

Date: 28 February 2011  
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To: Members of the Service Delivery and Performance Overview and Scrutiny Committee  
(Councillors: Bob Buxton, David Chapman, Trevor Cope, Christine Drew, Vivien Duval Steer, Douglas Hull, John Humphreys, Frances Newth, Tony Reed, Brenda Taylor)

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

Members invited to attend:

Graham Brown – Portfolio Holder, Environment  
David Cox – Portfolio Holder, StreetScene  
Paul Diviani – Chairman, Development Management  
Jill Elson – Portfolio Holder, Communities  
Ray Franklin – Portfolio Holder, Strategic Planning  
Steve Hall – Past Chairman  
Andrew Moulding – Portfolio Holder, Resources

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Officers requested to attend:

Simon Davey – Head of Finance  
Ed Freeman – Interim Development Manager  
John Golding – Head of Housing and Social Inclusion  
Andrew Hancock – StreetScene Manager  
Kate Little – Head of Planning Services  
Chris Powell – Head of ICT  
Keith Steel – StreetScene Senior Engineer

For information:

Other Members of the Council for information  
Chief Executive  
Corporate Directors

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

**Wednesday 9 March 2011 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 19 January 2011. 5 - 7
- 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 **Farmers, Fields and Land Drainage Report** 8 - 16  
Members are asked to consider the work of the Council and partner agencies in dealing with flood issues.  
County Councillor Paul Diviani (Devon County Council (DCC) Environment, Economy and Culture Scrutiny Committee Member), County Councillor Stuart Hughes (DCC Cabinet member for Highways and Transportation), Councillor Graham Brown (Portfolio Holder – Environment and NFU Chairman), Adrian Hale (DCC, Deputy Head of Highways Management), Bryn Williams (Environment Agency), Kate Little (EDDC Head of Planning Services) and Keith Steel (EDDC StreetScene Senior Engineer) are invited to attend.
- 8 **Quarterly Monitoring of Performance – 3<sup>rd</sup> Quarter 2010/11** 17 - 44  
Members are asked to consider the report and to highlight any areas where they have concerns or require more 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).
- 9 **Capability Charts** 45  
A quick reminder of why capability charts are used and what they mean.
- 10 **Street Scene – Performance Measures Report – 3<sup>rd</sup> Quarter 2010/11** 46 - 56  
Members are asked to consider the report and to highlight areas where they have concern or require information.  
Councillor Cox (Portfolio Holder – Street Scene) is invited to attend.
- 11 **Development Management – Performance Measures Report – 3<sup>rd</sup> Quarter 2010/11** 57 - 70  
Members are asked to consider the report and to highlight areas where they have concern or require information.  
Councillor Franklin (Portfolio Holder – Strategic Planning) and Councillor Diviani (Chairman, Development Management Committee) are invited to attend.

	<b>Page/s</b>
<b>12 Benefits Service – Performance Measures Report – 3<sup>rd</sup> Quarter 2010/11</b>	<b>71 - 77</b>
Members are asked to consider the report and to highlight areas where they have concern or require information.	
Councillor Moulding (Portfolio Holder – Resources) is invited to attend.	
<b>13 Housing Service – Performance Measures Report – 3<sup>rd</sup> Quarter 2010/11</b>	<b>78 - 86</b>
Members are asked to consider the report and to highlight areas where they have concern or require information.	
Councillor Miss Elson (Portfolio Holder – Communities) is invited to attend.	

### **Members remember!**

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

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

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

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



## **EAST DEVON DISTRICT COUNCIL**

### **Minutes of a Meeting of the Service Delivery and Performance Overview and Scrutiny Committee held at Knowle, Sidmouth on Wednesday 19 January 2011**

- Present:** Councillors:  
John Humphreys (Chairman)  
Frances Newth (Vice Chairman)
- Bob Buxton  
David Chapman  
Vivien Duval Steer  
Douglas Hull  
Brenda Taylor
- Officers:** Denise Lyon – Deputy Chief Executive  
Diana Vernon – Democratic Services Manager
- Also Present** Councillors  
Jill Elson  
Pauline Stott
- Apologies:** **Committee Members**  
Councillors:  
Trevor Cope  
Christine Drew  
Tony Reed
- Non-Committee Members**  
Councillors:  
Ray Bloxham  
David Cox  
Steve Hall  
Andrew Moulding

The meeting started at 6.30pm and ended at 7.20 pm.

**\*28 Public question time**

There were no questions from the public.

**\*29 Apologies**

In receiving apologies, the Vice Chairman advised that Councillor Christine Drew was still undergoing medical treatment. The Committee asked for their very best wishes to be sent to Councillor Drew with the hope that she would be better soon.

**\*30 Minutes**

The minutes of the meeting held on 27 October 2010 were confirmed and signed as a true record.

**\*31 Declarations of Interest**

<b>Councillor/ Officer</b>	<b>Minute number</b>	<b>Type of interest</b>	<b>Nature of interest</b>
Jill Elson	32	Personal	Ring and Ride Volunteer
Jill Elson	33	Personal	Governor, Exmouth Community College

**32 Diversity Peer Challenge**

The Diversity Peer Challenge report and draft action plan was circulated with the agenda. The Council had asked the Peer Review Team to assess its progress in embedding equalities work and principles in the Council's strategy and service delivery; the new Equality Act 2010 would include the requirement for public bodies to advance equality of opportunity.

The report's covering letter from the Local Government Improvement and Development Adviser recognised that although the Council had not been awarded the Achieving level for diversity, the Peer Review Team acknowledged the Council's progress on equalities and diversity issues and had listed examples of good practice. The Chief Executive's vision, the work and role of the Equalities Champion, the achievement of the temporary diversity officer in setting up the diversity forum and progressing the Service Equalities Assessments, and the commitment of the Corporate Director were all positively acknowledged. The Peer Review Team recognised that the Council's systems thinking approach to service delivery had achieved a better understanding of the diversity of its customers and their needs.

The Equalities Member Champion, Councillor Duval Steer, circulated and presented a paper at the meeting in response to the Peer Review. This was a useful overview of equalities and diversity issues and progress made so far by the Council. The paper highlighted the Government's Big Society initiative, which would rely on increased community involvement in service delivery. The Member Champion believed that all sections of the Council could help to embed increased awareness of equalities issues in the structure of the Council by learning from and developing the good work already in place. She added that it was important for the Council to be even-handed in its service delivery and seen to be acting fairly. This would keep equalities and diversity high on the agenda when developing policy and reviewing operational processes. The role of elected Members in engaging with local communities, particularly 'hard to reach groups', and feeding back information to Officers was key to the Council responding to customer needs. Councillor Duval Steer asked Members to consider the direction of the future work of the External Equalities Forum.

The Chairman thanked the Member Champion for her positive input and involvement. The Committee acknowledged the importance of good two-way communications between the Council and all facets of the community. The Committee recognised that East Devon had particular rural issues, including those around access to services.

Members flagged up good examples of local initiatives including the Heathpark Project that was reliant on volunteers and funding. The work of the Council's Section 106 Officer in respect of local consultation on play equipment was an example of good practice; this and similar successes needed to be given greater publicity.

32 **Diversity Peer Challenge (cont)..**

The Deputy Chief Executive asked the Committee to consider whether the Council had the capacity and resources to work towards the 'Achieving' equalities level. The Portfolio Holder – Communities believed that Ward Councillors had a greater role to play in progressing the equalities agenda, responding to local needs, helping the Council to engage with and support voluntary groups and meeting the Big Society initiative. She also advocated nominating a lead officer below director level.

- RECOMMENDED**
- (1) that the implications of the Diversity Peer Challenge report and draft action plan be taken into account in all aspects of Council decision and policy making, with the Council recognising and building on existing good practice,
  - (2) that the reduction in management capacity due to restructuring and budget cuts be acknowledged and addressed through greater reliance on Ward Councillor involvement and two-way communication with their local communities, as well as consideration of a 3<sup>rd</sup> tier lead officer.

33 **Quarterly Equalities action plans (April-September 2010)**

Members had undertaken to monitor the progress made by officers in implementing actions to improve the Council's understanding of its customers and their needs and the provision of fair and equal access to services. The actions had been identified through the Equality Impact and Needs Assessments undertaken during the first half of 2010.

The monitoring linked with the previous report and provided more operational detail of progress. Members noted achievements; any yellow and red traffic lights were justifiable and did not raise concern. The Committee noted that the youth press officer post was no longer available due to budget cuts. However, it was worth exploring alternative means of engaging with young people, such as the Sidmouth College Voice Magazine.

Members noted cuts to the land drainage budget. The Committee felt that lack of ditch maintenance had left roads, particularly in rural areas, more liable to flood.

The Council no longer had a Diversity Officer and there was no additional resource earmarked to re-instate this temporary position. Members felt that the Council had achieved much in recent years in recognising the diversity of its customers and had adjusted its service delivery as a result. However not all Officers and Councillors were positively engaged in promoting diversity. Members acknowledge that the Housing Services had examples of good diversity practice. The Committee believed that diversity and equalities were fundamental issues that had an impact on every area of service delivery. The Committee suggested that a nominated person needed to have responsibility for equalities and diversity included in their job description.

- RESOLVED:**
- (1) that a report be presented to a future meeting on how Land Drainage problems could be addressed within current budgets, with input being invited from elected County Councillors.
  - (2) that Equality and Diversity issues continue to be monitored every 6 months

**RECOMMENDED** that over-all responsibility for equality and diversity be included in the Job Description of a designated Officer.

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

## Agenda Item 7

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

**9 March 2011**

**KS**



### Farmers, Fields and Land Drainage

#### Summary

EDDC's response to Land Drainage issues and the way in which it works with the other agencies.

#### Recommendation

Committee considers the work of the Council and partner agencies in dealing with flood and drainage issues.

a) **Reasons for Recommendation**

Members have asked for this issue to be the topic of debate.

b) **Alternative Options**

Not applicable.

c) **Risk Considerations**

It is important that the Council is seen to be dealing with the issue of potential floods in the District.

d) **Policy and Budgetary Considerations**

The work East Devon does is contained within budget, however, members are considering the approach of other organisations too in this debate.

e) **Date for Review of Decision**

Not applicable.

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## 1 Main Body of the Report

### 1 Short History

- 1.1 Since the flooding of October 2008, EDDC, Devon County Council (DCC) and The Environment Agency (EA) have worked very closely, through the Flood Recovery Group, to reduce the risk of flooding to properties and businesses, be it individual dwellings or whole communities.



- 1.2 DCC have concentrated their efforts on the assets they have in place such as road drainage systems, culverts and ditches. An example of this can be seen at New Feniton village where they have recently upgraded their road drainage system to give it more storage capacity.
- 1.3 EDDC, as the current Land Drainage Authority, has taken the lead in trying to find a solution and funding to the flooding problems at Feniton New village. Our consultants, Howicks, are currently putting together an appraisal which will be presented to Defra to persuade them that a flood scheme is necessary and cost effective. EDDC has also carried out clearance work to sections of the water course through the village to enable it to work effectively.
- 1.4 The EA have carried out sub-soiling work in Feniton, Whimple and Ottery St Mary. This has been achieved with the co-operation of the local farming community which has enabled the work to proceed. The purpose of this work is to evaluate farming methods to try and reduce the amount of run-off from fields which can have an effect on flooding. The EA hopes to produce a report to show the effectiveness of this work in due course.
- 1.5 Officers from these three agencies keep in contact with one another on a regular basis through out the year. There is a group called the Devon Strategic Drainage Group which meets twice a year and is made up of Drainage Engineers from the District Councils with in Devon, Devon County Council, The EA, South West Water and any interested parties who would like to feed information into this group.

## **2 Current Position**

- 2.1 EDDC receives many requests throughout the year for advice or to act as arbitrator between land owners in drainage matters. These are usually dealt with by a site visit and discussions with the interested parties. The EA and DCC give help and support where necessary as the Engineering section has limited resources and this is one of many functions it performs. We have yet to take legal action against a land owner.
- 2.2 The main complaints are to do with small streams and water courses affecting gardens and property. One or two have field run off issues and are dealt with on an individual basis, usually through discussions with the farmer of land owner and/or the EA.

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## **Legal Implications**

The report gives one example (New Feniton) where EDDC has used its wide land drainage powers to procure a solution to potential flood risk.

However, the committee needs to understand the flood management framework in general to aid its discussion. In summary, Defra has national policy responsibility for flood and coastal erosion risk management. Defra does not build or manage flood defences. Instead, government provides funding through grants to the Environment Agency (EA) and local authorities. The EA also administers grants for capital projects to local authorities and Internal Drainage Boards (IDB). The EA's investment is guided by outcome targets over the current spending review period. Local authorities have powers to undertake flood defence works under the Land Drainage Act 1991



on watercourses that have not been designated as main watercourses and which are not within IDB areas.

Other responsibilities lie with riparian owners. A riparian owner describes anyone who owns a property where there is a watercourse within or adjacent to the boundaries of their property.

Where a watercourse is situated across a boundary between adjoining properties, it is normally presumed that a riparian owner owns the land up to the centre-line of the watercourse, unless records exist to prove otherwise. Under common law, a riparian owner possesses rights over and responsibilities for the stretch of watercourse that forms the boundary of their property. Riparian owners are normally responsible in full or part for watercourses or culverted watercourses passing through their land. Their primary responsibility is to keep these clear of any obstructions which would impede the normal water flow.

The EA website has useful guidance, including a booklet for riparian owners called "Living on the edge". The guidance explains, amongst other things, the rights and responsibilities of a riparian owner.

If a riparian owner fails to carry out its responsibilities, this could result in possible civil action from others.

There is national policy guidance on reducing the risks and consequences of flooding, PPS25: Development and Flood Risk. Policies set out in PPS25 which are relevant to local planning authorities (LPAs) include the following:

- If flood risk is expected to increase due to climate change, making a development unsustainable in the long term, the LPA should, when preparing its local development documents, consider if the development could be relocated elsewhere.
- When determining planning applications, LPAs must take account of the policies in PPS 25 as material considerations and ensure that planning applications are supported by site-specific flood risk assessments.
- LPAs must ensure that all new development in flood risk areas is flood resilient and resistant (that is, capable of preventing flood water entering into the development or constructed and designed in a way that allows for flooding to take place but minimises the consequences).
- A risk-based approach must be taken at all planning levels to avoid adding to the causes of flood risk, to manage flood "pathways" and to reduce the consequences of flooding.
- Flood risk assessments should be carried out at all levels of the planning process, taking climate change into account. A sequential test, which is set out in PPS 25, should be applied when deciding if land is suitable for development in flood risk areas, to ensure that there are no reasonably suitable sites with a lower flood risk. In areas at risk of river or sea flooding, preference should be given to land in Flood Zone 1 (at low probability of flooding), then Flood Zone 2 (medium risk) and Zone 3 (high risk or functional floodplain). A sequential approach should also be taken within the Zones.

For details of the various Zones, see Annex D to PPS 25.

- If it is not possible to locate a development in an area at lower risk, the exception test (as set out in PPS 25) can be applied. This provides a method of managing flood risk while



still allowing development to proceed. The exception test may only be used in limited circumstances.

Apart from the legal framework of respective powers and responsibilities, it is instructive to know that the government has committed to take forward the findings of the Pitt Review to improve our flood defences, and prevent unnecessary building in areas of high flood risk. The Pitt Review was carried out following devastating flooding in 2007, and resulted in a series of recommendations for improving the way flood risk is managed in England. As regards the role of local authorities, the Review's final report recommended that:

- The role of local authorities should be enhanced so that they assume responsibility for leading the co-ordination of flood risk management in their areas.
- Local authorities should investigate local flooding problems and work with the EA, water companies, the Highways Agency, IDBs, riparian owners and other relevant parties to establish the source of problems and where the responsibility lies for addressing them.

However, the Government needs to decide where responsibility for sustainable drainage systems (SUDS) should rest. The final report states that either local authorities or sewage undertakers would be best placed to adopt SUDs. Defra has recently consulted on this issue.

- A local register should be compiled of all the main flood risk management and drainage assets, both under and over ground, together with an assessment of their condition and details of ownership.

Defra announced on 17 June 2008 that local authorities will be given new powers and responsibilities over surface water flooding in their areas in the Floods and Water Bill. These will include the preparation of surface water management plans, as set out in PPS25. The aim is that these plans will help local authorities ensure that the right landowner is carrying out the necessary maintenance so that any potential flood area is better protected.

- Local authorities should extend eligibility for home improvement grants and loans to include flood resistance and resilience products for properties in areas of high flood risk.

A more recent and significant development is the Flood and Water Management Act 2010 which received Royal Assent on 8 April 2010. Much of the FWMA 2010 came into force on 1 October 2010; the remainder will come into force in accordance with subsequent orders to be made by the Secretary of State and Welsh Ministers. Defra has also published factsheets, explaining the implications of the FWMA 2010 for various organisations, such as local authorities and developers. For more information, see <http://www.defra.gov.uk/environment/flooding/policy/fwmb/key-docs.htm>

Whilst urging upon developers the importance of principles of sustainability in designing schemes, these factsheets also explain the collaborative role of local authorities, through the use of local partnerships, in promoting flood risk management strategies; the Act encourages local authorities to use all their existing powers (in planning, regeneration, local investment, highways and to provide information and guidance) to support their new roles.

In summary, to return to the mention in the report of EDDC's function as arbitrator in land drainage issues, whilst the new regime under FWMA 2010 envisages that this should continue as „good coordination', the committee should be reminded of the established



principle that a power is not the same as a duty; staff time and resources directed to resolving flood risk problems which may properly be deemed the responsibility of a riparian owner, would not be efficient or cost-effective. The role of the local authority as a coordinator, facilitating flood risk management solutions, will need to be balanced and costed against other projects which will emerge as part of the Localism agenda. Legal advice will, as always, be critical to the proper exercise of the Council's statutory functions.

### **Financial Implications**

The revenue budget for 2011/12, in addition to officer time, consists mainly of £19,000 for clearing of East and West Outfalls Budleigh Salterton and a £40,000 general budget for contractors/consultancy fees. The capital budget consists of £45,000 in 2011/12 as part of a commuted payment of £90,000 to the Environment agency to enable the Emainment of a 8.25km length of watercourse in the Otter catchment area.

### **Consultation on Reports to the Executive**

Devon County Council  
Environment Agency

### **Background Papers**

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Keith Steele  
Senior Engineer

Service Delivery O&S  
March 2011



## ITEM 7 – Appendix 1

# Drainage Guidance Notes for Riparian Owners



East Devon District Council is the Land Drainage Authority for the area covered by East Devon. The Land Drainage Authority's role is defined under the Land Drainage Act 1991, and this legislation gives the Council powers with regard to any ordinary watercourse.

An ordinary watercourse can be a river, stream, leat, ditch or passage through which water flows but does not form part of a main river.

Main rivers are usually larger streams and rivers, but also include smaller watercourses of strategic drainage importance.

As the Land Drainage Authority, East Devon District Council has the power to serve notice on riparian owners for the removal of blockages to any ordinary watercourse. In practice these powers are not usually called into use as problems are often resolved through discussion. However, should the riparian owner fail to rectify the problem within a reasonable notice period then the District Council has the power to undertake the work itself and recharge the cost to the riparian owner.

### Riparian Ownership.



If you have an ordinary watercourse or a main river running through your land or along the boundary of your property you are likely to be the riparian owner or joint riparian owner, unless the watercourse is known to be owned by someone else.

If the land on the other side of the watercourse is not in your ownership, you are presumed to be the joint riparian owner together with the landowner on the other side.

In the case of joint riparian ownership, each party is presumed to own up to the centre line of the watercourse and therefore is responsible up to this point.

## **ITEM 7 – Appendix 1**

### **Your Responsibilities as a Riparian Owner.**

As a riparian owner, you have responsibilities in relation to the watercourse flowing through or adjacent to your property.

Your legal duties are to:

Pass on flow without obstruction, pollution or diversion affecting the rights of others.

Accept flood flows through your land, even if caused by inadequate capacity downstream, as there is no common law duty to improve a watercourse.

Maintain the bed and banks of the watercourse (including trees and shrubs growing in the banks), and for clearing any debris, natural or otherwise, including litter and animal carcasses, even if it did not originate from your land. We can give you advice on the removal of animal carcasses.

Not cause any obstructions to the free passage of fish.

Keep the bed and banks clear of any matter that could cause an obstruction, either on your land or by being washed away by high flow to obstruct a structure downstream. Rivers and their banks should not be used for the disposal of any form of garden or other waste.

Keeping clear any structures that you own such as culverts, trash screens, weirs and mill gates.

You may have flood defences such as walls and embankments on your property, which are vital for the protection of both yourself and others. You should discuss the maintenance of such defences with the Environment Agency if you have any concerns relating to these.

Failure to carry out your responsibilities could result in civil action from others.

Your responsibilities as a riparian owner are based on the following legislation:

The Public Health Act 1936

The Land Drainage Acts of 1991 & 1994

Water Resources Act 1991

Nation Rivers Authority (now the Environment Agency) Land Drainage bylaws 1981.

## **ITEM 7 – Appendix 1**

### **Your Rights as a Riparian Owner.**

As a riparian owner:

You are presumed to own the land up to the centre of the watercourse, unless it is known to be owned by others.

You have the right to receive flow of water in its natural state, without undue interference in quantity or quality.

You have the right to protect your property from flooding, seepage through natural or man-made banks and your land from erosion. You may need the consent of the Environment Agency for such works.

You have the right to fish in your watercourse unless this has been expressly excluded, although this must be by legal methods and with an Environment Agency rod licence.

Without needing a licence, you can abstract a maximum of 20 cubic metres of water per day for domestic purposes of your own household or for agricultural use, excluding spray irrigation, from a watercourse at a point that directly adjoins your land. Most other types of abstraction will require a licence from the Environment Agency.

Before starting any work on or adjacent to a watercourse, you must submit plans of what you propose to the Environment Agency or the Local Authority to determine whether you require an Environment Agency consent and/or planning permission.

If the work affects sites of known conservation or archaeological value, you may need further permissions from the relevant Authorities. Environmental issues, including flood risk, wildlife conservation, fisheries, and reshaping of the river and landscape, must all be considered.

### **What is the Council Responsible for?**

Under the Land Drainage Act 1991, East Devon District Council is the "operating authority" for ordinary watercourses in its area.

Whilst riparian owners are responsible for maintaining their watercourses, the Council can carry out work to prevent flooding and recharge the cost to the riparian owner. The Council may therefore:

Inspect ordinary watercourses as necessary.

Contact riparian owners where maintenance is required and, if necessary, serve notice to require maintenance where water flow is seriously impaired.

Co-ordinate work along a watercourse where a number of residents are involved.

Take action to prevent unauthorised piping or culverting of watercourses.

Supply unfilled sandbags to Parish and Town Councils, who will then distribute them to the public to prevent water getting into buildings and to aid flood protection.

Before carrying out any works to a watercourse such as altering the banks, building a retaining wall or laying pipes, you should contact us.

## ITEM 7 – Appendix 1

If you should need any further advice please do not hesitate to contact Customer Services Centre on 01395 517528 or email [customerservice@eastdevon.gov.uk](mailto:customerservice@eastdevon.gov.uk) or visit our website at [www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

### Useful Contacts.

Devon County Council  
County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD  
Tel: 0845 1551004  
Email : [info@devon.gov.uk](mailto:info@devon.gov.uk)  
Website : [www.devon.gov.uk](http://www.devon.gov.uk)

Environment Agency  
Devon Area Office  
Exminster House  
Miller Way  
Exminster  
Devon  
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Website: [www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

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## **Agenda Item 8**

**Service Delivery/Performance Committee**

**9 March 2011**

**Quarterly monitoring report**



### **Quarterly Monitoring of Performance – 3rd Quarter 2010/11**

#### **Summary**

Performance information by Corporate Priority for the period 1 October-31 December 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 third 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 third 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 3<sup>rd</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:  $((T + (Tb / 2)) / Ts) * 100$  Where: T = number of sites graded C, C-, or D for each individual element (litter, detritus, graffiti and fly-posting); Tb = number of sites graded at B- for each individual element (litter, detritus, graffiti and fly-posting) (this grade counts as half); Ts = 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

**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  
9 March 2011



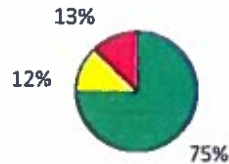
Item 8 - Appendix A

**PRIORITY ONE: Thriving Communities**

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

**Annual Results 2010/11**

**Progress towards outcome**



Although the number of affordable homes delivered was below target at Quarter 3, by year end the figure is expected to exceed the target of 100 homes. For various reasons, the LDF Core Strategy has been delayed, so an amended report will be considered by Council in late summer 2011. Otherwise progress is good.

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

**Annual Results 2010/11**

**Progress towards outcome**

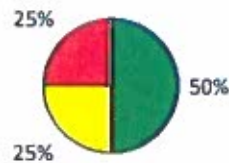


Everything is progressing well with regard to this priority

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

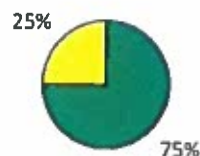
**Annual Results 2010/11**

**Progress towards outcome**



Areas of concern include Phase 1 of the Science Park and construction of Junction 29 improvements / cyclist bridge over the M5, both of which are contingent on Department of Transport funding. Alternative funding streams for the new railway station at Cranbrook, which was to have been funded by SWRDA, are under consideration. The Clyst Honiton bypass, dependant on the Cranbrook development, is not now expected to start until March 2011. Other projects are on target.

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



The masterplanning for Exmouth town centre and seafront is taking longer than originally intended. Other projects are on track.

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



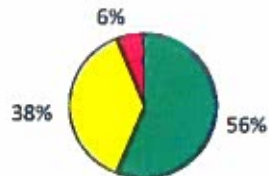
All projects are progressing as expected.

## PRIORITY TWO: An Outstanding Environment

### a. Outcome Outstanding environment

Annual Results 2010/11

Progress towards outcome



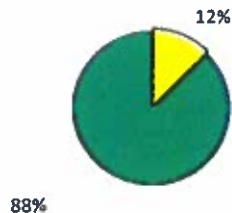
The main problem this quarter was the percentage of litter, which was higher than in Q2. Similarly, there were more incidences of graffiti and flyposting. Other delays are noted, including the integration of Countryside Services with StreetScene and upgrading two play areas. On the positive side, the levels of street detritus and fly tipping have improved.

## 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



Both residual household waste and the percentage sent for recycling / composting are now above target. Worthy of note is that all households are now on the new refuse / recycling collection arrangements which will increase recycling rates.



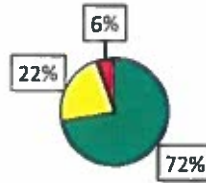
Item 8 - Appendix A

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

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

Annual Results 2010/11

Progress towards outcome

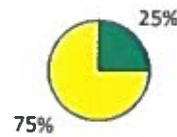


Rent collection was down in the third quarter but from now to year end a steady improvement in collection rates is expected. Councillors accessing electronic information will be discussed at the Communications Think Tank with regard to paperless meetings. The cancelled merger with S Somerset of ICT systems will enable focus on mobile working. Other projects are proceeding normally.

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

Annual Results 2010/11

Progress towards outcome

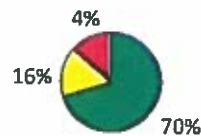


Of minor concern are delays with the Lagan upgrade, poor response to the campaign to increase Benefit takeup and staff shortages, which had an impact on Phase 4 of the Neighbourhood Assessments.

**c. Outcome Consistently satisfied customers**

Annual Results 2010/11

Progress towards outcome



The impact of the severe weather conditions and 2 phases of the new waste scheme being rolled out at the same time affected customer service and Reception call handling. Minor planning applications were affected by team development and the turnaround time for amended plans. However, the majority of projects are continuing normally with 70% resulting in customer satisfaction.

# 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

**Key to Performance Status:**

Key Strategic Objectives:

Performance Indicators:

**Key to change on same period in previous year:**

Improved Performance  Worse Performance  Unchanged

**Key to +/- Column:**

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

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

## 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	75 (3/4)	0	33	64		↑	Paul Lowe

**Management Notes:**

(Quarter 1 - 3)

As of the 15<sup>th</sup> February 2011 the affordable housing delivery figure stands at 73 completed homes. This represents a dramatic increase in the number of affordable housing being delivered compared to previous years. It is expected that by the end of March 2011 this figure will have increased further to approximately 100 – 121 homes. The projected affordable housing delivery for 2011 -12 looks set to be even higher than this year.

With Cranbrook due to start shortly we can also expect to see affordable housing being delivered in the next two years, totalling approximately 300 by 2015-16.

(PL)

## 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
NI156	Number of households living in temporary accommodation	-	63	60 (3/4)	54	49	42	↑	Andrew Mitchell

#### Management Notes:

### Key Strategic Objectives

Objective Status	Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Achieved	Eco-PA-1212	Conclude land deal with Tesco Stores Limited at Seaton to ensure the wider regeneration site is raised to a level ready for new development to commence in 2011. This represents a significant financial investment in the site and will require the fill material to be transported by sea to minimise the disruption to the community.	Conditional land deal now concluded. There are different trigger dates that apply to various elements of the deal and different stages at which the capital receipt of £1,955 million will come in. On exchange of the agreement, £100,000 was received which has enabled us to commit our contribution to the appointment of a town development manager and instruct the consultants to continue with the next phase of work required to bring the Visitor Centre scheme forward.		Resources: £1,955,000 Capital plus Significant External Funding and Corporate Director & Estates Team (TR)	Donna Best
Variation	PLP-PA-1211	Produce the Local Development Framework (LDF), with the finalisation of the Core Strategy by the end of 2010 for subsequent submission to the Secretary of State in 2011.	Up to mid December 2011 the Core Strategy was in production in accordance with agreed timetables. However just before christmas it was determined that Core Strategy production would be delayed with an amended report being considered by Council in late Summer 2011. The abolition of the RSS, review of consultation responses on the Preferred Approach document, emergence of 'localism' (including current Bill before Parliament) and need to gather further housing and employment evidence were key to informing decision for amending timetable for Core Strategy production. A new timetable for the Core Strategy will be produced in 2011.		Resources = £124,000 revenue and the Planning Policy Team (TR)	Matt Dickins
Renewed	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. The Section 106 Agreement associated with a planning application for a 5 pitch transit site has been completed.	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

## 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
BV63	The average Standard Assessment Procedure (SAP) rating of local authority-owned dwellings	+	72	73 (3/4)	72	72	73	↑	John Golding

#### Management Notes:

L 13 (L50)	Percentage of urgent repairs completed within Government time limits	+	90.09	98.00 (3/4)	92.00	92.00	98.00	↑	John Golding
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#### Management Notes:

(Quarter 1 - 3)

Skidders as sole contractor for general repairs have picked up the performance and reporting performance at or above the target.

(MR)

NI158	% non-decent council homes	-	0.0	0.0 (3/4)	0.0	0.0	0.0	n/a	John Golding
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#### Management Notes:

### Key Strategic Objectives

Objective Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
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 operational from 1 January 2010. Currently in excess of 2,700 applicants registered for housing with the Council		Resources: Housing Team (TR)	Dennis Boobier
Achieved	HOU-PA-1221 Improve the quality of housing management and proactive working using Systems Thinking principles to combat tenancy problems as they arise.	We are applying Systems Thinking techniques in our Repairs and Rental teams. We are also seeing ongoing improvements in the areas already covered (moving out and moving in).		Resources: Housing Team (TR)	John Golding
Achieved	EH-PA-1222 Invest in a loan scheme to provide alternative assistance through partners for elderly		28	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	Meryl Spencer

## Quarterly Report 2010-11 for Committee

### Priority: Thriving Communities

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

#### Key Strategic Objectives

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.			specific areas such as Empty Homes, Park Homes Insulation, Landlord loans (MS). Due to the governments cuts Private Sector Renewal Funding ceases in April 2011 therefore only the funding invested so far in the Loan Scheme will be available. Once this has been loaned there will be a delay until funds recycle back into the scheme. (MS)	

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

#### Key Strategic Objectives

Objective Code	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. Funding allocated in 2010 CSR subject to 'best and final offer' from DCC.	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.	Felicity Morey
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.			Originally forward funded via SWRDA Regional Infrastructure Fund budget but this fund is now unavailable and project will be delayed until funding is provided through developer contributions from Cranbrook S106 agreement unless DCC can find alternative forward funding mechanisms.	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.	Felicity Morey

### Outcome: Regeneration of Exmouth and Seaton

#### Key Strategic Objectives

Objective Code	Objective	Achieved	Missed	Officer Notes	Responsible Officer
			29		

## Quarterly Report 2010-11 for Committee

### Priority: Thriving Communities

#### 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 masterplanning and development brief preparation has taken longer than initially hoped. However, the masterplan itself should be ready for report to the Development Management Committee in May to seek confirmation that the plan can be put out to public consultation. In the meantime, as landowners, there is a great deal of work now required of DCC and EDDC to enable projects identified to be taken forward.		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
Achieved	Eco-PA-1238 Support the redevelopment of Axminster's Webster's Garage site for retail led development through estates role in relation to the Council's key land interest.	The conditional option agreement to sell the freehold interest in South Street Car Park has now been completed.		Resources: Estates Team (TR)	Donna Best

### 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
NH195a	Improved street and environmental cleanliness (% of litter overall)	-	4	4 (3/4)	2	6			↓	David Cook

##### Management Notes: (Quarter 3)

Areas surveyed for this period had more litter than the previous period hence the increase in the failure rate.

(MR)

NH195b	Improved street and environmental cleanliness (% of detritus overall)	-	18	17 (3/4)	14	10			↑	David Cook
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##### Management Notes:

30

## 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
NI195c	Improved street and environmental cleanliness (% of graffiti overall)	-	1	0 (3/4)		1	1		↓	David Cook
<b>Management Notes:</b> (Quarter 3) Areas surveyed for this period found more graffiti than the previous period hence the increase in the failure rate. (MR)										
NI195d	Improved street and environmental cleanliness (% of fly posting overall)	-	0	0 (3/4)		0	8		↓	David Cook
<b>Management Notes:</b> (Quarter 3) Lymington was one of the target wards for this survey and it was heavily saturated with flyposting, hence the failure to meet this target. (MR)										
NI196	Improved street and environmental cleanliness – fly tipping	-	2	3 (3/4)	3	4	1		↑	Tom Green
<b>Management Notes:</b>										

### Key Strategic Objectives

Objective Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Variation	str-PA-1250 Integrate effectively Countryside Services with Street Scene Services to improve service delivery and seek service efficiencies.	Due to Tier 2/3 management restructure progressing integration of both teams has been put on hold.			Charlie Plowden, Steve Rippin
Variation	CC1-PA-1245 Take account of the Green Fleet Review in order to update the Green Travel Plan with the target of reducing carbon dioxide emissions from transport by 45% by 2014.	Investment in new vehicles unlikely in current financial situation. Local car club is currently applying for grant funding and, if successful, this could prove the most economic way forward with greening the fleet.31		Resources: £22,500 External Funding (general funding) and Carbon Management officer (part time) (TR)	Diane Berry

## Quarterly Report 2010-11 for Committee

Priority: An outstanding environment  
Outcome: Outstanding environment

### Key Strategic Objectives

Objective Code Status	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 Popleford.	Work not yet commenced on these projects as other priorities have occupied our staff time.		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
NH191	Residual household waste in kg per household	-	425	300 (3/4)	97	196	269		↑	Paul Deakin
NH192	Percentage of Household waste sent for reuse, recycling and composting	+	35.80	42.00 (3/4)	49.40	40.10	52.20		↑	Paul Deakin

#### Management Notes:

### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
Achieved	str-PA-1258 Construct a new depot at Greendale Barton and integrate refuse and recycling workforces.	Depot complete and occupied by Sita			Paul Deakin
Achieved	HOU-PA-1256 Encourage tenants to recycle and reuse.	More tenants are now on the new refuse and recycling collection arrangements which is contributing towards increased recycling rates.			John Golding
Achieved	str-PA-1253 Successfully complete the roll out of the last two phases of new recycling and refuse	All roll outs completed by 19th November 2010		Resources: £1,009,000 in Capital, the Recycling Budget &	Paul Deakin



## 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 Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	collection arrangements during 2010/11.			Refuse £3,550,100 Revenue (TR)	

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
BV9 (mon)	Percentage of Council Tax Collected	+	98.70	96.22 (10/12)	30.96	57.93	87.49	↑	Melissa Clode, Libby Jarrett

#### Management Notes:

(January)  
Although in-year collection is 0.19% up on this time last year, we are mindful that it may still level out in spite of the proactive debt prevention work and the increased direct debit take-up.

(MC)

BV10 (mon)	Percentage of Non-domestic Rates Collected	+	99.03	96.08 (10/12)	32.97	61.09	89.02	↑	Melissa Clode, Libby Jarrett
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#### Management Notes:

(January)

In-year collection is still up compared to same time last year – 1.01% – although the improvement has begun to tail off as expected.

(MC)

BV12 mon	Working days lost due to sickness absence	-	10.56	7.13 (9/12)	1.23	2.98	5.17	↑	ali pain
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#### Management Notes:

BV66b	Percentage of tenants with more than seven weeks of (gross) rent arrears	-	3.84	5.00 (3/4)	3.52	3.00	3.28	↑	Peter Richards
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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 Act	Responsible Officer
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#### Management Notes:

(Quarter 1 - 3)

Performance for this quarter is down 0.28% compared to last quarter, but is still well within the target set of 5%. A downturn in performance this time of year is not unexpected, but from now to the end of the financial year we will see a steady improvement bringing us back to the pre Christmas period performance and a figure in the region of 3%.

(PR)

BV212 (mon)	Average time in days to re-let local authority housing	-	28	25 (9/12)	27	26	25	↑	Dennis Boobier
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#### Management Notes:

BV66a (mon)	The proportion of rent collected	+	98.55	99.00 (10/12)	98.88	99.18	98.75	↑	Peter Richards
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#### Management Notes:

(April - January)

Performance for this quarter is down 0.23% compared to last month and is also 0.25% down on the target set of 99%. A downturn in performance this time of year is not unexpected, but from now to the end of the financial year we will see a steady improvement bringing us back to a performance figure above that of the target set at 99%.

(MR)

L111	Total average headcount	OFF	518.0	Figure recorded for information - no target required.	526	519	513	n/a	ali pain
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#### Management Notes:

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

L112 - B	Cumulative Staff Turnover as a percentage of all staff (non voluntary leavers)	OFF	n/a				4	n/a	ali pain
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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 Act	Improvement	Responsible Officer
L113	Number of Disciplinarys	-	11	1	1	1	1	1	↑	ali pain
<b>Management Notes:</b>										
L114	Number of Grievances	-	4	0	1	1	1	1	↔	ali pain
<b>Management Notes:</b>										
L61	Percentage of councillorors accessing electronic information	+	98.30	100.00 (3/4)	98.31	98.31	98.31	98.31	↑	Diana Vernon
<b>Management Notes:</b>										
(Quarter 1 - 3)										
The Communications Think Tank is meeting to discuss progressing paperless meetings and how this could be achieved in practice.										
(MR)										
L62a	Percentage of general licences issued within 14 working days	+	100	100 (3/4)	100	100	100	100	↔	John Tippin
<b>Management Notes:</b>										
N1181 (mon)	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events - average days	-	9.1	9.0 (10/12)	7.4	6.4	6.1	6.1	↑	Libby Jarrett, Martin Lloyd-Jones
<b>Management Notes:</b>										
VFMP2 (mon)	Cycle time in working days from period-end closure to the distribution of routine financial reports	-	5	5 (3/4)	4	2	3	3	↔	Mandy White
<b>Management Notes:</b>										

## Quarterly Report 2010-11 for Committee

### Priority: Excellent services for our customers

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

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed Officer Notes	Responsible Officer
Variation ICT-PA-1260	Develop a council-wide mobile working IT framework involving investment in mobile working, the development of project plan, implementation of a pilot and roll out of solutions for each service.	The plans to merge ICT systems with South Somerset would have absorbed the majority of the ICT resource next year. With this merger cancelled it now allows focus on projects such as mobile working. The business case for Integrated Mobile Working has progressed with Heads of Service inputting ideas for cost and efficiency savings.  The aim is to present the Business Case to SMT in February and committees following on soon after this. Should the Business case stack up then work can start immediately as the majority of the budget required is within this years capital.	Resources: £100,000 Capital and the ICT Team (TR)	Chris Powell
Achieved HOU-PA-1262	Have less than 90 units of temporary accommodation in use.	As at 31 December 2010 there are 42 households in temporary accommodation		Dennis Boobler
Achieved HOU-PA-1264	Review the Home Safeguard Business Plan in order to increase its business capabilities and maximise income	A significant increase in customer income is evident in this years budget and we have maintained Supporting People income during the year.		John Golding
Concern ICT-PA-1265	Review all paper forms used by the Council, (including cheques), and develop a programme for systematically transforming (using Systems Thinking principles) all paper-based processes into electronic using the tools already in place e.g. SharePoint, InfoPath, and Lagan framework.	Priorities may need to change over the coming months to ensure that ICT is dealing with the most urgent and/or important work required by council business leaders.		Chris Powell
Achieved HOU-PA-1263	Through decommissioning have less sheltered housing and separate the support charge from the re Through decommissioning have less sheltered housing and separate the support charge from the rental charge for sheltered housing. ntal charge for sheltered housing.	We are implementing the first phase of decommissioning and will review after this has been completed. We are reviewing our position on the merits of separating support charges from the tenancy agreement.		John Golding

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

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed Officer Notes	Responsible Officer
Variation ICT-PA-1266	Enable the website to become the channel that customers will prefer to use to contact the Council	The Lagan upgrade was fraught with problems which has delayed the overall project. Since the upgrade a	Resources: Deputy Chief Executive. (TR)	Chris Powell

## Quarterly Report 2010-11 for Committee

### Priority: Excellent services for our customers

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

##### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	(as it is proven to be the cheapest channel and is open 24 hours a day) and develop a customer contact database so that the Council contacts people in the best way (email, text or telephone).	number of areas within the council have developed processes to enable the web site and the CSC to take on "one stop shop " actions. These include queries in Electoral Registration, FOI requests, Data Protection actions and recently Car Park enquiries.			
Variation	fin-PA-1268	Full end-to-end processes from the customer accessing the web site direct to the people doing the work and then back to the customer will only be fully functional when the specialist integration software, which is part of the Mobile Working project, is purchased and operational.			
Variation	EH-PA-1269	Implement an effective campaign to increase take-up of Benefits in specifically targeted areas of the District.		Sample undertaken and trialled. Poor take-up, need to review method.	Resources: Revenues and Benefits Customer Service Team and Benefits Team (TR)
Variation	EH-PA-1269	Successfully implement phase 4 of the Neighbourhood Assessments in Axmouth, Broadhembury, Kilmington, Colaton Raleigh, Clyst St George and Stoke Canon in partnership with the Red Cross and the Police which will also promote the identification of fuel poverty and the need for additional energy efficiency measures.		due to staff shortages there has been a shift of priorities within the team - neighbourhood assessments continue but there is likely to be one fewer this year and the locations will not be exactly as specified	Resources: Environmental Health Team (TR)

#### Outcome: Consistently satisfied customers

##### Performance Indicators

Code	Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Improvement Act	Responsible Officer
BV16a	Percentage of local authority employees with a disability	+	3.99	Figure recorded for information - no target required.	4	4	4	4	Chris Hall
<b>Management Notes:</b>									
BV11a	Percentage of top-paid 5% of staff who are women	+	28.90	Figure recorded for information - no target required.	26	26	24	↓	Chris Hall

## 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
BV11b	Top 5% of Earners: Ethnic Minorities	+	4.13	Figure recorded for information - no target required.	3.30	3.37	3.53	↓	Chris Hall
<b>Management Notes:</b>									
BV17a (mon)	Ethnic minority representation in the workforce - %	+	1.20	Figure recorded for information - no target required.	1	1	1	↓	Chris Hall
<b>Management Notes:</b>									
BV204(mon)	Number of planning appeal decisions allowed against the authority's decision to refuse	-	22.4	30.0 (3/4)	16.7	28.6	23.5	↓	Bob Capon
<b>Management Notes:</b>									
L 32	Percentage of tree preservation order applications determined within 8 weeks	+	98.6	96.0 (3/4)	100.0	96.3	95.9	↓	Charlie Plowden, Nick Wright
<b>Management Notes:</b>									
L 33	Percentage of conservation area notices dealt with within 42 days	+	98	95 (3/4)	91	94	97	↑	Charlie Plowden
<b>Management Notes:</b>									
L 62b	Percentage of vehicle licences issued within 14 working days	+	100	100 (3/4)	100	100	100	↔	John Tippin
<b>Management Notes:</b>									
L 62c	Percentage of Licensing Act 2003 applications decided within statutory deadlines	+	100	100 (3/4)	100	100	100	↔	John Tippin
<b>Management Notes:</b>									

## 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
L 63a	Number of random general licence checks	+	206	139 (3/4)	49	129	163	↑	John Tippin
<b>Management Notes:</b>									
L 63b	Number of random vehicle licence checks	+	152	113 (3/4)	31	63	191	↑	John Tippin
<b>Management Notes:</b> (Quarter 3)									
Target exceeded partly because of a large number of vehicles checked when they had their meters recalibrated for the recent fare increase approved by the Council.									
(JT)									
L 64	Proportion of Councillors trained in regulatory functions	+	97.78	100.00 (3/4)	95.53	95.53	95.53	↓	Diana Vernon
<b>Management Notes:</b> (Quarter 1 - 3)									
The Democratic Services Team and Member Development Working Party are now working on preparing the welcome/induction programme for newly elected councillors in May and for all councillors appointed to positions of responsibility (such as Chairman) and to regulatory committees for which they will require committee specific training (development management, audit and governance, standards, licensing and enforcement).									
(MR)									
L100	Percentage of customer calls answered -CSC	+	99	95 (3/4)	98	96	73	↓	Cherise Foster
<b>Management Notes:</b> (Quarter 3)									
The impact of the severe weather conditions and 2 phases of the new waste scheme being rolled out at the same time affected call volumes. Although we had employed x 2 FTE to assist with the high demand this still left an impact on performance									
(MR)									
L101	Percentage of customer calls	+	100	95 (3/4)	99	99	76	↓	Cherise Foster

## 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
	answered - Switchboard								
<b>Management Notes:</b> (Quarter 3)									
The same comments as the CSC notes apply									
(MR)									
L102	Percentage of calls answered within 20 seconds - CSC	+	92	80 (3/4)	82	77	48	↘	Cherise Foster
<b>Management Notes:</b> (Quarter 3)									
The same comments as the CSC notes apply									
(MR)									
L103	Percentage of calls answered within 20 seconds - Switchboard	+	92	80 (3/4)	85	85	50	↘	Cherise Foster
<b>Management Notes:</b> (Quarter 3)									
The same comments as the CSC notes apply									
(MR)									
N1157b (mon)	Percentage of Minor planning applications determined within 8 weeks	+	69.17	65.00 (3/4)	64.17	62.23	58.04	↘	Nick Wright
<b>Management Notes:</b> (Quarter 1 - 3)									

During this period our performance has dropped slightly, this is down to two main reasons. Firstly we moved members of the teams around for professional development and secondly the turnaround time for amended plans. Agents are taking too long to resubmit plans when requested which has a knock on effect to the E2E time.

(NW)



## 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
N1157c (mon)	Percentage of Other planning applications determined within 8 weeks	+	81.92	80.00 (3/4)	82.92	82.80	80.59	↓	Nick Wright
ST1	Percentage of satisfied customers - Benefits	+	0.0		0	0	93	↑	Libby Jarrett, Martin Lloyd-Jones
ST11	Percentage of satisfied customers - Planning	+	96		89			↓	Nick Wright

### Management Notes: (Quarter 3)

Due to the lack of staff resource we have not been able to carry out a customer survey this quarter. This will only get worse as staff numbers are reduced.

(NW)

ST21	Capability at Point of Transaction - Ability to deal with customers at first contact	+	35 (2/4)	The performance relates to housing advice and homeless prevention.	45	50	65	↑	John Golding
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### Management Notes: (Quarter 3)

Homeless acceptances down to 8 during the quarter. Homeless approaches down to 47 and homeless preventions up to 65 during Q3.

(MR)

ST22	Percentage of Preventable contact	-	29.7		35.0	30.0		↑	John Golding
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### Management Notes: (Quarter 3)

Preventable demand at Q3 stands at 30% telephone; 10% postal; and 20% face to face transactions.

(MR)

## 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
ST4	Percentage of preventable customer contact within 'Benefits'	-	23.2	0.0	0.0	0.0	26.1	↑	Libby Jarrett, Martin Lloyd-Jones
<b>Management Notes:</b>									
ST5	Percentage of preventable contact within Development Control	-	30.0	44.0	24.0	31.5		↑	Nick Wright
<b>Management Notes:</b>									
ST9	Capability at Point of Transaction - Ability to deal with customers at first contact (DC)	+	80.0	67.0	62.0	75.9		↓	Nick Wright
<b>Management Notes:</b>									

### Key Strategic Objectives

Objective Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
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 under construction and will go live shortly.		Resources: £33,000 Capital and external funding. (TR)	Angela Blackwell
Achieved	HOU-PA-1280 Continue to improve the Housing Service by achieving all responsive repairs within target timescales.	We are delivering against targets and monitoring performance closely now that we are working with a single repairs contractor for most building work (except electrical works).			John Golding
Achieved	HOU-PA-1279 Continue to improve the Housing Service by improving the appointment system for responsive repairs	Appointments (typically am or pm) are being offered to tenants by our contractor and satisfaction levels are high.			John Golding
Achieved	HOU-PA-1281 Continue to improve the Housing Service by providing more new tenants with the opportunity to choose fixtures	We have expanded tenant choice in respect of new kitchens, door replacement and void properties. The local offer process has been another means of extending tenant choice.			John Golding

## Quarterly Report 2010-11 for Committee

Priority: Excellent services for our customers

Outcome: Consistently satisfied customers

### Key Strategic Objectives

Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	and fittings (kitchen and bathroom and items left by outgoing tenant).				
Achieved HOU-PA-1278	Continue to improve the Housing Service by reducing the average void times.	Target of 25 days for 2010/11 - average void times. Currently below this target, but cumulative average for year so far is 25 days			Dennis Boobier
Achieved OD-PA-1288	Take further measures to ensure reduction of Council's absence rates, including; delivering a specific intervention to tackle root causes of absence in Street Scene similar to Happy Healthy Here				Sarah Bolt, Sally McAuley
Variation ICT-PA-1293	Develop an Information Management Strategy along best practice guidelines to consolidate our existing and new policies relating to information and create a governance structure for Information Management that makes best use of scarce resources and demonstrates a joined-up Council.	With the many organisational changes that are planned for the next few months or have recently taken place the Information Management Strategy is being updated and returned to SMT for approval before being put to Executive.			Chris Powell
Variation LGL-PA-1292	Develop appropriate legal mechanisms to ensure propriety and governance in connection with the South Somerset partnership	Legal agreement achieved for cost sharing of Chief executive and Joint Integration Committee. Also for joint management processes. In October 2010 both councils have agreed a 'strategic pause' until June 2011 as they have decided to make budget savings individually rather than jointly.		Resources: The Legal Team. (TR)	Rachel Pocock
Achieved 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 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. Support services are working through check too and are at various stages of analysis.		Resources: Deputy Chief Executive and Teams (TR)	Denise Lyon
Achieved LGL-PA-1291	Provide support and guidance to major projects and regeneration work.				Rachel Pocock
Achieved ST-PA-1270	Use Systems Thinking, Customer	Customer Insight: We have completed an audit of the information that		Resources: The Legal Team. (TR)	Denise Lyon

**Quarterly Report 2010-11 for Committee**

**Priority: Excellent services for our customers**

**Outcome: Consistently satisfied customers**

**Key Strategic Objectives**

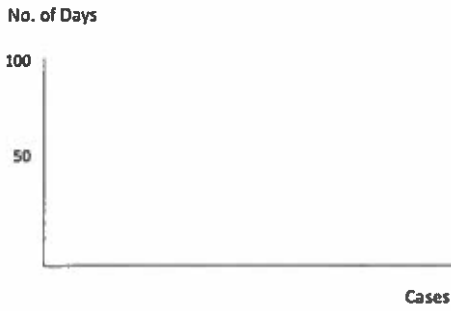
Objective Code Status	Objective	Achieved	Missed	Officer Notes	Responsible Officer
	Insight and Customer Service Excellence to improve customer service throughout the Council.	direct services collect on Customers which will be analysed with a view to developing a model to encourage good practice. Customer 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.		Deputy Chief Executive. (TR)	

**Not linked to any aims**

# Item 9 – Capability Charts

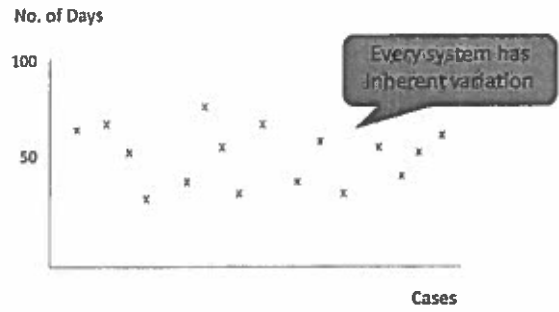
1

## Understanding Capability



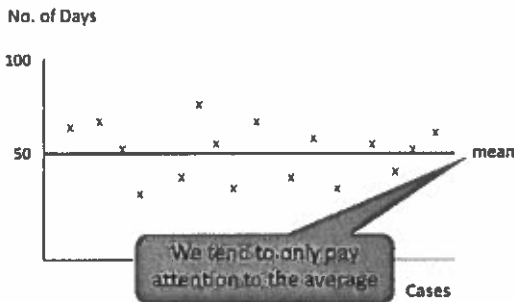
2

## Understanding Capability



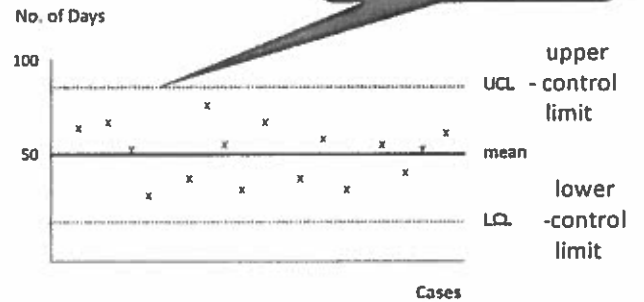
3

## Understanding Capability



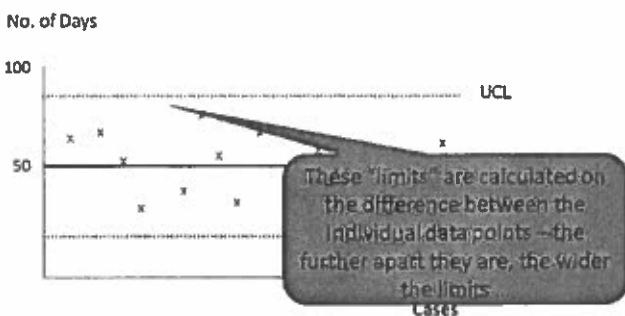
4

## Understanding Capability



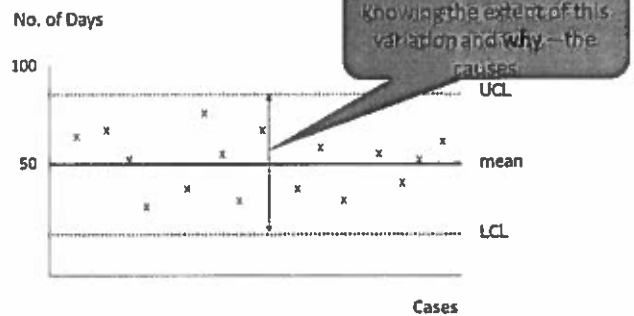
5

## Understanding Capability



6

## Understanding Capability



## **ITEM 10**

### **StreetScene Operations Quarterly Performance Measures Report 3<sup>rd</sup> Quarter October – December 2010**

**Our Purpose:** 1) Maintain and keep safe my environment  
2) Give me advice about my environment

#### **Introduction**

As we progress with our systems thinking tests, due to the nature of our demand and the size of the areas we cover, the data we need to review in capability charts gets very broad (with low numbers of cases in each demand type). To make comparisons easier so that you are able to see what is actually happening with our service we are going to restrict our reporting to 4 of our main demand types. These will be fly tipping, requests for street cleansing, requests for toilet cleaning and overdue grass. Each will be useful at different times through the year to show how we are doing. Appendix 1 shows an update of our current tests.

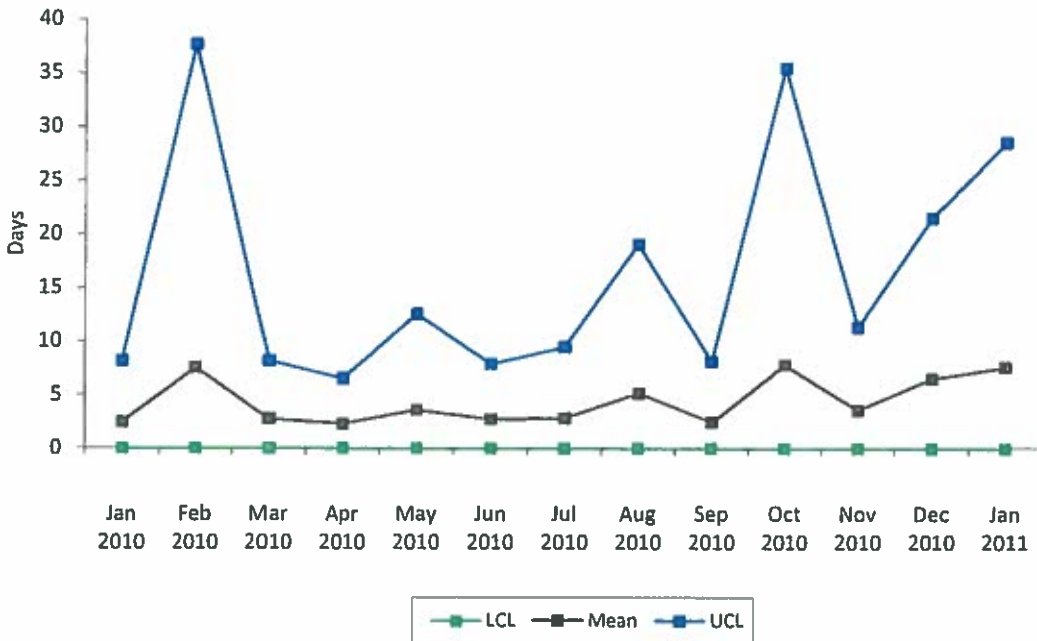
#### **1. Past year results for 2010**

- 1.1 Customer demand end to end time for 2010 for the whole of East Devon, all demand types for StreetScene operations showed that the average end to end time was 3.99 days with it predictably taking up to 14.72 days.
- 1.2 The same demand end to end time for 2009 as reported last time was mean 8.9 days with it predictably taking up to 30.2 days to resolve demand.
- 1.3 This huge improvement (halving of end to end times) is due to the way our reviewed system now records and signs off demand as it is resolved. The improved recording of lagan accounts for a large part of the improvement, but some of the improvement is also due to the quicker way teams are handling demand.

Run chart showing all StreetScene operations demand for Jan 2010 to Jan 2011

Streetscene Operations Lagan

Run Chart - Capability, End to End Times: Case Opened to Case Closed

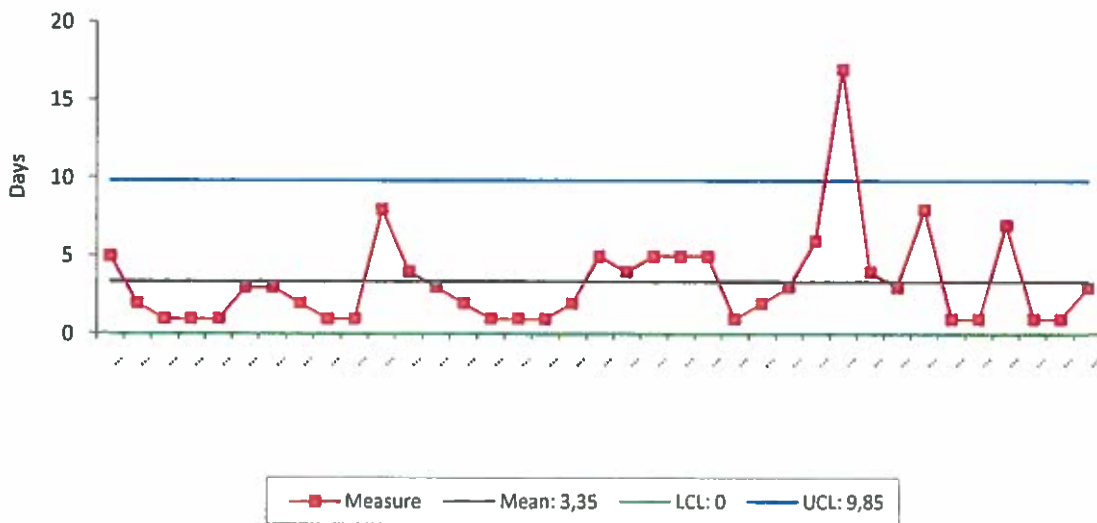


2. 3<sup>rd</sup> Quarter results

2.1 Request for street cleansing – whole district – This is our most useful indicator at this time of year. For the whole of the district in the 3<sup>rd</sup> Quarter it took on average 3.35 days to resolve street cleaning requests, with it predictably taking up to 9.85 days (UCL). Last period (May – Sept 2010) mean was 3 days, UCL of 10.8 days. This quarter's figures are slightly up due to a case shown above UCL. This case was a mechanical sweeper schedule issue.

Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Demand Type=Request Street Cleansing)  
Capability Chart - End to End Times: Case Opened to Case Closed

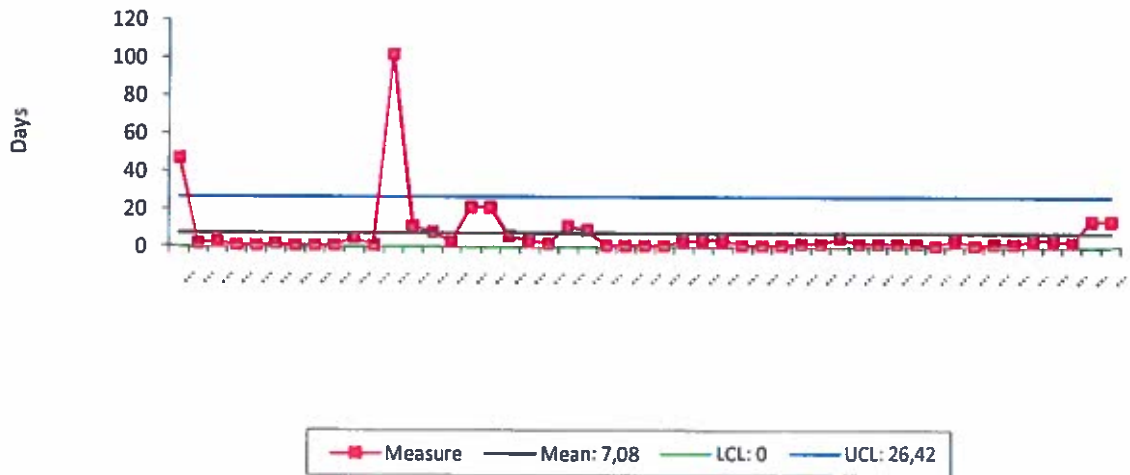


2.2 Flytipping. It took on average 7.08 Days to clear and investigate a flytip, with it taking predictably up to 26.42 days (UCL). The case which took over 100 days was

an asbestos flytip, which we cleared; however it transpired that we had cleared another tip of asbestos and missed the original one. So the case was reopened.

Streetscene Operations Lagan (Demand Type=Flytipping)

Capability Chart - End to End Times: Case Opened to Case Closed



**2.3 Request toilet cleaning.** There are only 4 cases for the whole of the district for this quarter, so no graph has been produced. All cases were resolved within a day. There is low demand at this time of year as our staff are able to cope with the numbers of people using the services, hence cleanliness standards remain high.

**2.4 Overdue grass cutting.** Only 5 valid cases this quarter for the whole of the district. All but 1 resolved within 1 day. 1 case took 8 days to resolve as the customer was not happy with what we had done. There were some preventable land ownership issues. This measure will help us monitor the service from April onwards.

### 3. 3<sup>rd</sup> Quarter results by area and demand type

**3.1** A measure which allows us to see in fine detail how each team is doing in our test areas is demand types by geographic area. We currently have 4 areas:

- Axminster/Seaton
- Honiton (including Ottery St Mary)
- Sidmouth
- West (including Exmouth & Budleigh).

Graphs for demand by area are shown in appendix 2.

#### 3.2 Request street cleansing:

**Axminster/Seaton** In the 3<sup>rd</sup> Quarter Oct – Dec it took on average 2 days to resolve, with it taking predictably up to 5.04 days to resolve (UCL). Last period May 2010 – Sept 2010 it took; mean 3.3 days, UCL 11.4 days.

**Honiton** In the 3<sup>rd</sup> Quarter Oct – Dec it took on average 5.83 days to resolve, UCL 18.65. Last period May 2010 – Sept 2010 it took; mean 2.9 days, UCL 10.2 days. We have had some problems with smartphone technology in Honiton which delayed the delivery of demand to the teams significantly. We have also had some issues with the team themselves, adjusting to the new way of working.



**Sidmouth** In the 3<sup>rd</sup> Quarter Oct – Dec it took on average 4.43 days to resolve, UCL 10.64. No previous data as we were not reporting on this area.

**West** In the 3<sup>rd</sup> Quarter Oct – Dec it took on average 1.91 days to resolve, UCL 6.17 days. No previous data as we were not reporting on this area.

In all areas there is quite a bit of variation at the moment as teams are learning to work in the new ways, and adapt to using mobile working technology. Overall we are pleased with the time in which demand is being dealt with, but there is further room for improvement. We need to do more work in improving our recording of when issues and demands have been resolved, and we need to do more work making sure the reporting systems are showing this correctly.

Our leading measures reports will now be published to the intranet and will be an excellent tool to monitor how our teams do with the new ways of working through the changing seasons. Over the coming months these reports should really start to show us a true picture of what is happening in our system. At the moment demand levels are low, but we can expect them to begin picking up around April.

## **Appendix 1 -**

### **Systems thinking tests Update/Background**

Since our report last quarter report we have completed the first phase of check in the west and will be starting a test shortly. In the east we have implemented our test and have been running in the area working format since November.

At the moment the Officers and Teams are getting used to the new way of working and learning the new skills they need to make area working a success. Our new way of working will really be tested when we come into the spring flush grass season and the start of the tourist season (April onwards).

Both tests should be up and running by April, so we will review them in November this year.

#### **Summary of East test – Started November 2010 to present.**

- Area team leaders supervise a mixed grounds and cleansing team on the frontline at an operational level. The team leader has a smart phone which receives all lagan demand directly that the team can fix, clear or maintain.
- Above this a reduced staff (from 4) of 3 Technical or Area Officers manage each of our 3 geographic areas (See Appendix 1 – area map) and all StreetScene operations demand in that area.

#### **Summary of West test – Due to start around 1<sup>st</sup> April 2011**

- Area team leaders will supervise a mixed grounds and cleansing team
- The street cleansing staff within these teams will be asked to re-arrange their working days so that we may cover 7 days a week with regular staff. This will reduce the need for overtime and make us able to offer a more robust service to our customers in spite of shrinking budgets.
- Technical officers will remain functionally split (this is the way we have historically worked; where 1 officer covers cleansing issues, 1 covers grounds issues and 2 cover non-operations issues such as abandoned vehicles, street name plates and so on). The functionally split team will also test if operation is possible with only 3 officers as opposed to 4

- A fourth technical officer will remain and cover extra duties for the whole of the district. The kind of activity which is more difficult to make time for when running the operations of an area with only 3 technical officers. These duties would include things such as mapping our assets electronically, running publicity campaigns and checking H & S arrangements across the district.

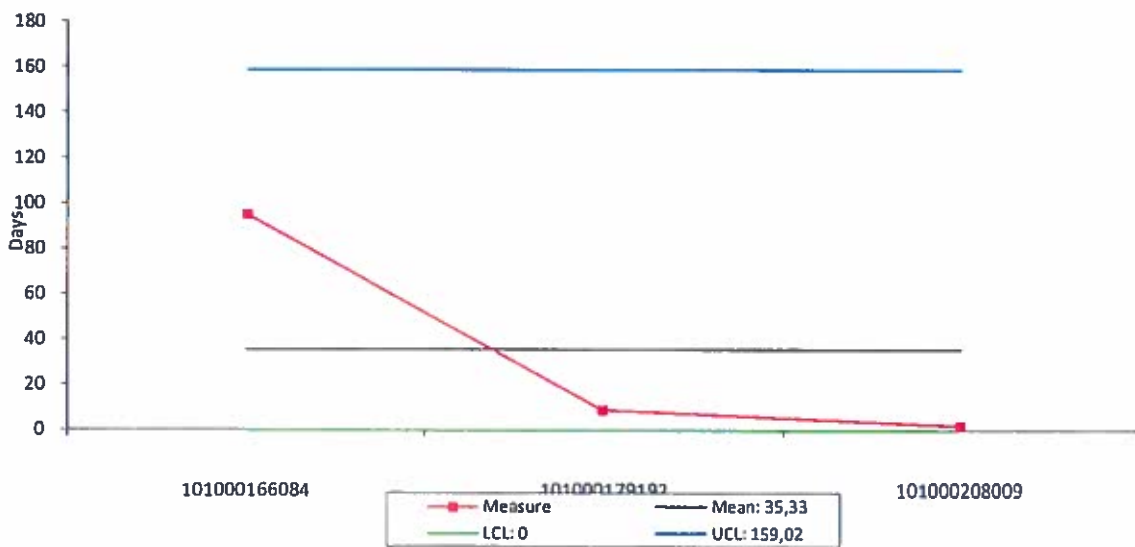
At the end of our test which will need to run until November 2011 we will have enough robust data to decide what the best ways of working from our tests are.

## Appendix 2 – Quarterly capability graphs by area and by demand

### Capability Chart for 01-Oct-10 to 31-Dec-10

The first case was resolved, but then reopened as the customer was unhappy with what had been done. This preventable contact has caused the end to end time to be increased.

Streetscene Operations Lagan (Area=Honiton, Demand Type=Overdue Grass)  
Capability Chart - End to End Times: Case Opened to Case Closed



### Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Area=Honiton, Demand Type=Request Street Cleansing)  
Capability Chart - End to End Times: Case Opened to Case Closed

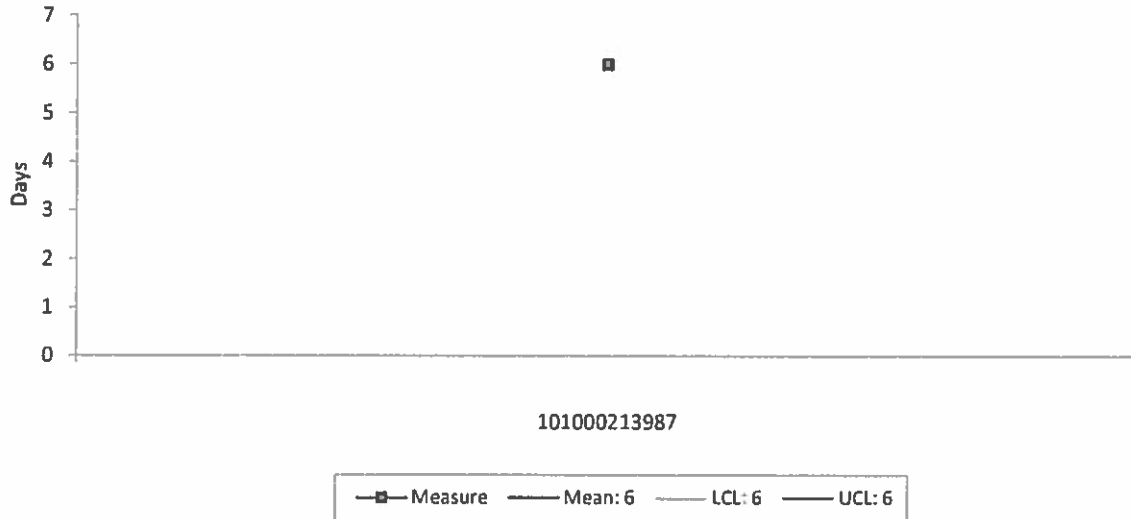


Capability Chart for 1-Oct-11 to 31-Dec-10.

This case took 6 days to resolve as it was a burst pipe in a handwash unit (which requires specialist engineers to fix).

Streetscene Operations Lagan (View Metrics, Select Report Tab or Download)

Capability Chart - End to End Times: Case Opened to Case Closed

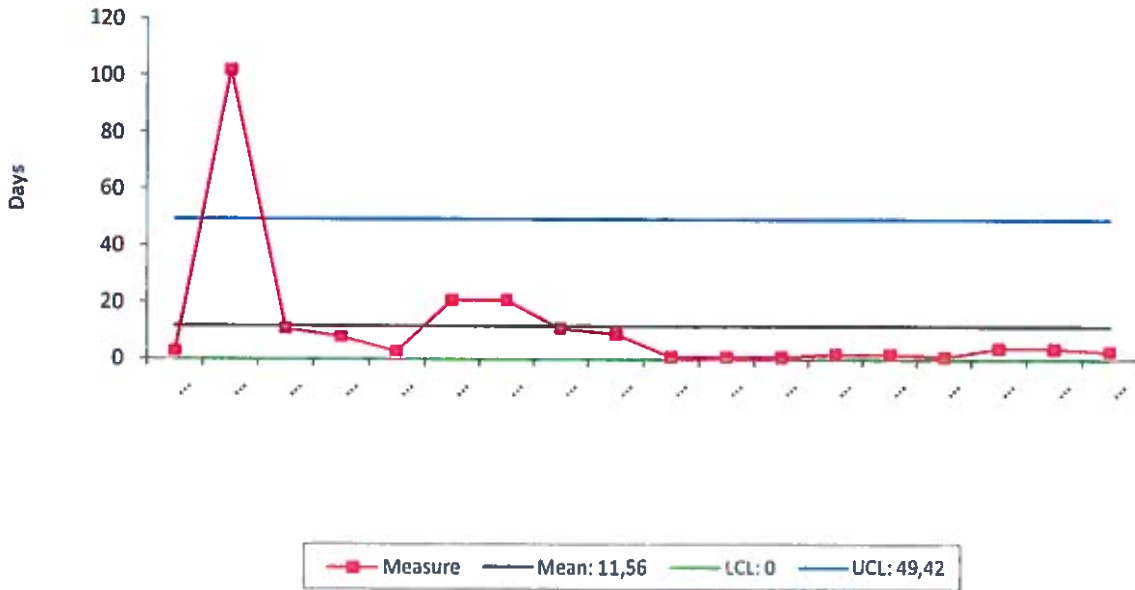


### Capability Chart for 1-Oct-10 to 31-Dec-10

The case which took over 100 days to resolve was an asbestos flytip. The flytipping was removed, but later the customer rang to say it had not been removed, so the case was reopened. We believe that another piece of asbestos was collected, but not the actual tip which the customer had reported.

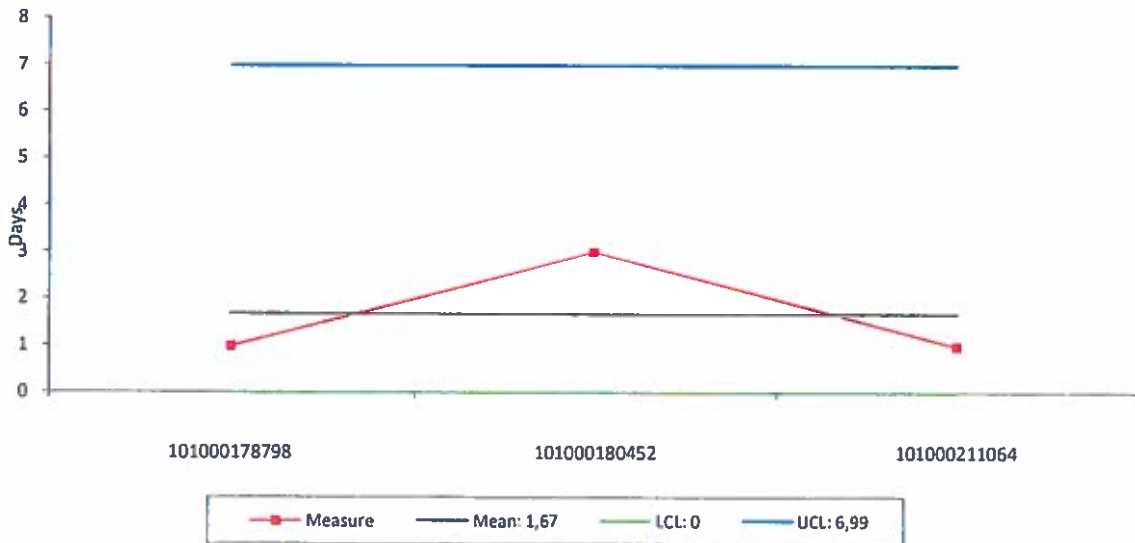
The rest of the cases have all been resolved really quickly when they are a straightforward clean up task. Some of the cases taking around 20 days are due to investigations.

Streetscene Operations Lagan (Area=Northall, Demand Type=Flytipping)  
 Capability Chart - End to End Times: Case Opened to Case Closed



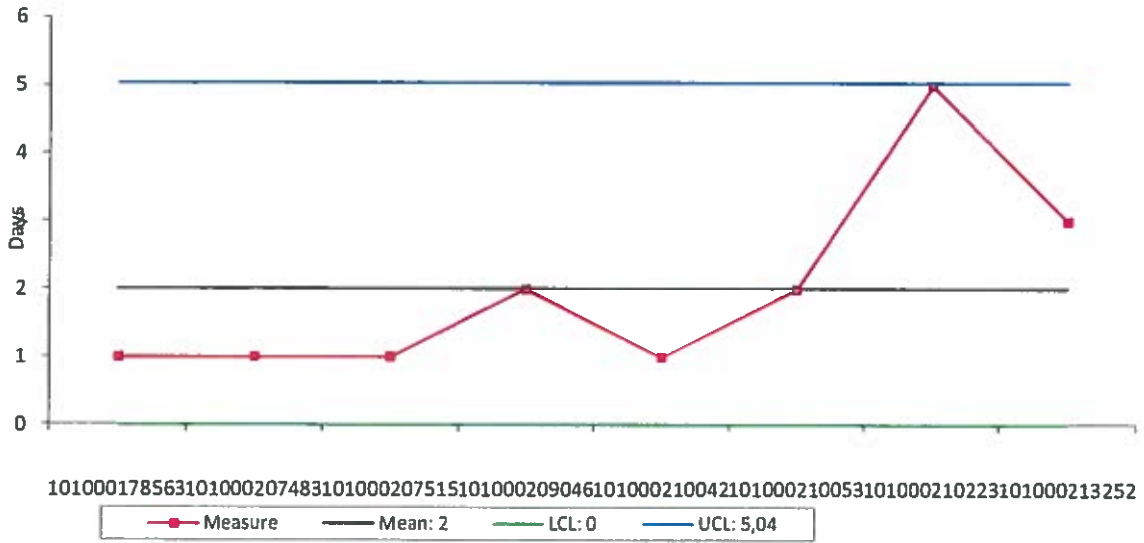
### Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Area=Axminster/Seaton, Demand Type=Overdue Grass)  
 Capability Chart - End to End Times: Case Opened to Case Closed



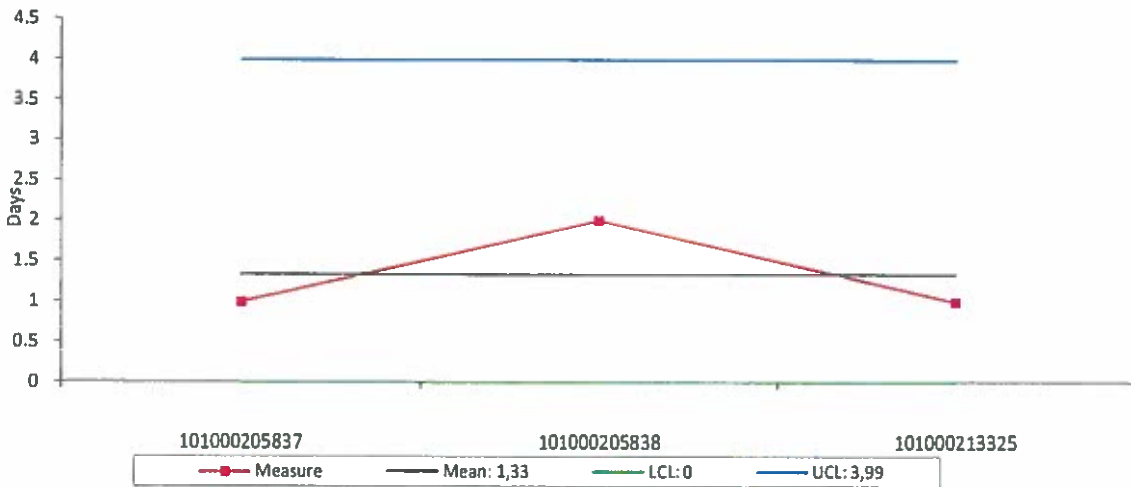
### Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Area=Axminster/Seaton, Demand Type=Request Street Cleansing)  
 Capability Chart - End to End Times: Case Opened to Case Closed



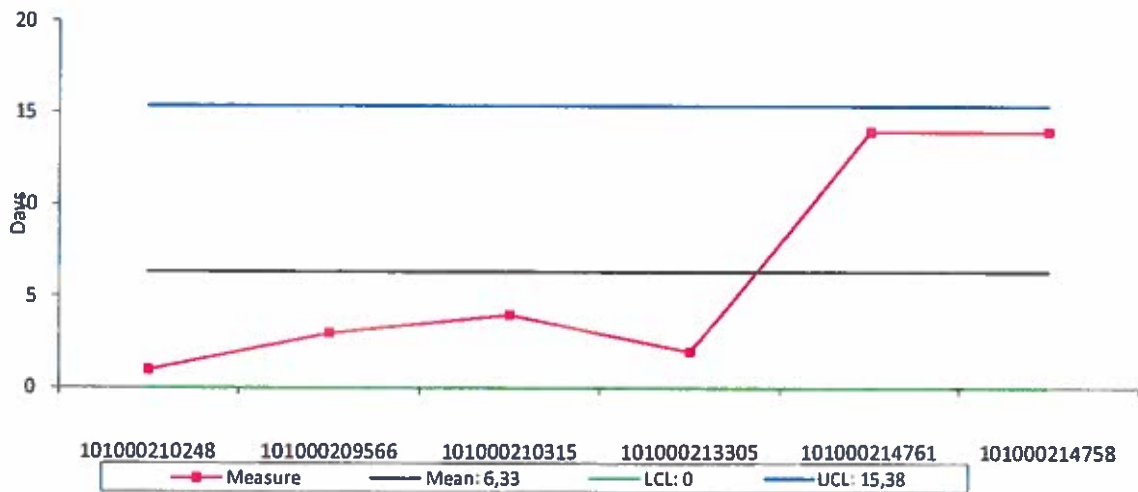
### Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Area=Axminster/Seaton, Demand Type=Request Toilet Cleaning)  
 Capability Chart - End to End Times: Case Opened to Case Closed



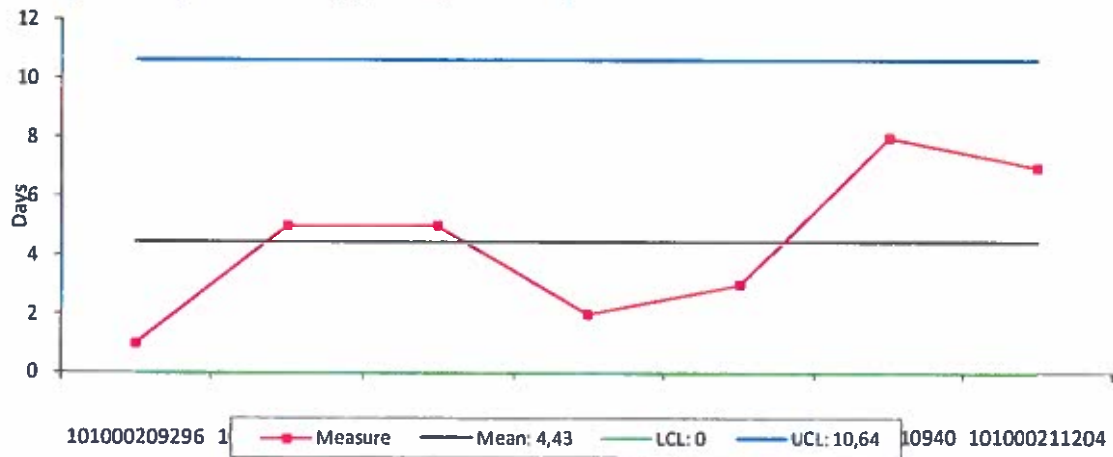
### Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Area=Sidmouth, Demand Type=Flytipping)  
 Capability Chart - End to End Times: Case Opened to Case Closed



### Capability Chart for 01-Oct-10 to 31-Dec-10

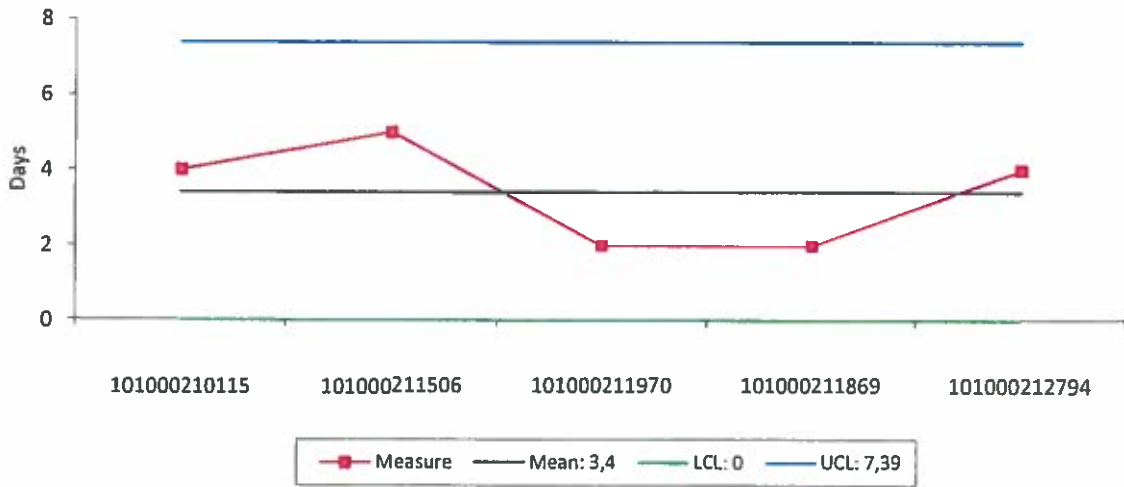
Streetscene Operations Lagan (Area=Sidmouth, Demand Type=Request Street Cleansing)  
 Capability Chart - End to End Times: Case Opened to Case Closed



Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Average of Demand Type of 4/10/10)

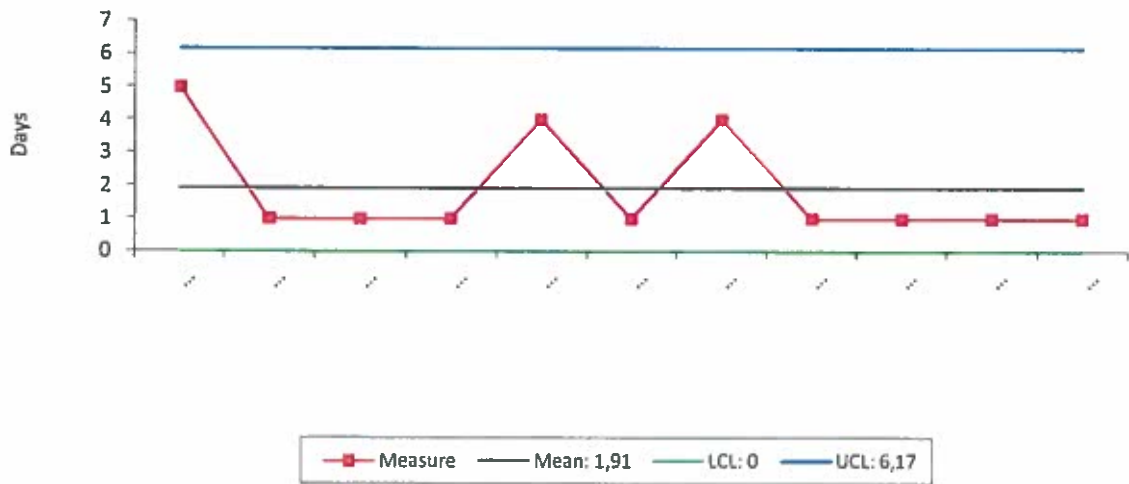
Capability Chart - End to End Times: Case Opened to Case Closed



Capability Chart for 01-Oct-10 to 31-Dec-10

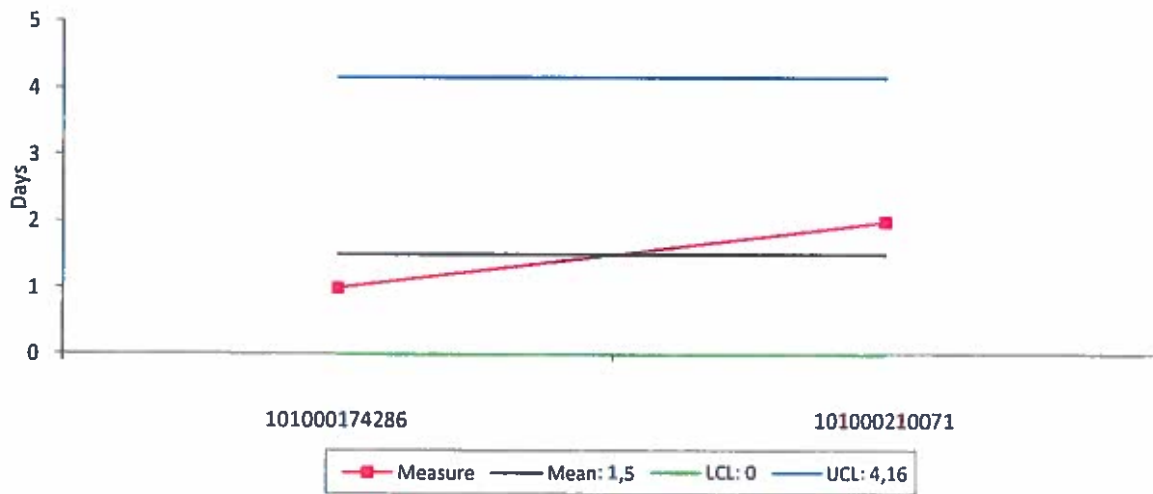
Streetscene Operations Lagan (Average of Demand Type of 4/10/10)

Capability Chart - End to End Times: Case Opened to Case Closed



# Capability Chart for 01-Oct-10 to 31-Dec-10

Streetscene Operations Lagan (Resource, Resource Type, Department, Unit, Division)  
Capability Chart - End to End Times: Case Opened to Case Closed





## **ITEM 11**

### **Development Management Quarterly Measures Report**

**3<sup>rd</sup> Quarter October - December 2010**

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#### **Introduction:**

The first part of this report shows performance in the last quarter compared to the previous quarter. It highlights particular areas where the management team need to analyse further. 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. Included in the report is a section on pre application charging.

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

#### **All applications**

A mean (or predictable average) of 57.1 days, compared to the previous quarters:

- 53.6 days (Jul – Sep 10)
- 53.4 days (April – June 10)
- 51.43 days (January – March 10)

#### **Minor applications**

A mean (or predictable average) of 72.5 days, compared to the previous quarters:

- 65.8 days (Jul – Sep 10)
- 55.6 days (April – June 10)
- 61 days (January – March 10)

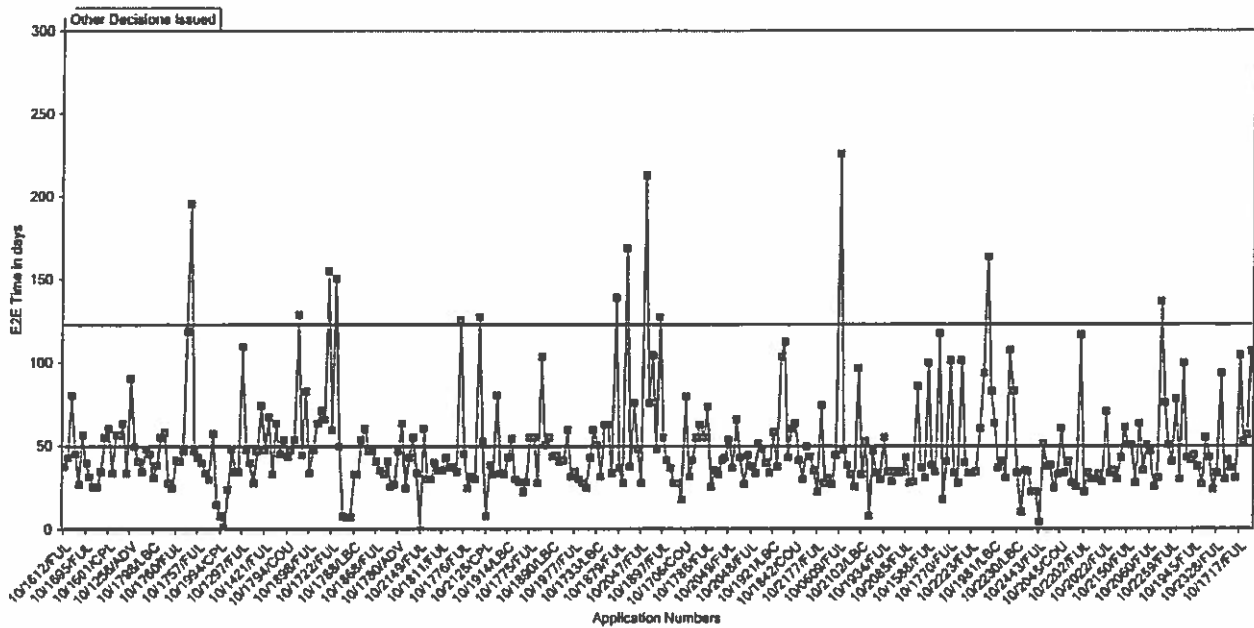
#### **Other applications**

A mean (or predictable average) of: 49.9 days, compared to the previous quarters:

- 48.6 days (Jul – Sep 10)
- 44.3 days (April – June 10)
- 44.5 days (January – March 10)



### (iii) Other Applications (Qtr 3) Oct – Dec 10



Mean 49.9 days

#### Analysis

The end to end times for the last quarter have seen a disappointing rise particularly in terms of minor applications. Further examination of the figures has shown that this rise is particularly significant with regard to applications for minor dwellings (ie. 1 – 9 new dwellings). This was not picked up on through the usual fortnightly statistics that the management team use to monitor performance because it is not broken down by development category on these stats. It has therefore been necessary to analyse all minor application determined in the last quarter to consider if they could have been determined more quickly. Of the 47 applications there is only a small proportion where officers could have acted more quickly. The end to end times seem to have been mainly affected by some protracted negotiations with developers in order to get amendments to proposals to improve the quality of the proposed development. In some cases there have been significant delays in amended plans being submitted by applicants. To some extent it is considered that some architects and planning agents take advantage of the fact that as an authority we will negotiate and wait for amendments rather than just refuse an application such that they prioritise work for other authorities where this is not the case.

Clearly the extended end to end times are not all purely down to delays from applicants and agents and as such we have also looked closer to home and found that in some cases site visits and requests for amended plans could have been carried out more quickly and so these also need to be addressed.

During the quarter the planning teams were reorganised and a number of officers moved between teams. While this has had benefits of broadening the experience of officers and giving a fresh start to some, it was unsettling and disruptive and took some time for the new teams to —be-in—. This has contributed to the extended end to end times this quarter.

## **Actions Taken**

- Teams reminded about the need to ensure a speedy site visit is undertaken
- Teams reminded about the need to seek amended plans as early as possible
- New standard letter to chase requested amendments has been introduced. This is to be sent out when the initial period given for submission of the amendments has elapsed and they have not been received. The letter gives a clear cut off date after which time the application will be determined based on the information available at the time so that we no longer have to keep waiting for the requested amendments to be submitted before determining the application.
- New software introduced (created in house) that enables greater analysis of the statistics to identify at an earlier stage where problems arise with a particular type of application.
- Introduced a system for recording when value has been added to an application through negotiation and amended plans so that in future it will be possible to measure how often this happens.

## **Further Actions Planned**

- Use new software to produce more detailed fortnightly statistics which break down the figures into major, minor and other levels of applications
- Monitor effectiveness of new standard letter to chase requested amendments
- Discuss issues associated with amendments at forthcoming agents forum
- Closely monitor progress of minor applications through the system

## **B) Pre Application Enquiries Oct - Dec 10**

These took an average of 45.5 days during this quarter, up from 28.2 in the previous quarter. This figure needs further investigation as this is a sharp increase in E2E time, considering the numbers of enquiries received is down 20% to 104 from 130.

### **Analysis**

The end to end times for pre-application enquiries are of concern particularly now that we are charging for this service and customers can reasonably expect a high level of service. We must therefore work at improving the speed with which we deal with these enquiries or there is a danger that customers will be put off using the service.

The end to end times for pre-application enquiries have been quite unpredictable since we started measuring them because the teams have always found it difficult to determine when a case should be closed. Many pre-application enquires are on-going and lead to a number of meetings and various correspondence between us and the customer. This can lead to cases being closed and then re-opened when the customer comes back with revised plans or additional information. As a result the 45.5 days average end to end time does not necessarily mean that customers were waiting that period of time before receiving any kind of response

simply that it took that long on average to deal with an enquiry from start to finish. There may have been various conversations and meetings in between.

### **Actions Taken**

- Teams reminded of need to deal with enquiries as quickly as possible
- Teams reminded of need to close enquiries on the system when responding

### **Further Actions Planned**

- Provide the teams with clear guidance as to when to close enquiries
- Undertake a customer satisfaction survey of the pre-application survey to assess how well we are meeting our customers' needs

## **Pre Application Enquiries Fees**

The charging for Pre Apps was introduced with effect of 1 March 2010, as a much needed income stream for the Council. It was discussed at length with our agents at the Agents Forum and all were then sent the proposal of fees for consultation. As a whole they accepted that the fee was in keeping with other LPA's, but did ask that replies were supplied within a reasonable time, e.g. 14 days, depending on the nature and size of the proposal. It was initially estimated that the income raised could be up to £150,000. This was not to be the case and at the end of this quarter fees received for the financial year to date total only £39,500, 73.6% down on the estimated figure. The initial predictions were based on the number and types of enquiry we received from 1 April to 31 December 2009 which totalled 877 pre-application enquires, however this fell sharply to 420 for the same period in 2010.

In hindsight it now looks likely that the potential income was significantly over estimated. This is partly because it included an unusually high number of major applications which was not replicated in 2010 due to the economic downturn. It is also likely that because we offer a service that includes negotiation and discussion about proposed developments during the processing of an application that the incentive to submit a pre-application enquiry is not as great as at other local authoritys. Clearly the introduction of charges will in itself have put some people off submitting an enquiry. This is not necessarily a bad thing as we were previously receiving large numbers of pre-application enquiries which never led to an application. Charging has meant that we only receive enquiries from customers who are serious about pursuing their proposed development.

Pre-app work is value work and whilst the money earned from charging for pre-application enquiries is disappointing, when set against the estimate but sill could provide a steady annual income of approximately £50,000 per annum. It is a service that was being provided at no charge previously and therefore the additional income is welcomed. It is not clear to what extent the charging has led to the reduction in pre—application enquiries or how much this is down to the economic downturn, however anecdotally discussions with developers have suggested that they are resigned to the fact that they have to pay for this service at most local

authorities now and accept the charges. There is a cost to the council for this service especially when the member pre-app panel is instigated.

### **C) Permitted Development Enquiries Oct - Dec 10**

On average these took 6.2 days during this quarter, up from 4.5 in the previous quarter. This figure still represents a good average performance, although the numbers of enquiries received was down from 467 to 390, a drop of 16.5%.

#### **Analysis and Actions Taken**

The system is working well and there is no urgent need to take action at this moment in time in this work stream. The increase in end to end times is partly a result of training a new Technical Officer in the West Team who is primarily responsible for dealing with these enquiries in that area. Much of the training was undertaken by the other two Technical Officers thereby taking their time away from their work. The reorganisation of the planning teams also meant that the two established Technical Officers moved teams to areas that they were less familiar with which may also have extended the time taken. These issues are rare occurrences which will not be repeated in the next quarter.

### **D) Minor Amendments**

We received 50 minor amendments and the average E2E time for the quarter remains at 1 day. Minor amendments are dealt with as part of the process of examining in coming applications and letters and so are all dealt with straight away. There are therefore no problems with this work stream.

#### **Actions Taken**

No action required.

### **E) Conditions Discharge Oct - Dec 10**

The average E2E time for this quarter is 15.4 days, a slight increase on the previous quarter of 12.9 days. There has been a reduction in the number of applications received for discharge of conditions from 112 to 91.

#### **Analysis and Actions Taken**

The increase in end to end times in this work stream seems to have resulted from a number of conditions being discharged for major developments and as such it has been necessary to carry out consultation with external bodies more often than usual. The drop in numbers seems to reflect the lower number of developments being built in the current economic climate.

## Value & Preventable Demand Survey

The survey took place during Week commencing 19 Sep 10.

	Qtr 3 Value Demand	Qtr 2 Value Demand	Qtr 3 Preventable Demand	Qtr 2 Preventable Demand
Telephone	68.5%	77%	31.5%	23%
Post	80%	76%	20%	24%
Email	77.5%	91%	22.5%	11%
Front Desk	86.6%	74%	13.4%	26%

### Analysis and Actions Taken

**Telephone:** We had our usual wide variation of calls that included wanting Devon County Council or Devon County Highways. There were also 8 incorrectly directed calls put through from the switch board.

Top 2 preventable demands:

1. Can you give me an update on my/clients application – 122 (23%) Calls. This figure is up by 10% on the last quarter. We have spoken to the Agents on this matter and the last quarter figures saw a dip in preventable demand for this area. This demand has started to creep up again and will be addressed again at the next Agents Forum in February 2011. The increase in end to end times noted earlier in this report has probably contributed as we have not met our customer's expectations. Anecdotally there appears to have been an increase in applicants calling for updates rather than going through their agent. This can be particularly frustrating where the application is delayed because we are awaiting amended plans from the agent.
2. Can you give me an update on my neighbours' application – 15 calls (3%). This figure in percentage terms has remained the same as the previous quarter. As yet we have not published a protocol in leaflet form on how applications are dealt with to reduce further this preventable demand.

**Post:** Preventable demand has reduced to 20% from 24% and the volume of letters has also reduced slightly to 48. This is due to the continued use of email and the ability to add comments directly onto the website. The number of invalid applications and EDDC requesting additional information makes up the main bulk of post into the department. We will again raise this with agents to reduce the number of invalid applications.

**Email:** Preventable demand has doubled to 22.5%, however this is not as alarming as it first looks. Over the test period we received 311 external emails of that 70 could possibly have been prevented. What we have not included this time is the email notifications from the website, stating that someone has submitted a representation. These additional emails would have skewed the figures in the past towards value demand, by taking these figures out it shows a higher

preventable demand and allows us to pinpoint more accurately and target specific areas to work on.

## Capability at Point of Transaction Survey

The survey took place between:

	Phone Calls %		Post %		Email %	
	Qtr 3	Qtr 2	Qtr 3	Qtr 2	Qtr 3	Qtr 2
One Stop	76%	62%	93%	92%	79%	76%
Pass back	<1%	7%	0	0	2.5%	<1%
Pass on	20%	30%	6%	8%	16%	21%
Pull down	<1%	< 1%	<1%	< 1%	1%	<1%
Call back	2%	< 1%	<1%	< 1%	<1%	<1%

### Analysis

The overall Capability at Point of Transaction is increasing by a few % each period as we target various areas. We have completed additional training for the CSC staff who take planning calls, but this has had little effect as only 49 (9.2%) of the 527 calls received were to the CSC planning number, and of those 49, 34 were passed on to the planning teams to deal with. It does seem that the training has had limited effect to deal with the complexity of the planning calls. We may in the future, in discussion with the CSC manager, see how this can be improved or the calls put directly to the teams with no action by the CSC.

## Planning Enforcement Oct - Dec 10

	Complaints Received		Investigation Completed	
	Quarter 3	Quarter 2	Quarter 3	Quarter 2
Number of complaints	135	148	159	141

### Analysis

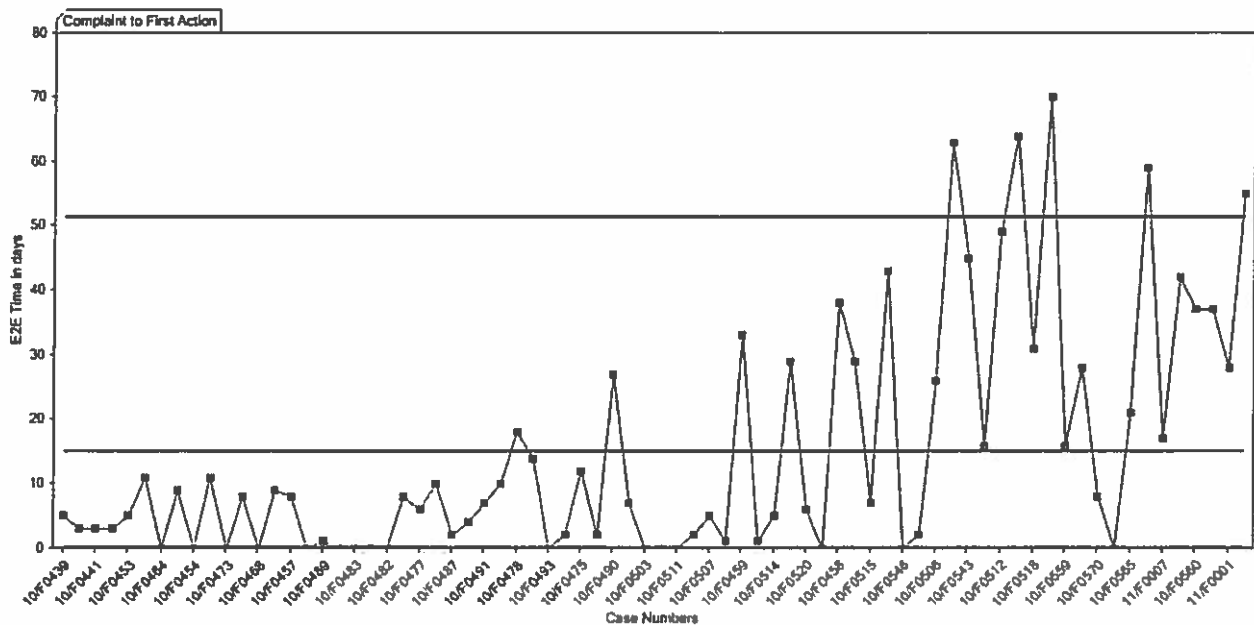
There has been a drop in the number of complaints received in the third quarter dropping marginally to 135 from 148. However, there has been an increase in the number of investigations completed rising to 159 from 141. This may not seem a dramatic increase in completed investigations, but it does show a positive effort by the enforcement team to reduce the number of long term outstanding complaints.

### Action Taken

We looked at the way complaints were dealt with and in many cases have managed to close cases by telephoning the perceived offender or writing a letter. This has improved the end to end time for many new complaints; however there are still a large number, 466 still outstanding. We are again checking each outstanding case to make sure that follow up action has been completed and that dates and details are correct.



## Complaint to First Investigation – E2E Times



Mean 15.1 days

### Analysis

This shows a good start to the quarter with the early cases being considered within 10 days, however this measure got gradually worse through late November and December. There are 2 clear reasons for this, firstly one Enforcement Officer was off sick for three weeks and secondly the bad weather which made travel throughout the district difficult in the run up to Christmas. On a positive note the overall mean dropped by 1 day from the previous quarter.

Overall it is considered that performance in this area has been good and that the issues that caused delays towards the end of the period have resolved themselves.

### Reception Desk Survey

There were 45 customer calls to reception during the survey week, a slight increase on the previous survey. Of those 16 wanted to deposit materials or plans and a further 10 wanted copies of a location to submit with applications. 91% were dealt with at first point of contact and only 9 customers wanted to see a Planning/Technical officer.

Since the introduction of planning online on our website we have seen a steady drop in visits to the reception to view planning applications. We removed hard copies of applications from the reception earlier in the year and replaced the 3 computers with those with larger screens. This has worked very well with the reception staff showing customers how to use the website and view plans. The knock on effect being that more and more are viewing plans closer to home and not needing to visit the offices to do so. We still get the requests to supply location plans

as we are one of the few locations that still offer this service, but even that is reducing as many are doing it online from home.

The two most common enquires are still:

- Can I have planning advice, and
- Can deposit these materials

## **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**

Managers continue to attend a team chat with each team once a week to discuss workloads, performance and any areas of concern. Regular one to ones are also carried out with each member of staff. The full Development Management Team also meet once a month and are given an opportunity to meet for a short time without managers to discuss any issues and feed these back to the management team, however no such issues have been reported.

There have been a number of significant changes during the last quarter including the departure of Stephen Belli as Development Manager which led to new management arrangements being put in place. The planning teams have also been reorganised with a number of officers moving teams. Although the staff have all dealt with these changes very well they have been short periods of uncertainty which have inevitably distracted some from the day job.

It should also be noted that uncertainty over budget setting and potential redundancies have also been distractions and to some extent worries that may have impacted on performance in the last quarter.

Overall morale is generally good throughout the Development Management group despite the above mentioned changes and distractions.

### **C) Budgets**

The Development Management income is still better than expected and now stands at £131,316 over the prediction for the end of the third quarter. The pre-application enquiries income remains significantly down on predictions at £73,025 below the prediction for the end of the third quarter.

## D) National Indicator Returns

N157 a, b, c:

Type	DCLG Target	Qtr 3	Qtr 2
Major applications	60% in 13 weeks	12.50%	32.25%
Minor applications	65% in 8 weeks	49.24%	62.23%
Other applications	80% in 8 weeks	75.47%	82.80%

The national indicators detailed above are not our focus now that we have adopted systems thinking and are focused on providing a good customer service and quality outcomes in terms of the developments that are permitted in East Devon. Despite this in previous quarters we have managed to be at or around the national indicator levels of performance in terms of minors and others. The dip in performance in the latest quarter is very disappointing and is something that needs to be addressed through working to reduce end to end times using measures detailed earlier this report.

## E) BVPI 204 Appeals Allowed:

Target	Qtr 3	Qtr 2
Local	0%	42%

### Analysis

During the last quarter we have had a 100% success rate on appeals. Although there have only been a few decisions it is a reflection of the good quality of decisions being made that we have won every appeal for the last quarter.

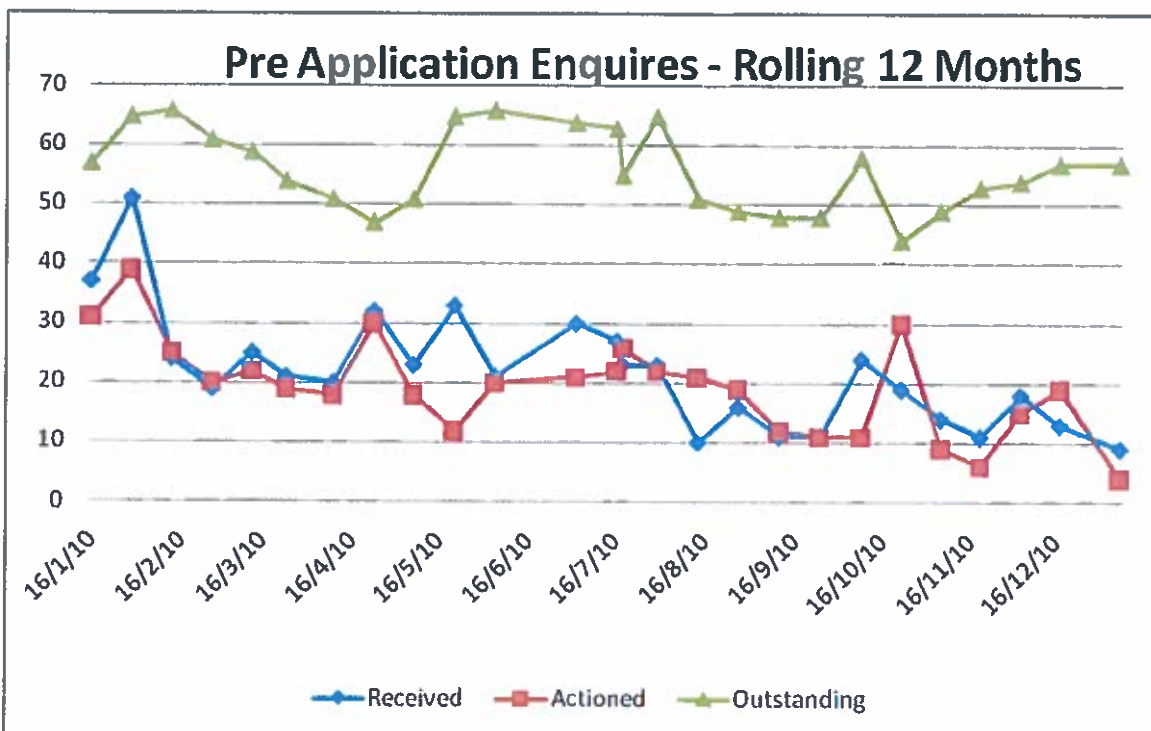
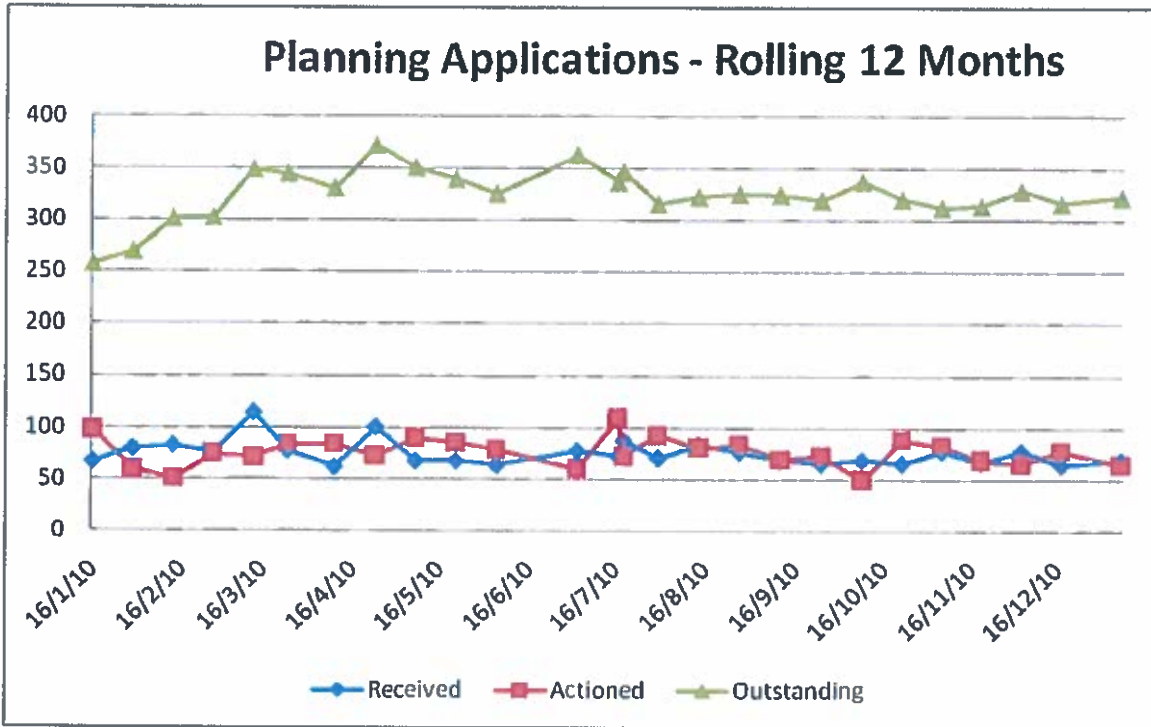
## Future Projects

- The inclusion of value added statistics within the next quarterly report to show the proportion of applications where negotiations have improved the quality of the proposed development.
- Review and where appropriate amend the fortnightly statistics that are reviewed by the management team to ensure that they provide an accurate reflection of performance across all types of application.
- Further analysis of why minor applications are taking so long to deal with including a discussion at the forthcoming agents forum looking at the reasons for the delays in the submission of amended plans as well as ensuring that any negotiations and amendments are dealt with in good time by the planning teams.
- Investigate the time being taken to deal with pre-application enquiries to understand whether cases are being closed at appropriate times on the system and undertake a

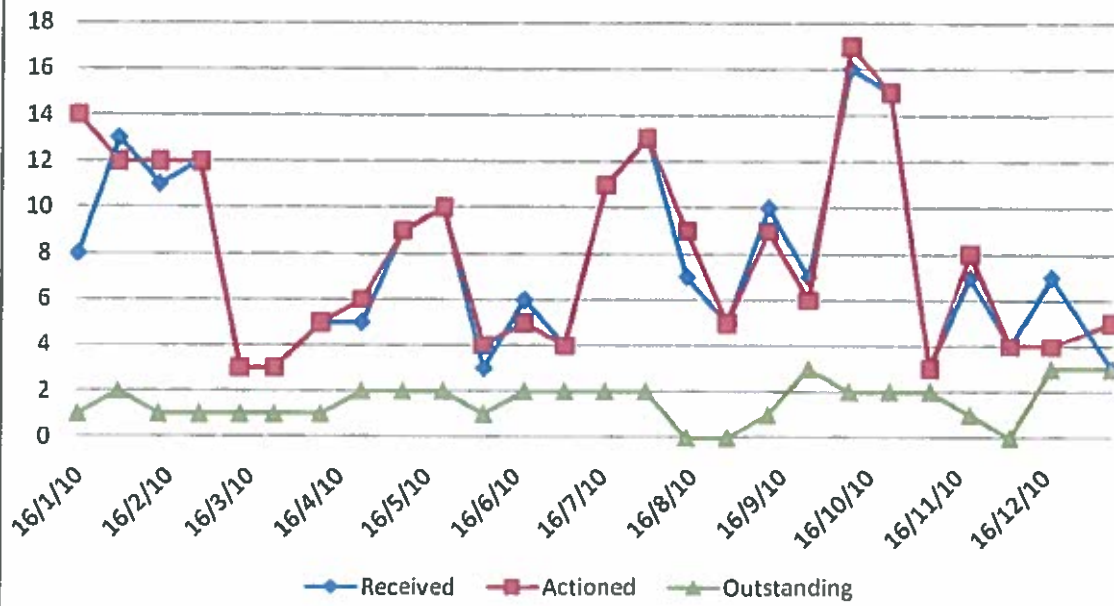
customer satisfaction survey of users of this service to understand if we are meeting their needs and how the service could be improved.

- Further work is needed to see how the CSC can help to deal with more incoming demand.

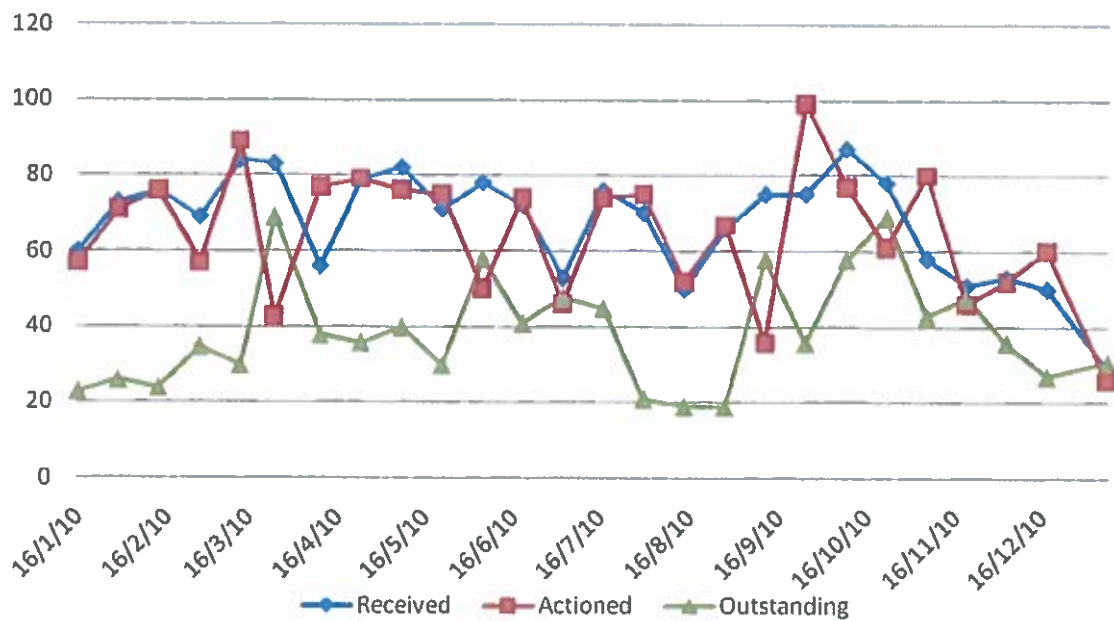
### Capacity Charts: Rolling 12 Months

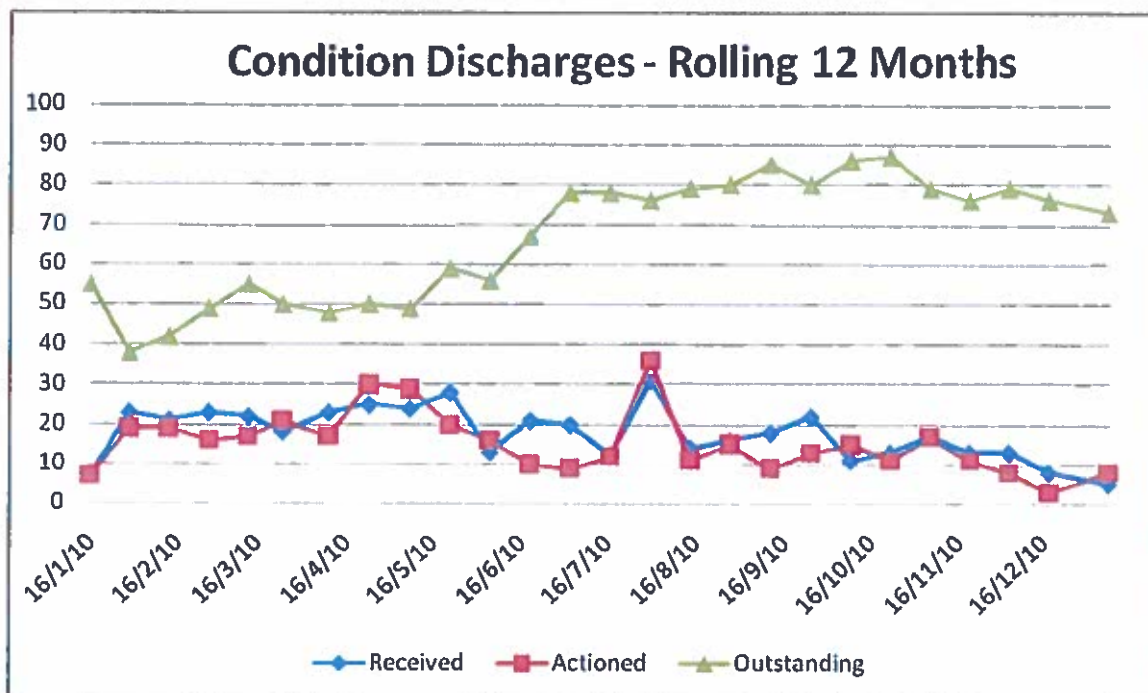


### Minor Amendment Requests - Rolling 12 Months



### P D Enquires - Rolling 12 Months





### Analysis

The above capacity charts show that in terms of planning applications the number of cases on hand has consistently stayed in the low three hundreds demonstrating a good level of consistency that was not apparent in the first half of the year. The number received has consistently matched the number actioned meaning that we have no backlog of files.

The number of pre-application enquiries on hand has tended to ebb and flow throughout the quarter with the number received and actioned roughly matching each other. This picture is reflected in the other workstreams.

### Summary

Overall it has been a disappointing quarter in terms of the end to end times that have been achieved for the planning applications workstream where the minor applications in particular have seen a significant increase in average time taken. This is something that the management team continue to investigate to understand why this has suddenly happened, although the amount of negotiation and delays associated with requesting and then subsequently receiving amended plans seem to be the main reasons for this. Work has begun in trying to address this through reminding the teams of the need to request amendments as early as possible and discussing delays in submitting amendments with the agents at a forthcoming agent's forum. A new standard letter to chase amendments that are holding up applications has also been implemented.

Within the other workstreams there has been good progress to keep on top of the incoming work load and deal with matters in good time. The appeals record has been excellent while the enforcement team continue to gradually reduce the number of cases on hand and deal with cases more quickly.

Preventable demand coming in via telephone and e-mail has increased which would appear to be a result of our not meeting customers' expectations from the service as a result of longer end to end times although the delays may not always be our fault.

## ITEM 12

### Performance Digest - Benefits service: December 2010 (3<sup>rd</sup> quarter)

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 3	2010/11 Quarter 2	2010/11 Quarter 1	Comment
<p>Capability at first point of contact</p> <p>– measured by the %age of benefit claims and changes processed with 48 hours. This is the most cost-effective way of handling customer demand – and gives the best service to customers. We use 48 hours as a claim collected on a home visit is normally processed the next day. If a home visit take place in the afternoon and the claim is processed the next morning our system will record this as taking 2 days.</p>	45%	48%	39%	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.

Indicator	2010/11 Quarter 3	2010/11 Quarter 2	2010/11 Quarter 1	Comment
<p>Preventable demand</p> <p><i>Measured by sampling demand to assess what %age of demand is preventable through service design.</i></p>	<p>34% preventable demand (September 2010)</p>	<p>N/A</p>	<p>40% preventable demand (March 2010)</p>	<p>Top preventable demands were:</p> <ul style="list-style-type: none"> <li>• "When are my payments due?" - 39 out of 475 customers.</li> <li>• "I don't understand my decision letter or my overpayment" – 23 out of 475 customers.</li> <li>• "I don't understand your request for more information" – 18 out of 475 customers.</li> <li>• "I don't understand how you calculated this" – 13 out of 475 customers</li> </ul> <p>All other preventable demand areas were very small.</p> <p>These are stubbornly only reducing marginally. We have designed a payment calendar to be sent to customers at the beginning of the year to help with the top preventable demand.</p>

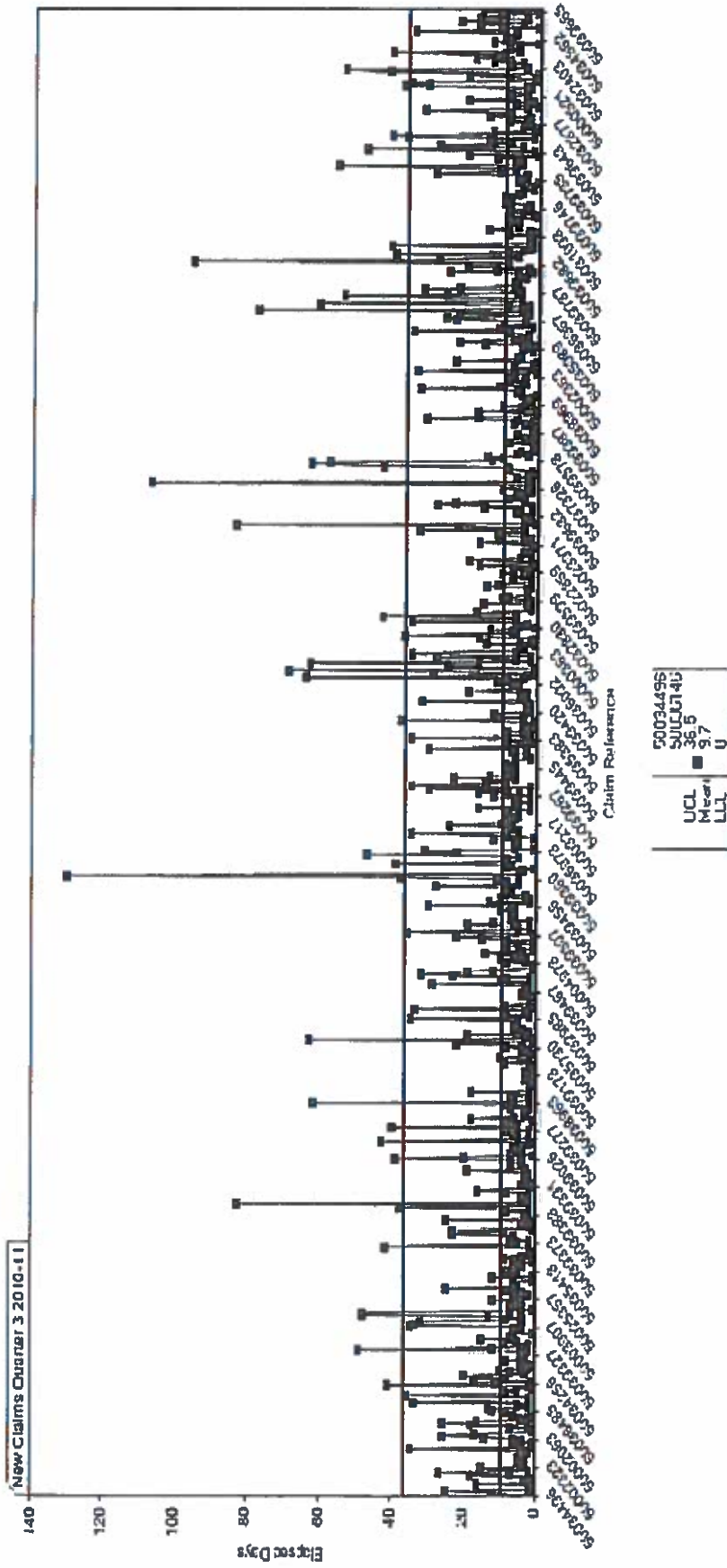


Indicator	2010/11 Quarter 3	2010/11 Quarter 2	2010/11 Quarter 1	Comment
Customer demand – new claims <i>A key driver in service performance</i>	1,242	1,405	1,435	New claim applications are high compared to the norm but are starting to fall.
Customer demand – changes of circumstance <i>The complexity 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>	6,170	7,158	7,004	Again this is high compared with the norm, but there is a significant fall in the 3 <sup>rd</sup> quarter. December is normally quite in terms of customer demand and a clearer picture will be seen after the 4 <sup>th</sup> quarter.
Customer demand - caseload <i>Claims in payment at any one time.</i>	10,501 households	10,396 households	10,346 households	The total number of people on benefits is still increasing on a quarterly basis.

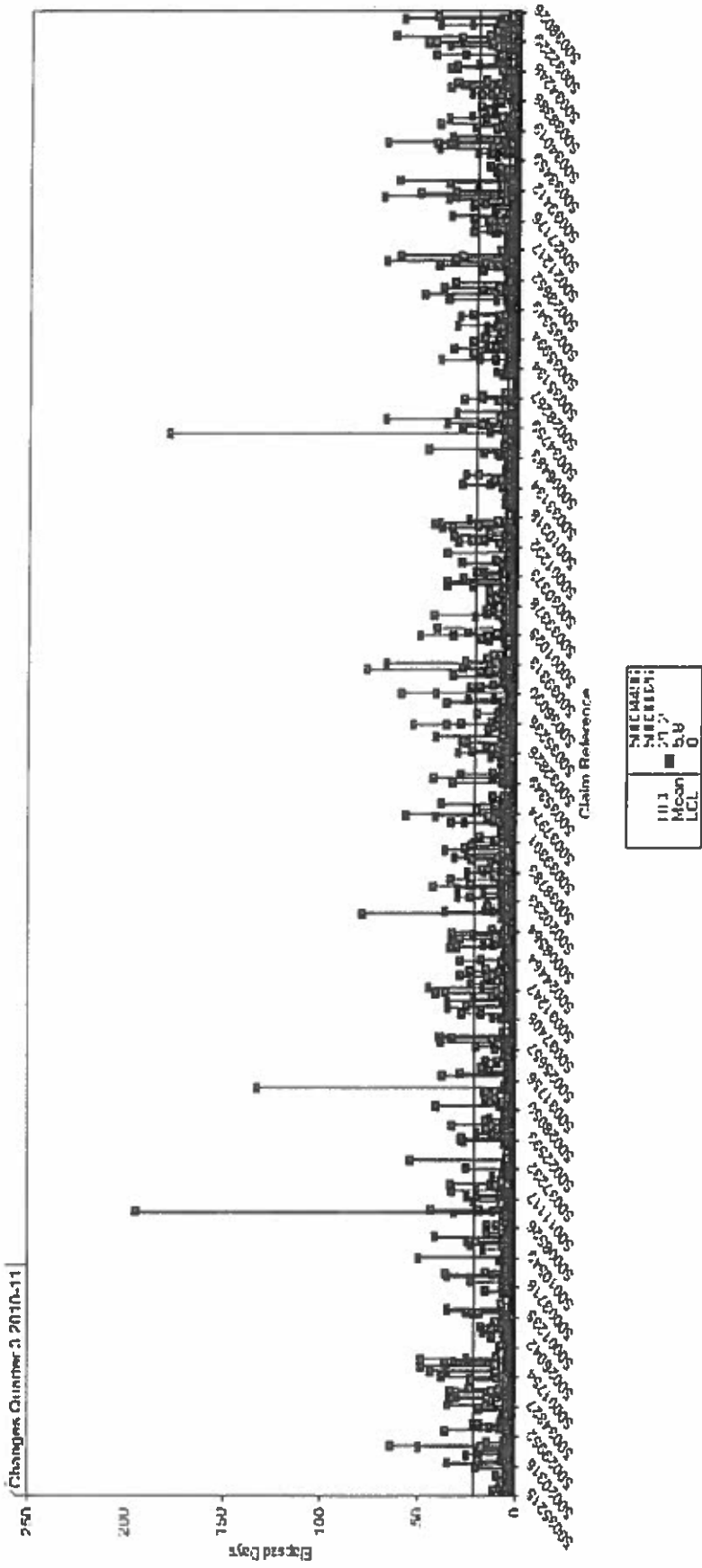
### Capacity charts

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 3rd quarter of 2010/11 the average new claim has taken 9.7 days (1<sup>st</sup> quarter = 12 days, 2<sup>nd</sup> quarter = 9.5 days) to process within a system that predictably takes up to 36.5 days (1<sup>st</sup> quarter = 43 days, 2<sup>nd</sup> quarter = 23.8 days).

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



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 3<sup>rd</sup> quarter.



The average change of circumstances took 5.8 days to process in the 3<sup>rd</sup> quarter of 2010/11 (1<sup>st</sup> quarter = 7.7 days, 2<sup>nd</sup> quarter = 5.9 days). Within a system that would predictably take up to 21.2 in the 3<sup>rd</sup> quarter (1<sup>st</sup> quarter 28.1, 2<sup>nd</sup> quarter = 10.6 days).

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

Main service changes to be reported since last quarter are:

- Change in telephone message as current options unclear for customers.
- Certain customer service staff now starting to process new claims fully instead of passing to assessment staff.

**Lagging measures**

<b>Indicator</b>	<b>2010/11 Quarter 3</b>	<b>2010/11 Quarter 2</b>	<b>2010/11 Quarter 1</b>	<b>Comment</b>
<p><b>Customer satisfaction:</b> measured by telephone survey (marks out of 10) &amp; 2 yearly full survey.</p>	<p>Oct 2010 = 9.1 out of 10 Nov 2010 = 9.5 Out of 10</p>	<p>Sample not taken in 2<sup>nd</sup> quarter</p>	<p>Sample not taken in 1<sup>st</sup> quarter</p>	<p>We slipped in terms ensuring these surveys took place. They have now been reinstated as a normal procedure.</p> <p>Extremely good feedback received. The areas for improvement raised by customers are listed in full;</p> <p>"Less questions" – 1 customer</p> <p>"More plain English on form" – 1 customer</p> <p>"surgeries more often" – 1 customer</p> <p>"How decision was reached is not clear" – 1 customer</p>
<p><b>NI 181, the Right Time indicator (cumulative)</b> <i>This replaces the previous new claim and changes of circumstance processing times with one average figure including both types of transaction.</i></p>	<p><b>6.0 days</b></p>	<p><b>5.0 days</b></p>	<p><b>7.4 days</b></p>	<p>Although figure is excellent, signals from cap chart and weekly measures indicate some focus required as variation in system is increasing from previous quarter.</p>

Indicator	2010/11 Quarter 3	2010/11 Quarter 2	2010/11 Quarter 1	Comment
Overpayments recovered as a %age of total overpayment debt	40.6%	30.1%	14.7%	This is assumed to be top quartile performance based on previous years.
Fraud: number of prosecutions and sanctions	34	27	17	Review currently being undertaken in this area to determine if resources are being best deployed.

## ITEM 13

# Measures Report

## Housing Service: 3rd Quarter October – December 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	3rd Q Service redesign live from 5 <sup>th</sup> May 2009	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>55% (50%)</p> <p>78.78% (56%)</p> <p>Figures in brackets are Q2 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>38 (42.8) days mean Predictably 77.6 (85.5) days annex 1</p> <p>33.2 (36.7) days mean Predictably 69.7 (87.3) days annex 2</p> <p>5.9 (6.2) days mean Predictably 7.2 (12.8) days (keys to new tenant) annex 3</p> <p>4.6 (5.4) days mean Predictably 14.3 (24.6) 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. 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 December saw measures deteriorate which impacted on the entire quarter.</p> <p>Delay getting keys back is often due to confusion by Next of Kin or keys allegedly lost in the post and sometimes claims keys have been posted through door of property – meaning lock change.</p> <p>Delays often due to tenants work commitments, appointments elsewhere, child care arrangements, poor health.</p> <p>Keys can appear to be late to tenant if property is difficult to allocate, i.e. 3 properties were offered 3 times and 2 properties were hard to allocate due to no suitable applicants on list.</p>

Indicator	Check	3rd	Comment
<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>30 (35)%</p> <p>10 (10)%</p> <p>20 (15)%</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>47 (57) homeless approaches 65 (61) preventions 555 (749) 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>2,700 (2,488) 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

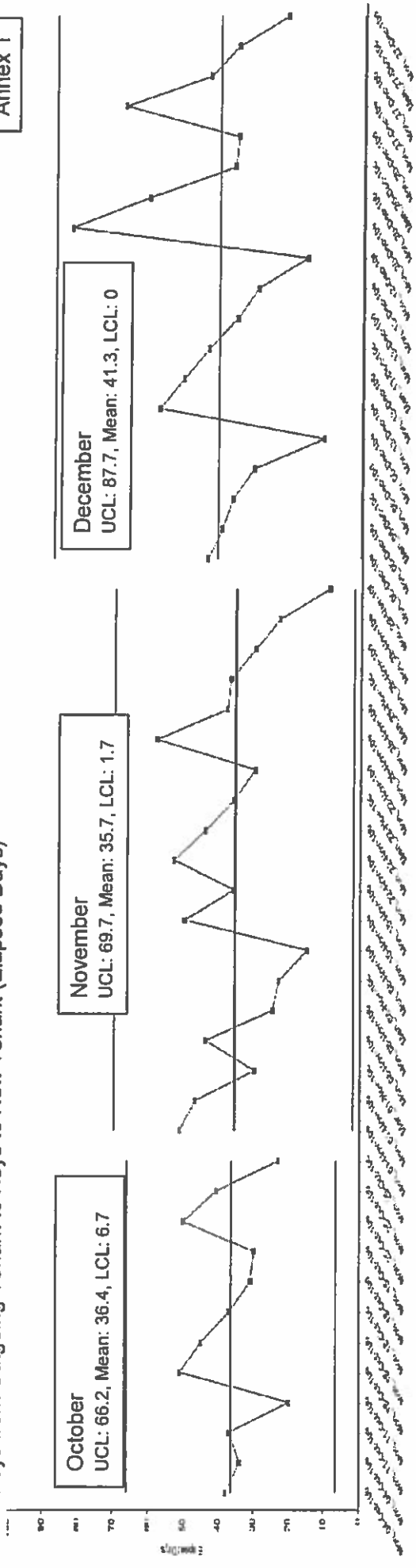
Indicator	Check	3rd Quarter	Comment
<b>Customer satisfaction:</b> <i>measured by monthly telephone survey carried out 4-6 weeks after tenancy commenced.</i>			August 2010 new tenant survey results reported to an earlier meeting. We are running a new survey during January.
<b>NI 156 Number of households 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	42 (49)	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. The survey has been scrapped by the government, but we run our own satisfaction surveys in key service areas.
<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	25 (24) days	This average measure legitimately excludes properties undergoing major repairs from the calculation. The current (arbitrary) target is 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%	98.75% (99.18%)	Having achieved a 99% collection rate in July of this year a seasonal downturn in performance for the end of the 3rd quarter is not unexpected. However, at the end of the 4 <sup>th</sup> quarter we expect to see a steady improvement bringing us back to 99%+ collection rate.
<b>Percentage of new tenants who fall into rent arrears</b>	51%	25.75% (21.95%)	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	13.63% (10.98%)	Fewer tenants are poor or irregular rent payers.
<b>Length of time in days it takes a new tenant falling into rent arrears to clear their rent account.</b>	92 days	28.52 days (25.13 days)	Fewer tenants are going into arrears at the start of their tenancy and of those that do they clear their accounts quicker.

Indicator	Check	3rd Quarter	Comment
Number of bids received per property advertised through Choice Based Lettings	Typically 20	Typically 72 (74)	We are still receiving an average of 60-70 bids for each property advertised.
Number of homeless applications where the Council accepts a homeless duty towards the applicant.	17	8 (9)	This is a radical reduction in homeless acceptances which can be attributed to a range of homeless prevention measures being implemented and 'one stop' service delivery.

# ITEM 13

3 month rolling period – October to December 2010 – Housing  
Keys from Outgoing Tenant to Keys to New Tenant (Elapsed Days)

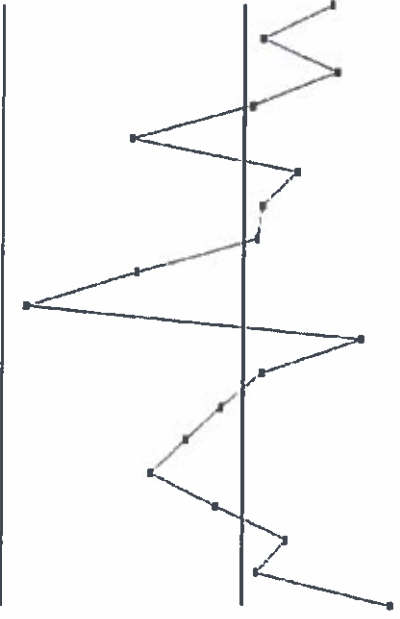
Annex 1



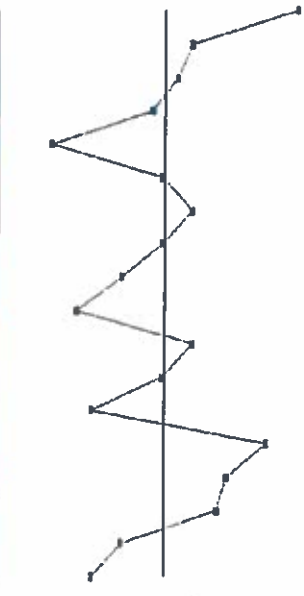
The month of December saw deterioration in end to end times. The main reason for this is the time the property is with contractors and those properties requiring extensive works to bring them up to our Void Standard and undertaking the tenant choice items. This can be seen in annex 2.

Annex 2

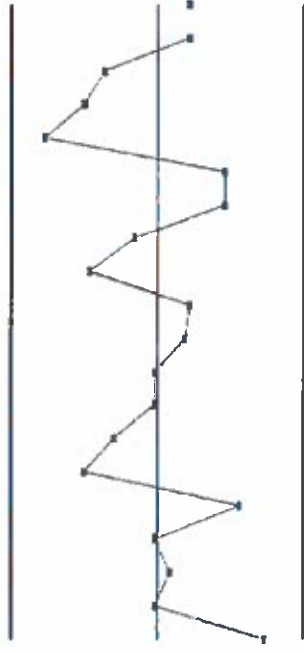
December  
UCL: 83.8, Mean: 35.6, LCL: 0



November  
UCL: 64.9, Mean: 31.6, LCL: 0



October  
UCL: 61.7, Mean: 32.4, LCL: 3.1



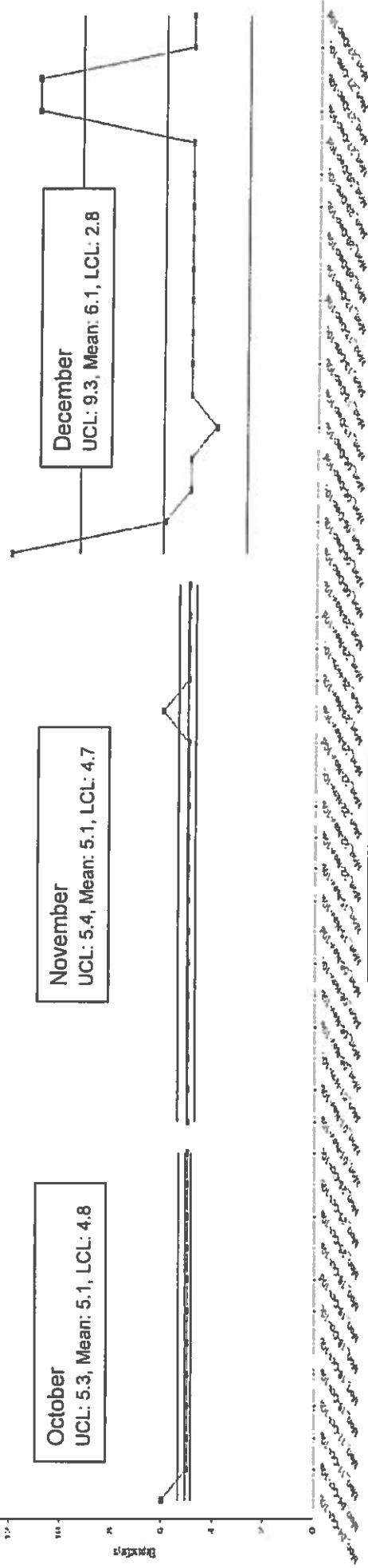
October to December overall results  
UCL: 69.7, Mean: 33.2, LCL: 0



We had several properties let in December that required extensive works and modernisation before being relet to new tenants. Structural works and asbestos removal was required to several properties necessitating specialist contractors. On a bungalow we took the opportunity to enlarge the kitchens which had a negative impact on the length of time the properties were with contractors but provided a better home for the incoming tenant.

Repairs Completed to Keys to New Tenant (Elapsed Days)

Annex 3

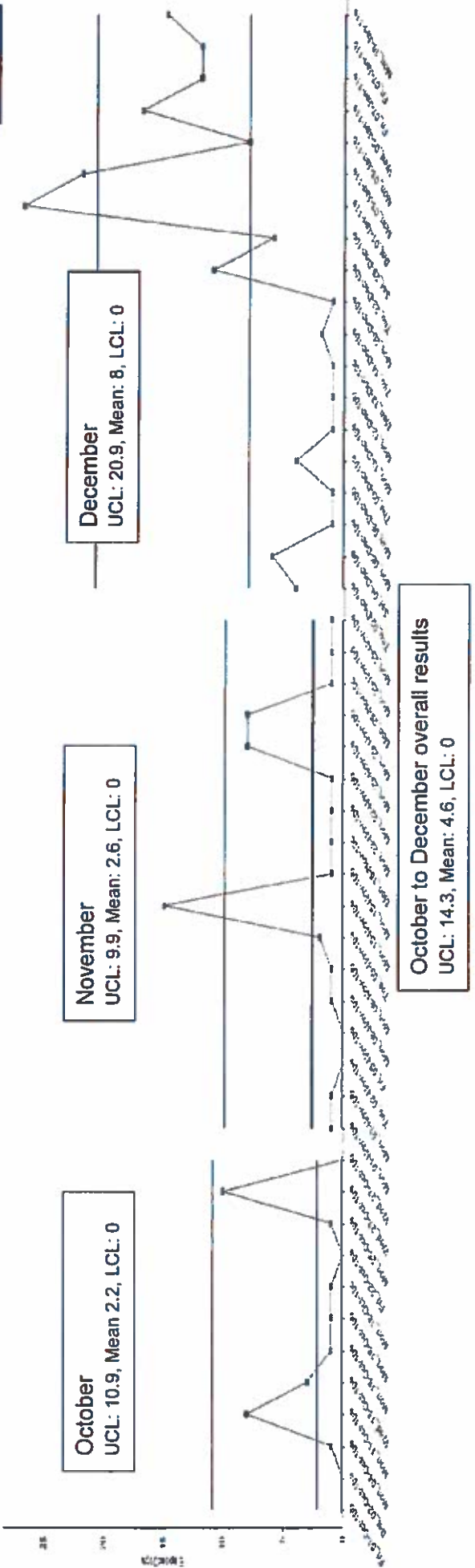


October to December overall results  
 UCL: 7.2, Mean: 5.9, LCL: 1.3

A number of properties were declined by prospective tenants which required us to re-offer the properties and delayed the handover of keys to new tenants. One property was refused three times before a suitable tenant was found.

Keys to New Tenants to First Rent Payment (Elapsed Days)

Annex 4



Several new tenants had experienced difficulty paying their initial rent payment in December which was consistent with the seasonal experience in relation to existing tenants. Christmas office closure also had an effect. Several tenants made a late Housing Benefit claim and delayed making their payment contribution until they had confirmation of the benefit contribution. One tenant had a credit transferred from a previous tenancy that delayed the payment for the new tenancy.