume of letters has stayed almost the same, increasing by only one to 66. This is due to the continued use of email and the ability to add comment directly via the website. The number of invalid applications and EDDC requesting additional information makes up the main bulk of post into the department. We have again, raised this with agents, but as yet had little effect.

**Email:** Preventable demand reduced to 9% from 11% - This has taken over from letter and the majority of emails are representations or consultation replies. We now have over 1100 citizens registered and submitting representations using the 'Planning Online' where these go directly onto the back office system.

### Capability at Point of Transaction Survey

The survey took place between:

	Phone Calls %		Post %		Email %	
	Qtr 2	Qtr 1	Qtr 2	Qtr 1	Qtr 2	Qtr 1
One Stop	62%	67%	92%	70%	76%	73%
Pass back	7%	9%	0	0	<1%	1%
Pass on	30%	22%	8%	30%	21%	26%
Pull down	< 1%	< 1%	< 1%	< 1%	<1%	0
Call back	< 1%	< 1%	< 1%	< 1%	<1%	<1%

### Analysis

This survey demonstrates that the majority of incoming demand is being dealt with at the first port of call. The service still receives a wide variety of phone calls relating to other services leading to calls being passed on to building regulations, environmental health, county highways and other related services due to customers not necessarily understanding the roles of different departments. This however a very difficult issue to address although further education of CSC staff may help to reduce the numbers coming through to the planning teams. In terms of post the 92% dealt with as one stop is considered to be an excellent result and a significant improvement on previous quarters. In terms of e-mails there has been a gradual improvement with less than a quarter being passed on. This is a similar issue to the phone calls.

**AGENDA ITEM 10**

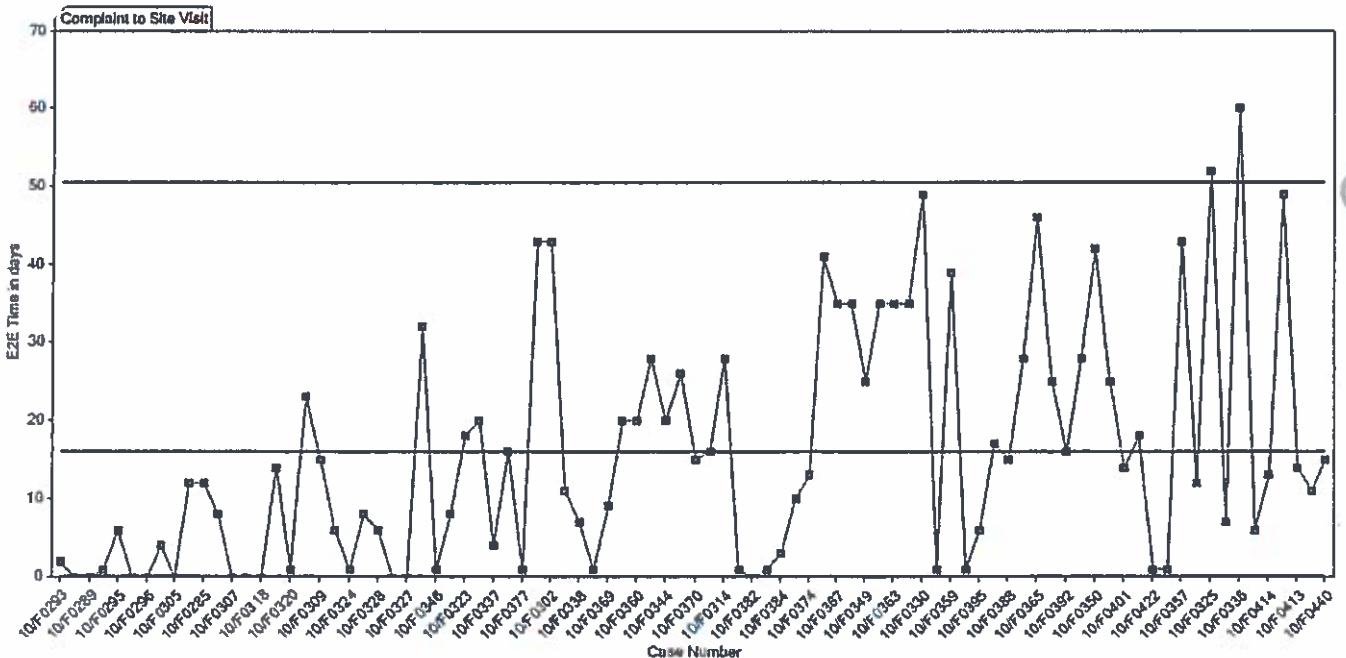
**Actions to be taken**

- Continued training of CSC staff on planning matters
- Improve staff understanding of related disciplines particularly building regulations so that officers will be able to more readily help customers even when the enquiry is not directly planning related.

**Planning Enforcement Jul – Sep 10**

	Complaints Received		Investigation Completed	
	Quarter 2	Quarter1	Quarter 2	Quarter 1
<b>Number of complaints</b>	148	140	141	84

There has been a similar number of complaints in the second quarter raising marginally from 140 to 148. However, there has been a dramatic increase in the number of Investigations completed rising by 40% from 84 to 141. This reflects the work of the new planning enforcement officer who started in July and has worked alongside the rest of the enforcement team to reduce a backlog of investigations that had built up due to staff shortages following the retirement of Dave Collings and Ray Steer-Kemp. The number of investigations completed is now approximately equal to the number being received. There are however 487 cases in the system and so further work is needed to try and reduce this number as much as possible. It should however be noted that this number is a significant reduction on the number held in the system prior to the systems thinking review of the service which at one time was in the region of 700 cases. This clearly shows the concerted effort that past and present members of the enforcement team have made to try and reduce the number of cases held in the system.



Mean 16.1days

## **AGENDA ITEM 10**

### **Analysis**

The above chart shows the time taken from receipt to carry out a site visit on incoming enforcement cases over the quarter. As mentioned above a significant backlog of cases had accumulated over the previous quarter when the team was down to one enforcement officer. The team have gradually tried to work through this backlog over the quarter. The wide variation in time taken demonstrated on the graph above illustrates the team trying to deal with high priority new cases that were coming in alongside reducing the backlog of old cases. It is hoped that now that the team is back to full strength and has the backlog under control that the time taken to site visit will reduce and become more predictable.

### **Actions Taken**

- New enforcement officer started and has now been fully trained

### **Reception Desk Survey**

There has been a large drop in visitors to the reception desk for planning, only 23 during the survey week, a 60.3% reduction on the previous survey. Of those 15 wanted to speak to a Planning/Technical officer for planning advice. The majority of the others wanted to view copies of an application, which are no longer held in paper form at the front desk and were shown the application on our website in the viewing area. This has the knock on effect that more and more people will use the website to view applications and see that there is also a plethora of other advice, this again will reduce the number of callers to the front desk. We still however, put hard copies of Major or controversial applications at the front desk.

The two most common enquires are still:

- Can I have planning advice, and
- Can I see a planning file

### **Analysis**

The reduction in reception desk enquiries reflects the hard work that has gone in to promoting the on-line services that we provide and recent improvements to the planning online service which has made it easier for customers to view planning applications on-line and increased the level of information available through the website. It is hoped that as more and more people choose to use the website more and more officer time will be freed up to concentrate on the main work streams.

### **Lagging Measures:**

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

This has not been carried out, due to the lack of time between the end of the quarter and the submission of this report.

## B) Staff Morale

A Happy, Healthy, Here survey is due to be carried out during the next quarter. In the meantime the teams meet with their line manager on a weekly basis to review their work and discuss any concerns and issues that they have. Furthermore staff are given time to meet each month without the presence of managers to discuss any concerns they have amongst themselves and feedback comments to the management team. No issues have been raised.

An issue that has been outstanding is a system to monitor when the work of the planning officers through negotiation or significant community liason work has added value to an application and improved the quality of the decision being made. A system for monitoring this work has just been introduced and will be reported in the future as part of the data on the applications workstream. It is hoped that recording and recognising the hard work that goes into negotiatiing improvements to the quality of developments will help with staff morale.

## C) Budgets

The Development Management income has been better than expected from planning applications and is currently £141,970 over the prediction for the end of the second quarter. The amount of money raised by pre application charges has been low so far £26,544 and the end of the quarter this is some £48,456 down on the projected income. This is not a particularly bright situation as the budget prediction was £75,000 for this period in time. This will be the subject of review by the Development Management Committee later this year.

## D) National Indicator Returns

N157 a, b, c:

Type	DCLG Target	Qtr 2 Jul – Sep 10	Qtr 1 Apl – Jun 10
Major applications	60% in 13 weeks	32.25%	42.86%
Minor applications	65% in 8 weeks	62.23%	64.18%
Other applications	80% in 8 weeks	82.80%	83.09%

These statistics show a very crude representation of performance and do not accurately reflect all the work stream activity. They focus only on certain categories of planning application and give a retrospective three month average. Major applications always take longer in semi rural districts because of additional consultation and public opinion.

The Development Manager attends the South West Development Managers Best Practice Group on a quarterly basis. It is evident from those meetings that many other authorities in Devon and South West, including South Somerset, still pays great attention to National Indicator targets rather than taking any extra time necessary to achieve a positive result for the customer.

**E) BVPI 204 Appeals Allowed:**

Target	Qtr 2 Jul – Sep 10	Qtr 1 Apl – Jun 10
Local	42%	17%

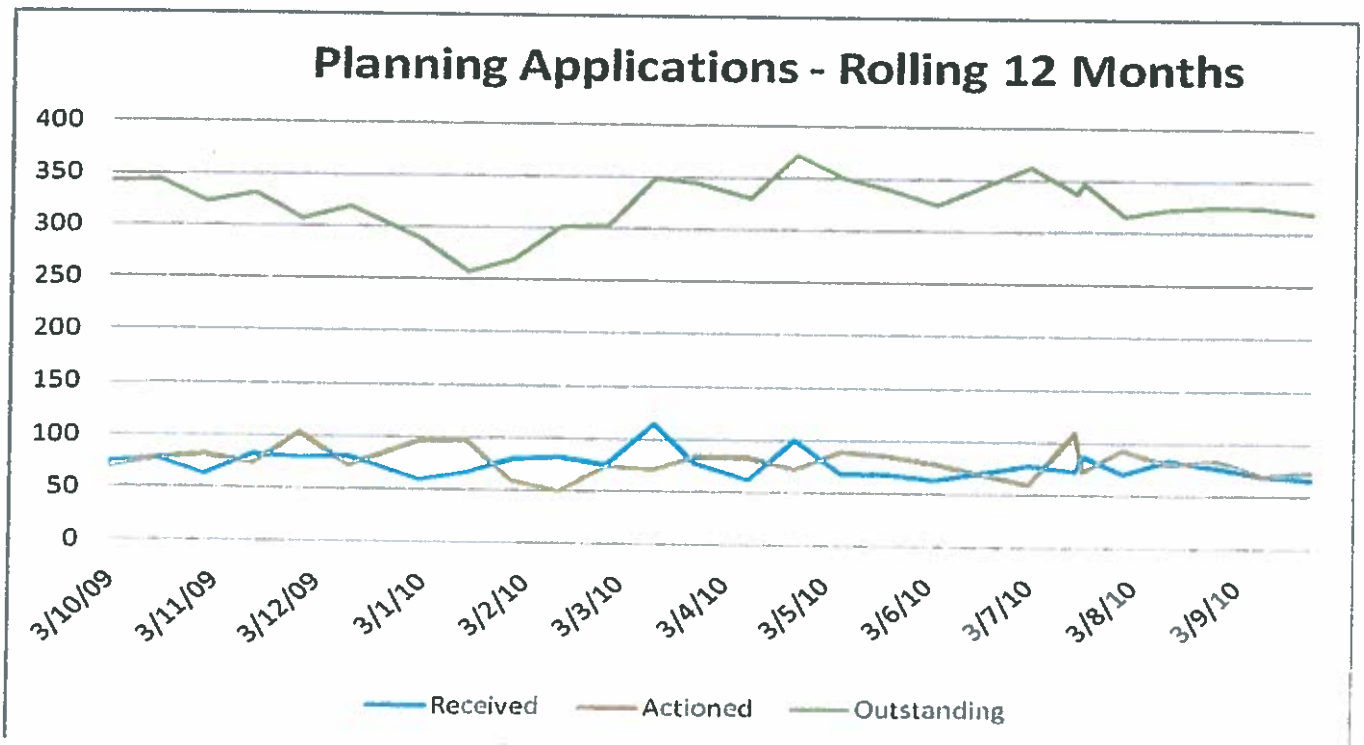
**Analysis**

This looks like a sharp increase in appeals allowed, however; the number of appeals has reduced drastically since the introduction of systems thinking when we were having 20+ decisions per quarter. In this quarter we only received 7 decisions and of that, 3 went against us. This means that only a small number of appeals allowed can significantly change the percentages. Overall performance on appeals has been excellent since the introduction of systems thinking and there is no reason to think that this will not continue in the future.

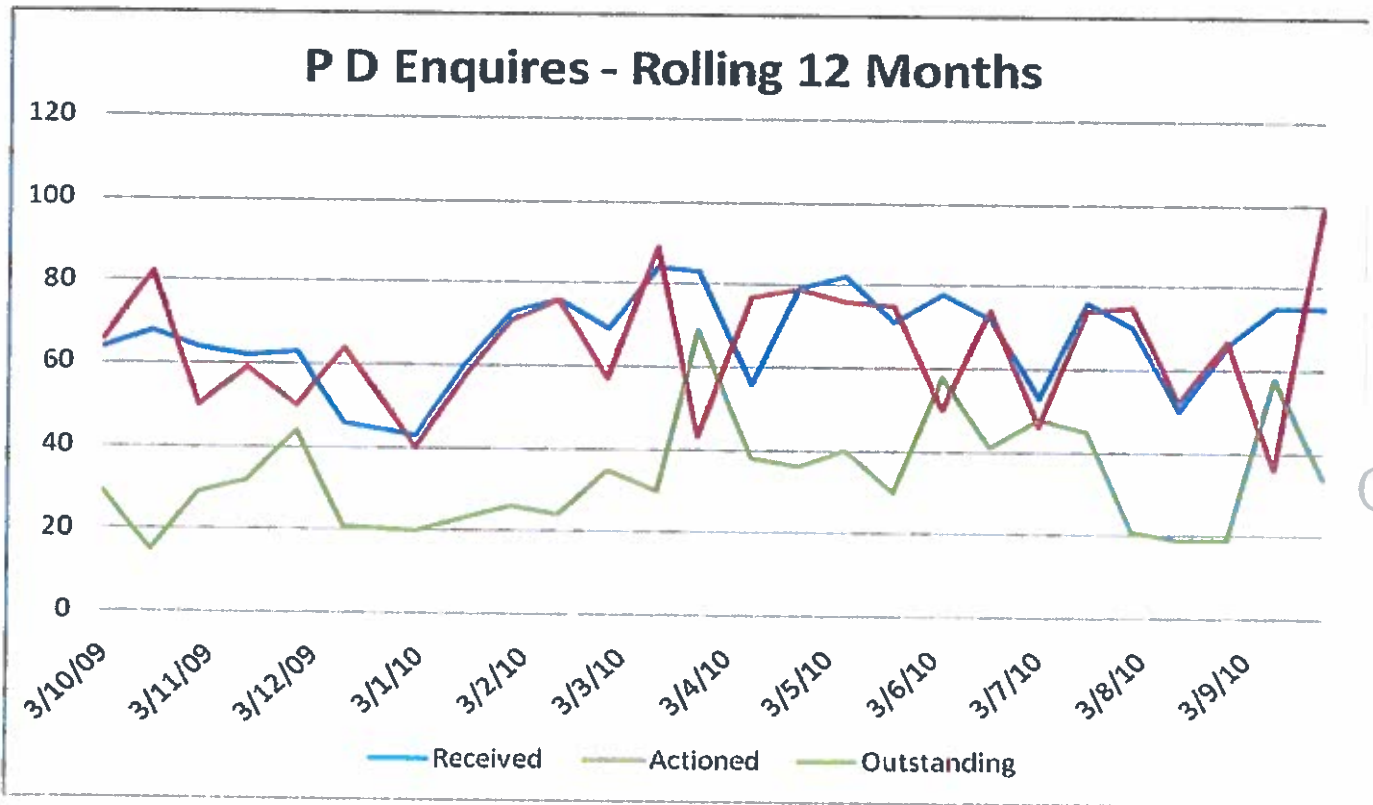
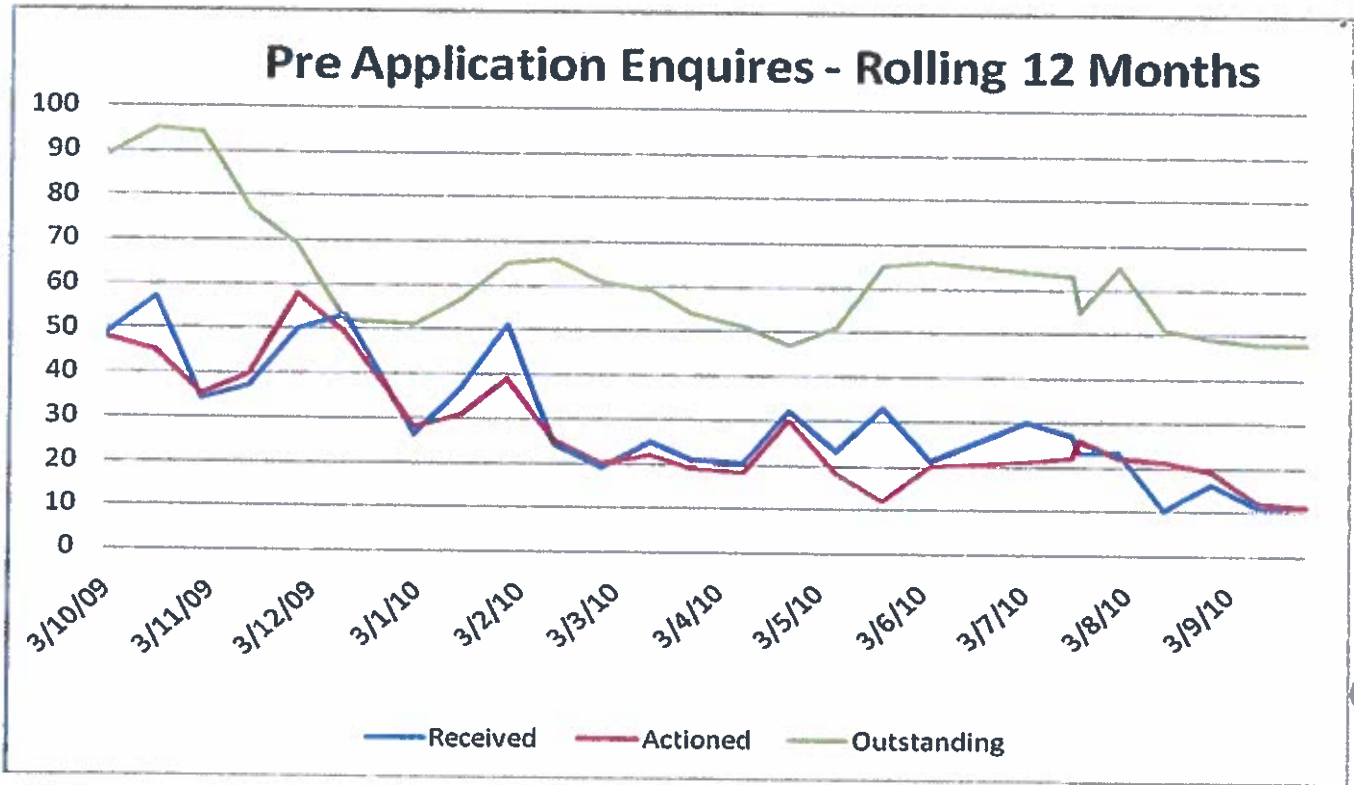
**Future Projects**

- Commence a review of Section 106 procedures and protocols as well as looking at standard templates again.
- Undertake a review of standard planning conditions taking on board the recent publication of central government who intend to provide LPAs this year with new standard conditions.

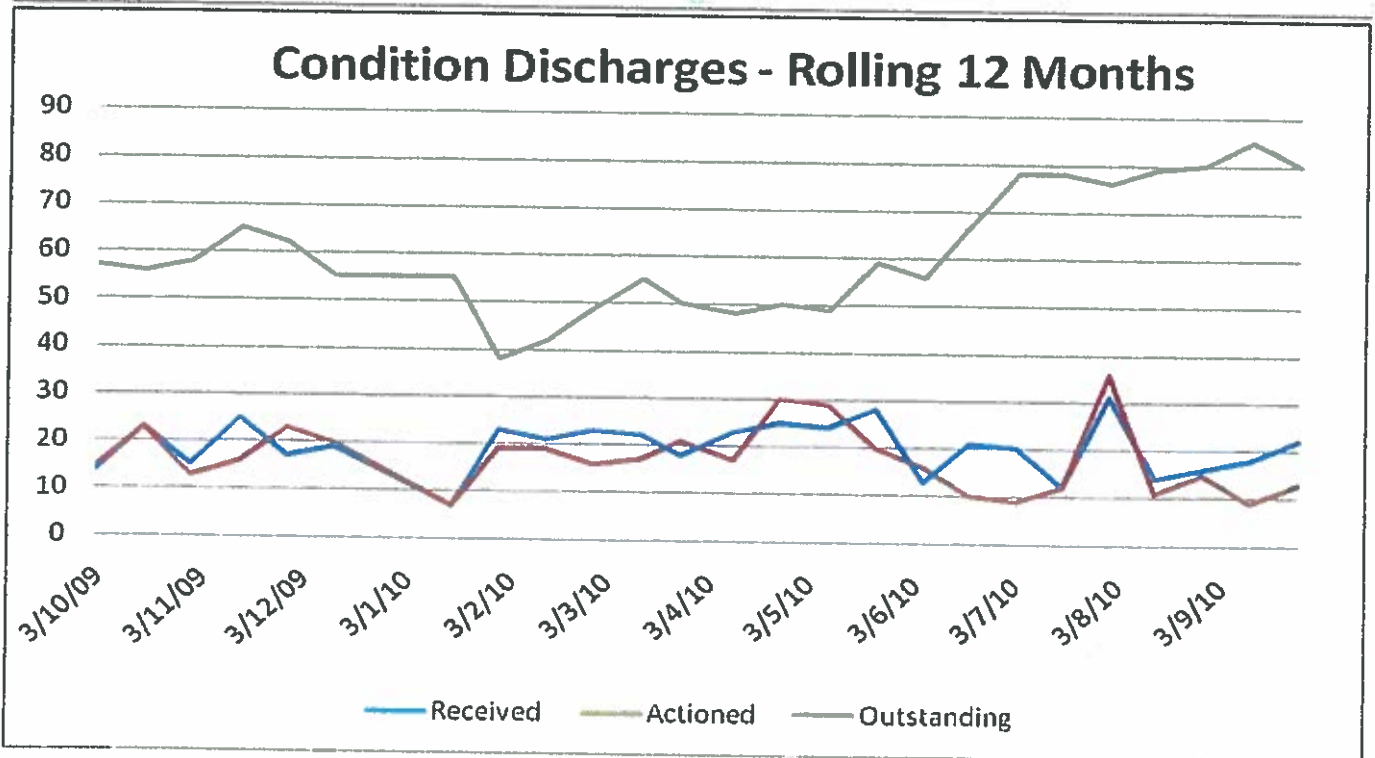
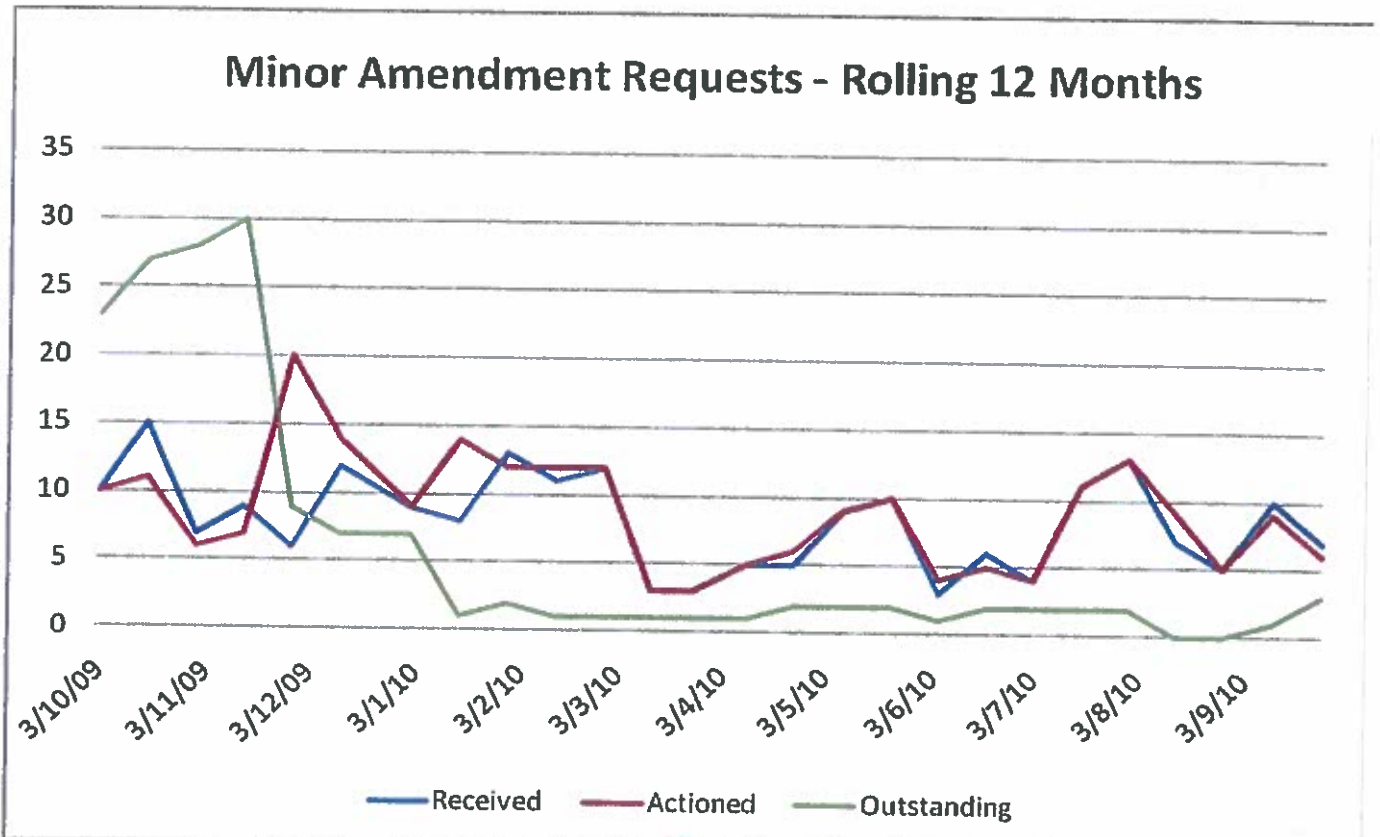
**Capacity Charts: Rolling 12 Months**



AGENDA ITEM 10



**AGENDA ITEM 10**



**Summary**

The number of outstanding applications has remained consistently at around the 320 – 330 mark across the last quarter having previously reduced from a peak of 372 in April. At the present time this would appear to be the number that needs to be held in the system taking into account those on which amended plans are awaited, those awaiting legal agreements and those that are actively being worked on by the teams. Work is on-going to try and speed up the

## AGENDA ITEM 10

request for amended plans and to chase agents to submit them more quickly while work is ongoing to try and speed up the processes involved in agreeing Section 106 agreements.

In terms of the other work streams steady progress is being made, however the data for pre-application enquiries is of some concern. Further information from a customer satisfaction survey focusing on this work stream will help to guide us in terms of whether we have the correct balance between time taken to respond and the detail provided in our responses. We will then be able to adapt the service to meet our customer's needs.

The enforcement team's hard work in addressing the backlog that accumulated following retirements earlier in the year is acknowledged and it is hoped that their performance will now gradually improve over the next quarter. We are currently working on some new data on this service relating to the time taken from investigation to:

- Planning application received
- Enforcement notice authorised
- Case closed

This should be available for the next quarter's report.

It is good to see the amount of preventable demand coming into the service reduce significantly over the last quarter and it is hoped that this will continue in the future.



## Agenda Item 11

**Service Delivery and Performance Overview and Scrutiny Committee**

**27 October 2010**

**AHK/DL**



### StreetScene Performance Measures – Systems Thinking

#### Summary

This report gives a brief update on the performance measures and improvements which have been noted since the introduction of the area working test in area East – StreetScene Operations and through the check process in the West.

#### Recommendation

- 1) The early results of check in StreetScene operations West be noted as they again demonstrate that StreetScene as a service functions well.
- 2) The improvements in performance resulting from the area working test and mobile working test in StreetScene East are noted and continued developments in these areas be pursued.
- 3) The improvement in end to end time to resolve customer demand for street cleansing is noted. In 2009 for the whole district it was an average of 8.4 days with it predictably taking up to 30 days. In the test areas (May – Sept 2010) it was down to an average of 3 days with it predictably taking up to 11 days.

#### a) Reasons for Recommendation

To update members on progress with introducing systems thinking to the StreetScene area of work.

#### b) Alternative Options

Report results direct to the Executive Board.

#### c) Risk Considerations

Although we are prepared for performance to dip when we are experimenting with alternative options, in this case, performance has improved. We are not assuming a one size fits all approach to service design, however, and are considering the geography and data evidence in the west before deciding on next steps.

#### d) Policy and Budgetary Considerations

We are within budget and in line with policy.

## e) Date for Review of Decision

Quarterly.

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### 1 Systems thinking check – the west

- 1.1 A systems check process has been running in the West since August and is nearly complete. Once complete StreetScene operations west will be able to experiment with re-design and test.
- 1.2 To date the check process has shown broadly similar results to the check process for the East area. Check has confirmed that operations West is also dealing with a broad spectrum of customer demand, but that levels of demand in any one area remain low. This suggests that the scheduled work StreetScene does largely meets customer demand.
- 1.3 Check in the West has shown that of the demand reaching the service through calls, emails and face to face contact 90% is value and only 10% is preventable.

### 2 End to end performance figures for East Devon 2009

- 2.1 Customer demand end to end time (the time it takes to resolve, fix or clear something reported by a customer) is used as a leading measure to show how our service is performing. Data from 2009 for the whole of East Devon shows that the average end to end time for all demand was 8.9 days with it predictably taking up to 30.2 days to resolve demand. These figures relate to all operational demands received by StreetScene in 2009.
- 2.2 In the same period (2009) the figures for the whole of East Devon for street cleaning requests showed that it took an average end to end time of 8.4 days to clear up or resolve the request; with an upper control limit (UCL) of 30 days (the time it can predictably take to resolve demand).

### 3 Performance figures for the re-designed test areas may – sept 2010

- 3.1 Following the check phase of the systems thinking review in StreetScene operations East a number of re-design changes were trialled in the test areas of Honiton and Seaton/Axminster. In these areas an area working design was trialled, where teams were responsible for all functions in that area. Mobile working was also trialled to enable customer demand to be routed directly to those who could address it more quickly. For more information on the re-design and tests please read the part B report that went to 28 July 2010 Rationalisation Panel - titled *StreetScene systems thinking review proposals*. Copies are available from Denise Lyon. -
- 3.2 End to end time figures for the re-designed test areas of Honiton and Seaton/Axminster for the period May – Sept 2010 are as follows;

All demand Honiton – average end to end time = 3.3 days, UCL 10.2 days

All demand Seaton/Axminster – average end to end time = 3.8 days, UCL 13.5 days

Request street cleaning Honiton – average = 2.9 days, UCL 10.2 days

Request street cleaning Seaton/Axminster – average = 3.3 days, UCL 11.4 days

- 3.3 End to end time has more than halved in the test area (if we compare the figure for all demand in 2009 to all demand in the test areas may – sept. from 8.9 days to 3.5 days).
- 3.4 If we look at the time it may predictably take to resolve demand we can see this has reduced from 30 days to only 12. These figures show a real improvement which is attributable to operational staff in the field getting demand directly and being able to fix it or clear it straight away. This has been made possible through mobile working and area working. The results fit well with our purpose which is to maintain and keep safe the environment. Customers also told us that the thing which was important to them was that we met our purpose quickly; when something was broken or a mess, they wanted it put right quickly. These figures show that mobile working is allowing us to do this.
- 3.5 End to end time for resolving street cleaning requests has reduced by almost 2/3rds! (From 8.4 days average, UCL 30.2 days to 3 days average, UCL of 10.8 days).
- 3.6 These figures show that demand is being resolved, fix or cleared more quickly than it was before.

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### **Legal Implications**

More efficient services will reduce the likelihood of complaints and possible claims of breach of statutory duty.

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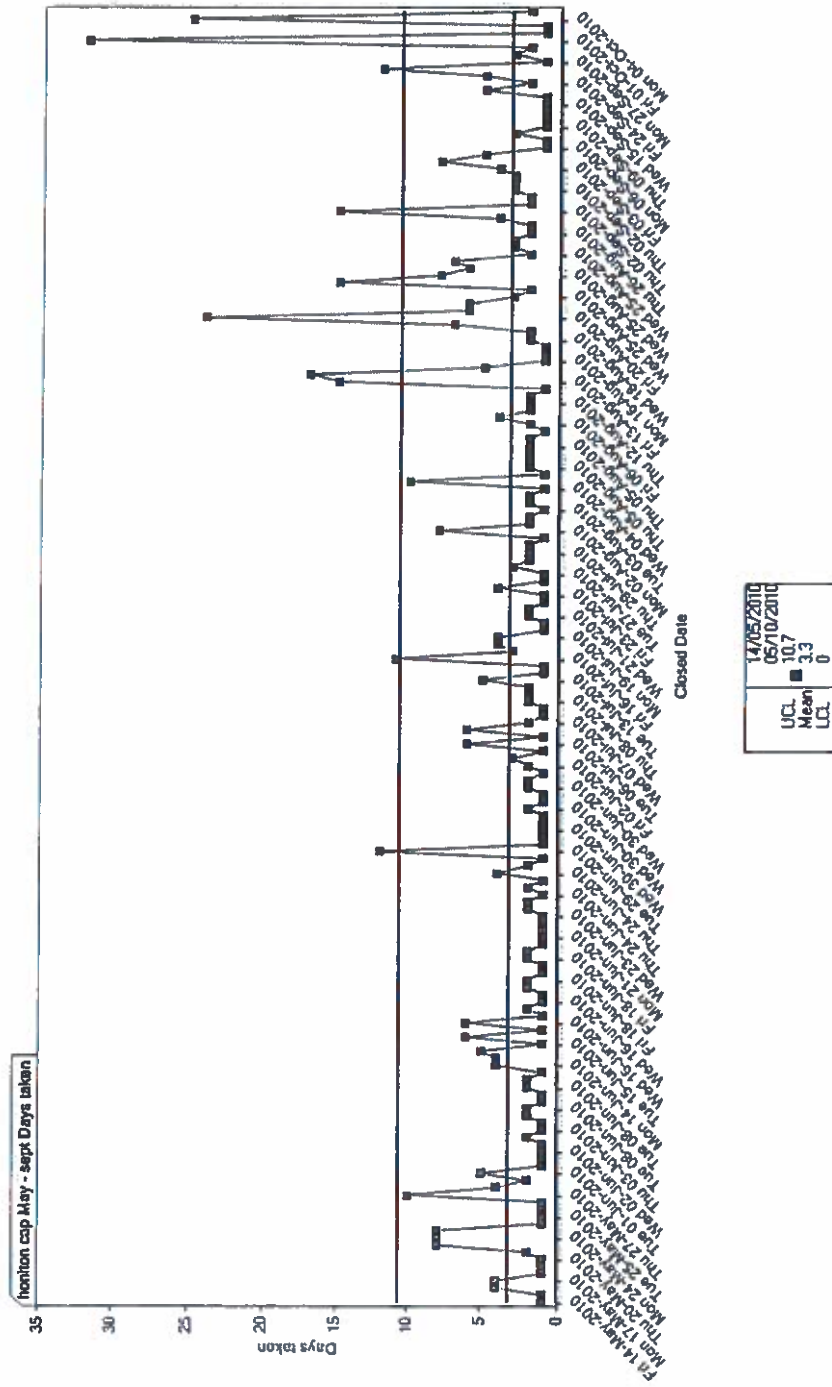
Andrew Hancock, ext. 2290  
StreetScene Manager

Service Delivery and Performance  
27 October 2010

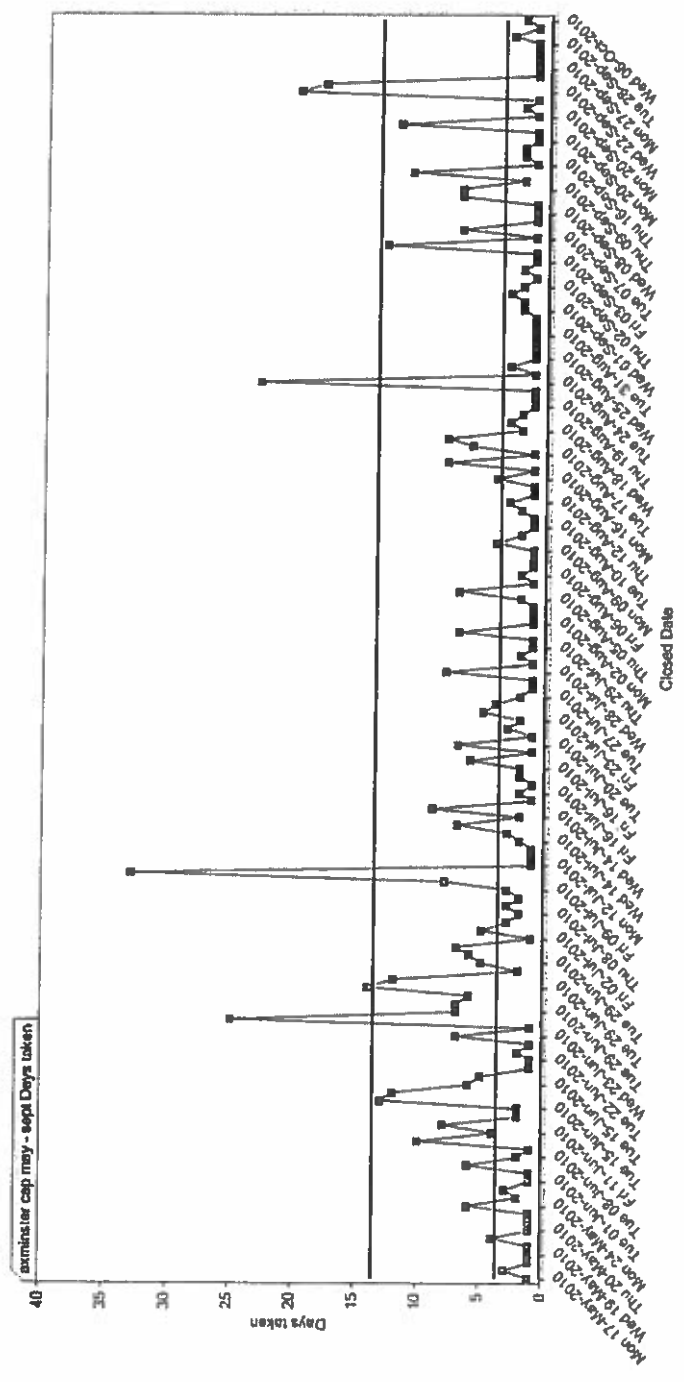
## Appendices

Appendix 1 – Honiton & Seaton/Axminster test area capability graphs for all demand types. These graphs show the average and upper control limits for number of days taken to resolve all demand in the test areas. The demand types included demand like abandoned vehicles where investigation is required.

Honiton capability – all demand May – Sept 2010. Average days to resolve = 3.3, UCL = 10.7



Axminster capability – all demand May – Sept 2010. Average days to resolve 3.8, UCL 13.5

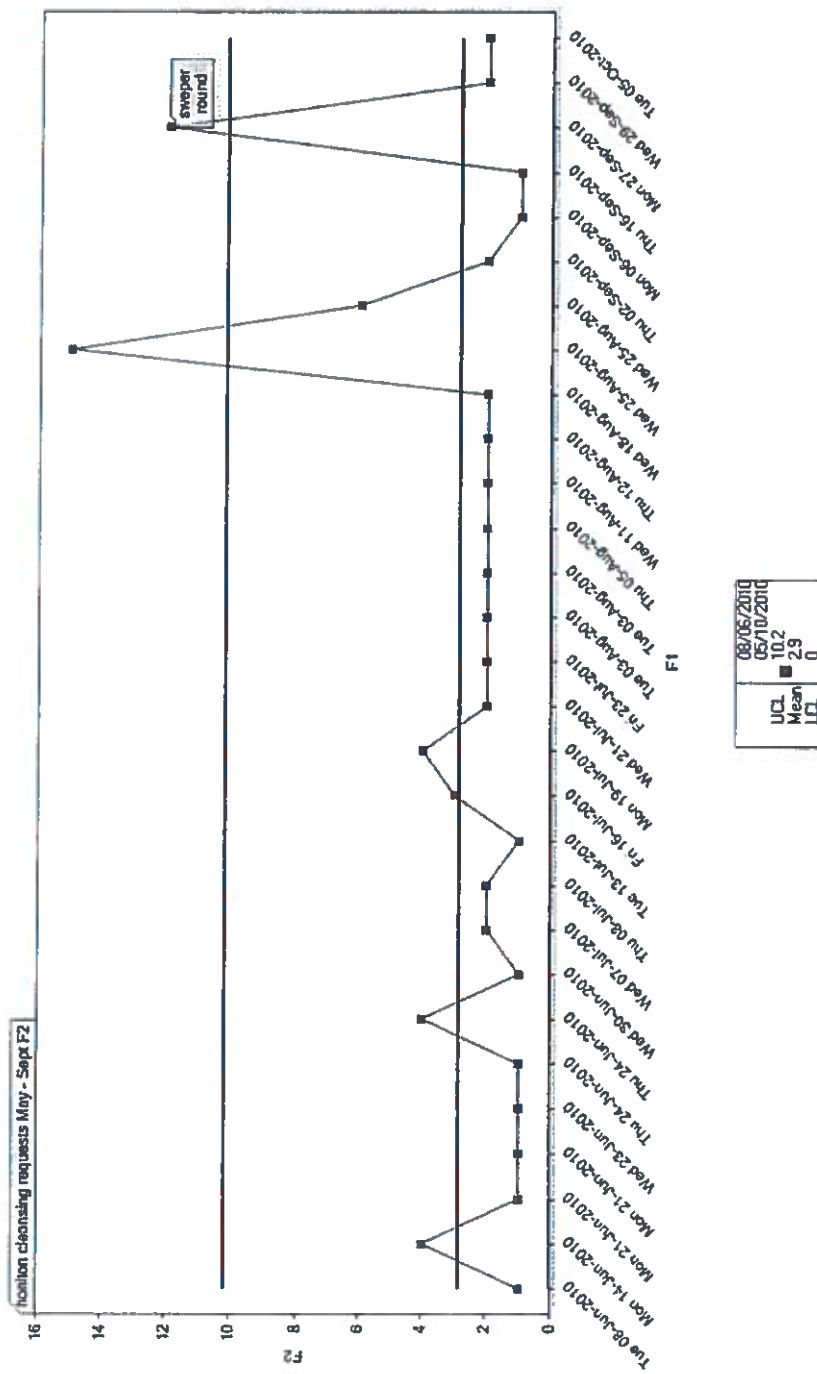


17/05/2010	
06/10/2010	
UCL	13.5
Mean	3.8
LCL	0

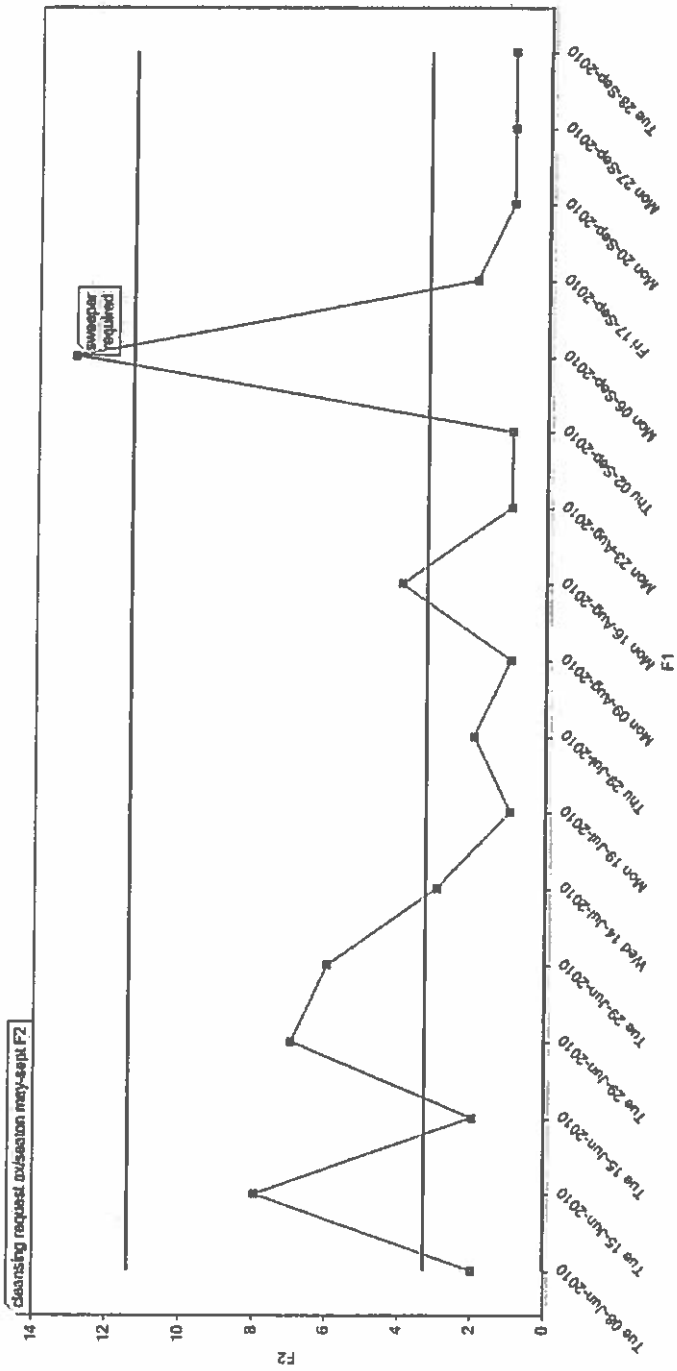


Appendix 2 -- Capability charts for test areas showing end to end time for street cleaning requests only.

Honiton test area -- street cleansing request May -- Sept 2010. Average days to resolve 2.9, UCL 10.2



Axminster/Seaton test area – street cleaning request May – Sept 2010. Average days to resolve 3.3, UCL 11.4



08/06/2010	28/09/2010
UCL	11.4
Mean	3.3
LCL	0



## Agenda Item 13

Service Delivery/Performance Committee

27 October 2010



### Service Delivery and Performance Overview and Scrutiny Committee Forward Plan 2010/11

#### Meetings for 2010/2011

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