

Date: 8 February 2010
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To: Members of the Service Delivery and Performance Overview and Scrutiny Committee
(Councillors: Roger Boote, David Chapman, Christine Drew, Vivien Duval Steer, Steve Hall, Douglas Hull, David Key, Frances Newth, Tony Reed, Brenda Taylor)

East Devon District Council
Knowle
Sidmouth
Devon
EX10 8HL

Members invited:
Cllr Jill Elson – Portfolio Holder, Communities
Paul Diviani – Chairman, Development Management Committee
Ray Franklin – Portfolio Holder, Strategic Planning

DX 48705 Sidmouth

Officers requested to attend:
Steve Belli – Development Manager
Bob Darbourne - Communications and Improvement Manager
John Golding – Head of Housing and Social Inclusion

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For information:
Other Members of the Council for information
Chief Executive
Corporate Directors

Dear Sir/Madam

**Service Delivery and Performance Overview and Scrutiny Committee
Wednesday 17 February 2010 at 6.30 pm**

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

Yours faithfully,

MARK WILLIAMS

Chief Executive

Members of the public are welcome to attend this meeting.

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

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 13 January 2010. 5 - 8

- 3 To receive any apologies for absence.

- 4 To receive any declarations of interests relating to items on the agenda.

- 5 To consider any items, which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.

(Note: such circumstances need to be clearly identified in the minutes; Councillors please notify the Chief Executive in advance of the meeting if you wish to raise a matter under this item. The Chief Executive will then consult with the Chairman).

- 6 To agree any items to be dealt with after the public (including the press) have been excluded. There are no items that the officers recommend should be dealt with in this way.

- 7 **Quarterly Monitoring of Performance – 3rd Quarter 2009/10** 9 – 42
Members are asked to consider the report and to highlight any areas where they have concerns or require information

(If Members require any further clarification or to raise an issue in detail, could they please let Democratic Service know in advance of the meeting to ensure that the relevant Officer can be present)

- 8 **Housing Service – Performance Measures Report for Oct to Dec 2009** 43 – 59
Members are asked to consider the report and to highlight any areas where they have concerns or require information.

Councillor Miss Elson (Portfolio Holder – communities) is invited to attend

- 9 **Development Management - Performance Measures Report for Oct to Dec 2009** 60 – 70
Members are asked to consider the report and to highlight any areas where they have concerns or require information.

Councillor Franklin (Portfolio Holder – Strategic Planning) and Councillor Diviani (Chairman, Development Management Committee) are invited to attend

- 10 **Annual Report of the Service Delivery and Performance Overview and Scrutiny Committee** 71
Members to discuss the work of the Committee during the past year.

- 11 **Member Involvement TaFF update**

- 12 **Service Delivery and Performance Overview and Scrutiny Committee Forward Plan** 72
Members to debate future work of the Committee.

Members remember!

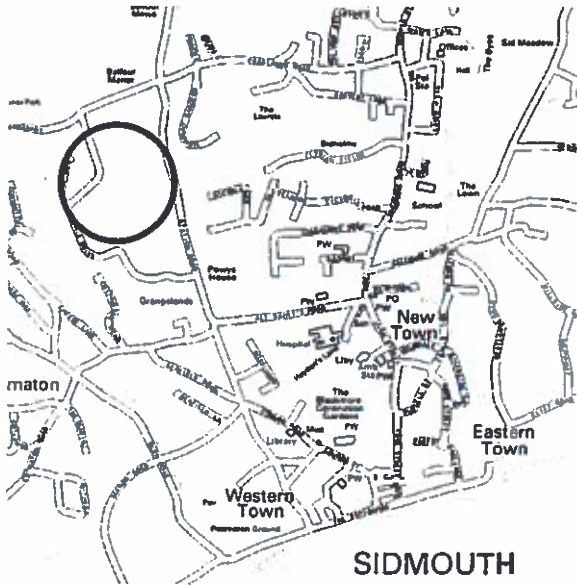
- You must declare any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Make sure you say the reason for your interest as this has to be included in the minutes.
- If your interest is prejudicial you must leave the room unless you have obtained a dispensation from the Council's Standards Committee or where Para 12(2) of the Code can be applied. Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only at meetings where the public are also allowed to make representations. If you do remain, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation.
- You also need to declare when you are subject to the party whip before the matter is discussed.

Suggestions for questioning during an Overview and Scrutiny meeting

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

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

Getting to the Meeting – for the benefit of visitors



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

The following **bus service** stops outside the Council Offices on Station Road:

From Exmouth, Budleigh, Otterton and Newton Popleford – 157

The following buses all terminate at the Triangle in Sidmouth. From the Triangle, walk up Station Road until you reach the Council Offices (approximately ½ mile).

From Exeter – 52A, 52B

From Honiton – 52B

From Seaton – 52A

From Ottery St Mary – 379, 387

Please check your local timetable for times.

The Committee Suite has a separate entrance to the main building, located at the end of the visitor and Councillor car park. The rooms are at ground level and easily accessible; there is also a toilet for disabled users. The doors to the civic suite (meeting rooms) will be opened ¼ hour before the start time of the meeting. Councillors are reminded to bring their key fobs if they wish to access the area prior to that time. A hearing loop system will be in operation in the Council Chamber.

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

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the Service Delivery and Performance Overview and Scrutiny Committee held at Knowle, Sidmouth on Wednesday 13 January 2010

Present:

Councillors:

Steve Hall (Chairman)
Frances Newth (Vice Chairman)

Roger Boote
Christine Drew
Vivien Duval Steer
Douglas Hull
Tony Reed
Brenda Taylor

Officers:

Steve Belli – Development Management Manager
Simon Davey – Head of Finance
John Golding – Head of Housing and Social Inclusion
Karime Hassan - Corporate Director
Christopher Holland – Democratic Services Officer
Mark Reilly – Head of Streetscene
Denise Lyon– Corporate Director and Deputy Chief Executive
Mark Williams – Chief Executive

Also Present

Councillors:

Vivienne Ash
Graham Brown
Andrew Dinnis
Paul Diviani
Jill Elson
Ray Franklin
Pat Graham
Stuart Hughes
Ann Liverton
Graham Liverton
Andrew Moulding
Eileen Wragg

Ted Brown - Chairman of Housing Review Board

Apologies:

Councillors:

David Chapman
Iain Chubb
Stephanie Jones
David Key

The meeting started at 6.30pm and ended at 9.05 pm.

***26 Public question time**

There were no questions from the public.

***27 Minutes**

The minutes of the meeting held on 21 October 2009 were confirmed and signed as a true record.

***28 Customer Service Centre (CSC) & Refuse Collections**

The Chairman announced that the CSC had just been awarded the Customer Service Excellence Award (previously known as Charter Mark). The Chairman and Members congratulated the CSC employees and commented that the service they provided was vital to the functioning of the Council.

Members also offered their thanks and admiration for the way the Street Scene service and in particular the refuse collection teams had coped during the recent wintry weather. The Teams had continued to provide an excellent service where possible and had taken steps to try and make refuse collections as soon as possible after service interruptions due to the weather.

***29 Ward Member Involvement and Communication**

Members considered the report of Karime Hassan, Corporate Director which set out a detailed complaint from Exmouth Ward Members regarding the handling of a specific issue, namely, the erecting of signs to prevent kiting activities at the Imperial Recreation Ground.

Members noted that the purpose of presenting the issue was for the Committee to consider the wider issues raised by the ward members about communication and ward member involvement. The Chairman asked Members to concentrate on devising an operating protocol and convention which could be agreed between Officers and Members and used for future Council Communication. Members agreed that in many cases, communication between Officers and Members was excellent but there were occasions such as those highlighted in the report where members were felt to have been left out of the process.

The question about whether to send emailed communication only was discussed along with the issue of members not responding being accepted as the Member not opposing a view, particularly with planning applications. The appropriateness of Members being involved with third party meetings with particular reference to planning was also debated. It was noted that in some cases, developers spent many months getting a planning application into an acceptable state before permission was requested formally. Some Members felt that they should be involved or be made aware of such meetings while others felt that Officers needed time to get on with their job and discuss plans more freely before informing Members.

After a lengthy debate it was suggested that the issue would be better discussed at a separate meeting and that a TaFF be formed to be headed by the Member Champion for Member Development to examine the issues highlighted in the report.

RESOLVED: that a Task and Finish Forum be convened to discuss and agree a protocol for Officer – Ward Member Communication. Membership to include:

Ann Liverton (Member Champion for Member Development)
Roger Boote
Douglas Hull
Tony Reed

The TaFF is to examine the following areas:

- the practice and convention of communicating by e-mail
- the length of time given for comments to be made
- the appropriateness of inviting ward members to meetings convened by third parties
- the appropriateness of relying on press statements to inform Councillors

***30 Garden User Satisfaction Survey**

Members considered the report of Jamie Buckley, Engagement and Funding Officer, about a bi-annual user satisfaction questionnaire which the Council takes for Manor Gardens in Exmouth and Connaught Gardens in Sidmouth. The surveys were completed in the Summer 2009. The results were very positive, with only a few areas of concern.

Members commented that the Manor gardens and Connaught gardens were vital to the tourism of the district. They thanked the Streetscene staff for their excellent work in maintaining the gardens. Members suggested that Town Councils could look to encourage voluntary help with a view to help in maintaining the gardens in the future if budgetary restricts affected the Streetscene service.

- RESOLVED:**
- 1) that the report be noted.
 - 2) that Streetscene be congratulated on the success shown in the questionnaire results .

***31 Housing Service – Performance Measures Report**

Members considered the report of John Golding, Head of Housing and Social Inclusion which monitored the impact of the redesigned parts of the Service following the Systems Thinking review for May to September 2009. The report provided members with information to help understand what was happening within the service as it went through the Systems Thinking review.

Members noted that the review was in the early stages and that the biggest challenge for staff was to change the mindset from previous ways of working. Members commented that the idea of Systems Thinking was already working in the Housing Service and was helping to provide a better, more efficient service whilst helping to cut costs.

It was noted that there was now a greater overview of all the work streams in the housing teams at any one time and the passage of the work through the system was regularly tested to ensure that no unnecessary delays were occurring. The performance for the end to end times of our keys (leaving tenant) to keys (new tenant) was monitored closely for example.

Members noted that although the review had delivered a number of transformational improvements there remained a number of areas for further improvement which would be monitored and reported to Members in the future. Members congratulated the staff of the Housing Service for working well during the review period so far.

- RESOLVED:**
- 1) that the report be noted.
 - 2) that the Housing Service teams be congratulated on their work to date with the Systems Thinking Review.

***32 Housing Benefits Service – Performance Measures Report**

Members considered the report of Simon Davey, Head of Finance which monitored the impact of the redesigned service from April to December 2009 following the systems-thinking review. It was noted that the Benefits Service went live with new processes in January 2009, the key features being highlighted as:

- 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

***32 Housing Benefits Service – Performance Measures Report (cont'd)**

Members noted that prior to the systems thinking review the average new claim would take 50 days to process within a system that would predictably take up to 141 days. For the second quarter of 2009/10 the average new claim took 17 days (1st quarter 27 days) to process within a system that predictably took up to 58 days (1st quarter 86 days).

Members congratulated the staff of the Housing Benefits Service teams for the success of the new way of working.

- RESOLVED:**
- 1) that the report be noted.
 - 2) that the Housing Benefits Service teams be congratulated on their work to date in embedding the principles and redesign introduced with the Systems Thinking Review.

***33 Development Management Performance Measures Report**

The Development Control Manager, Steve Belli, presented the Development Management Measures report, which monitored the impact of the redesigned parts of the Service following the Systems Thinking review for July to September 2009.

Members noted that during the timescale of the report, the customer satisfaction levels had got even higher, scoring 97% compared to 95% in the last period. It was also noted that the refusal rate had gone down from 14.7 % to 6.7% which meant that the Council had only received 28 free resubmission applications during the last year compared to 265 in the same period in 2008. The drop in resubmissions represented a significant reduction in preventable demand on the system and meant that the service did not carry the cost of the resubmitted applications.

Members noted that the number of applications was beginning to increase for the first time since the economic downturn. It was not yet at pre-recession levels but higher numbers of applications would have an implication for performance and resources.

Members congratulated the staff of the Development Management teams for their achievements to date and for working well during the review period.

- RESOLVED:**
- 1) that the report be noted.
 - 2) that the Development Management teams be congratulated on their work to date in embedding the principles and redesign introduced with the Systems Thinking Review.

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

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

- RESOLVED:**
1. that Forward Plan be noted;
 2. that the item on exploring local issues with towns and parishes be removed from the forward plan until the result of Local Government Reorganisation was known.

Chairman

Date

Agenda 7

Service Delivery/Performance Committee

17 February 2010

Quarterly monitoring report



Quarterly Monitoring of Performance – 3rd Quarter 2009/10

Summary

Performance information by Corporate Priority for the period 1 April 2009 – 31 December 2009 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 Objectives and Performance Measures for the third quarter of 2009/10.

a) Reasons for Recommendation

This report demonstrates our progress in achieving our Corporate Priorities by means of Service Plan Key Objectives and Performance 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 service for our customers' and these performance reports help members understand whether we are improving services from our customers' point of view. Quarterly and monthly performance monitoring conforms with existing Council policy and the Council's current budget. However, any consequent improvement action could have policy and financial implications.

e) Date for Review of Decision

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

Main Body of the Report

1. Performance monitoring overview sheets accompany the full report for the third quarter of 2009/10 which is in an appendix to this report. It was also the intention to include financial information in this overview. However, some anomalies needed addressing through consultation with Heads before meaningful financial data based on the priorities is ready. Financial performance is reported to the Executive Board monthly, with quarter 3 being presented to the February meeting.
2. Under each of our corporate priorities, there are a number of outcomes. The Overview sheet shows progress against each outcome in the form of a pie chart. The way we judge progress is to take relevant service objectives from service plans, together with relevant projects and 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). Underneath the pie chart you will find a written comment which captures the key issues for members to note (Some of these will be elaborated on in future reports). The Key Objectives included under each outcome will be re-assessed over the next couple of months.
3. Within the overview sheets priority six includes some Leading measures - the 'real time' indicators which tell us what is happening now in the system and are the key measures that help us lead change and improvement.
4. The main 3rd quarter report provides the figures and comments behind the Key Service Objectives and Performance Indicators mentioned in the piechart and comments of the overview sheet. These measures are laid out by Priority outcome.
5. The Service Plan Key Objectives have been classified by status:
 - Red (Concern) highlights targets with serious problems or significant delays.
 - Amber (Variation) indicates actions with mild concerns or minor setbacks.
 - Green (Achieved) displays special achievements or early completions.
6. For Performance Indicators, the coloured monthly or quarterly columns show year-to-date progress throughout the year in relation to the target. The key for the colours is as follows:
 - Red – if the PI is 10% or more below the target. As usual, a "Notes" column is provided which must be used to explain any levels of performance that are of concern and the remedial action planned.
 - Yellow – if the PI is between 10% and 0.1% below the target. Again, the "Notes" column should be used to explain any performance of variation and the remedial action planned.
 - Green – if the PI and the target match exactly or the PI is above the target.
 - Grey – There is no target for this PI as it is a new this year.
7. The column marked 'Top Quartile' shows the threshold figure for top quartile performance based on 2007/08 figures.
8. 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.

9. 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.
10. The 'Previous Year End' column reports performance at the end of 2008/09, if that information is available.
11. The 'Current Target' column represents the annual target in most cases except for BV10 and BV9 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.
12. The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each PI.
13. The purpose of the 'Management Notes' row is to allow officers to explain anything, particularly when performance is decreasing and start/completion dates are slipping. For example, the reasons for the decrease/slippage, the action being taken to rectify matters and when things are expected to be back on track.
14. Definitions for:
 - NI 195 (a) Improved street and environmental cleanliness (litter)
 - NI 195 (b) Improved street and environmental cleanliness (Detritus)
 - NI 195 (c) Improved street and environmental cleanliness (Graffiti)
 - NI 195 (d) Improved street and environmental cleanliness (Fly-posting)

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

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

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

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

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

Once all sites have been surveyed, the formula to be used for each of the four elements of the indicator (litter, detritus, graffiti and fly-posting) is: $((T + (T_b / 2)) / T_s) * 100$ Where: T = number of sites graded C, C-, or D for each individual element (litter, detritus, graffiti and fly-posting); T_b = number of sites graded at B- for each individual element (litter, detritus, graffiti and fly-posting) (this grade counts as half); T_s = total number of sites surveyed for the relevant element (litter, detritus, graffiti and fly-posting) 900 minimum with the exception of the detritus indicator which may be less than 900 where sites are not suitable for detritus

grading. For example, where 30 sites have been graded either C, C -, or D and 90 sites have been graded B-, the calculation would give: $((30 + (90 / 2)) / 900) * 100 = 8\%$. (Members asked for clarification on this indicator at previous meetings. This description came directly from the Defra website).

15. NI 196 Improved street and environmental cleanliness – fly tipping

This indicator measures a local authority's performance based on a combination of calculating its year on year change in total incidents of fly-tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping.

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

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

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

Legal Implications

No legal comments are required.

Financial Implications

No direct financial implications.

Background Papers

Appendix A – Overview sheets for each Corporate Priority

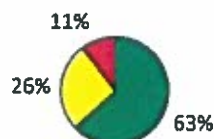
Appendix B - Detailed Quarterly performance monitoring report.

PRIORITY ONE: Affordable Homes

a. Outcome Significant increases in the supply of affordable homes

Cumulative results until end of Quarter 3

On track to meet outcome



The number of households living in temporary accommodation has dropped from 91 at the end of last year to 74 during the 3rd quarter of this year and 15 affordable homes are due to be completed by the end of 2010. Economic Development is working closely with the Housing Enabling Officer in identifying a number of potential Council owned sites suitable for social housing development and working with selected Housing Associations, the Estates team has negotiated option agreements in respect of sites for 180 houses and flats.

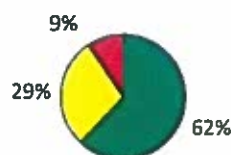
Affordable Housing Summit feedback going to Overview & Scrutiny - Communities later this month. Out to tender for contractors for 17 units on Council Own Build (COB) project and go to planning committees next week. Two units in Sidmouth for own stock nearing completion. Stowford Rise, Sidmouth scheme with Devon & Cornwall Housing Association has gained planning consent and starts on site next month (89 affordable units).

Colyton scheme suffered delays and may not now be completed in this financial year. Although some units have roof, windows, doors, etc health and safety issues may prevent us from delivering even part of the scheme on time. Schemes in Rockbeare and Dunkeswell are also progressing, but may not complete this year.

b. Outcome Improvements in the management of the Council's housing stock

Cumulative results until end of Quarter 3

On track to meet outcome



The most recent STATUS survey (national tenant satisfaction survey) revealed 87% overall satisfaction with landlord services which puts us in the top quartile of all local authorities. High levels of satisfaction are also being reported through the Systems Thinking measures. However, contractors are causing delays in relation to re-letting council properties and this has had an impact over previous months which has affected the cumulative figure for year. The target of 25 days for 2009/10 is unlikely to be met.

PRIORITY TWO: Thriving Economy

a. Outcome Economic growth in the West of the District

Cumulative results until end of Quarter 3

On track to meet outcome



100%

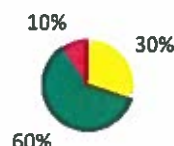
1. Achieved Resolution to grant outline planning permission for the Science Park. Science Park Company set up. DCC preparing reserved matters application for phase one.
2. Good progress on delivering transport strategy, £5m of funding secured by DCC for new bridge to support transport across the M5 at Junction 29 connecting Exeter and the Science Park.
3. Station to be delivered in 2011 to coincide with construction of main Local route to Cranbrook.
4. Phase 2 Access strategy for Growth Point is agreed. The funding package to support the delivery of the strategy is in principle agreed. Formal approval of funding is awaited.
5. Skypark Joint Venture Partnership of Devon County Council and St Modwen in place. Outline planning permission in place. Application for combined heat and power plant to be determined in March 2010. Application for first phase of 50,000sqft being prepared for submission this year to enable first building to be on site in 2011.

PRIORITY TWO: Thriving Economy

b. Outcome Regeneration of Exmouth and Seaton

Cumulative results until end of Quarter 3

On track to meet outcome



Seaton:

1. Proposal to bring forward employment site at Harepath Road looks unviable. Unless private sector brings forward proposal the District Council will be unable, in short to medium term, to progress the project. The proposed supermarket will deliver over 200 new jobs in Seaton.
2. Failed to secure lottery funding for Wetlands Nature Reserve. As part of the property deal with Tesco's Stores Limited additional land will be secured by EDDC for expansion of the Nature Reserve. Significant investment already made in delivering the project.
3. The land deal with Tesco will secure £1.8m towards the delivery of the Gateway Visitor Centre and cycle hub. Together with the investment of the nature reserve this will transform the visitor offer of Seaton.
4. The land deal with Tesco will require the whole of the regeneration site to be raised to enable house building to start when the economy picks up.
5. EDDC has transferred land for the Town Council to provide improved youth facilities and the land deal with Tesco will provide £80,000 towards youth facilities. The Council is working with the Town Council to ensure 106 Agreement funding is directed towards improved children's play facilities. The provision of youth facilities at Harepath Road is unviable in the short term.

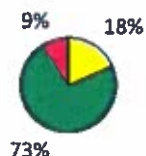
Exmouth

6. The Council is leading the regeneration programme with key partners. A £3m investment in the Strand is being led by DCC with EDDC contributing £1 m. This will transform this Town Centre space and provide the confidence to the private sector to invest in the town.
7. EDDC and DCC are funding LDA Masterplanning and design consultants to produce a Masterplan and development brief for Exmouth Town Centre and key development sites. This will clarify the planning position and engage the community to arrive at an agreed position on which to market priority sites in the Town Centre.
8. The Council has formally closed down direct negotiations with developers over the redevelopment of the Royal Avenue site in order to embark on a more comprehensive masterplanning exercise for the whole of the Town Centre. By so doing the Council will clarify the most appropriate form and use of the Royal Avenue Site.
9. The parking arrangements for the Town Centre will be addressed in the Masterplanning exercise.
10. The Council continues to support the Jurassic Coast Visitor Centre project hosting the project officer. However, funding for the project has been withdrawn by SWRDA and a Seachange Bid has failed. The only pledged funding is £500,000 from Devon County Council.
11. The key contract has been awarded for the implementation of the Strand Enhancement Scheme and

c. Outcome Delivery of economic growth throughout the District

Cumulative results until end of Quarter 3

On track to meet outcome



1. A planning application has been submitted for phase 2 of the Liverton Business Park Phase 2. However, the delivery of the Devon Employment Space Strategy has been undermined by the reduction in SWRDA's budget and the prevailing market conditions.

2. The Economic Development Manager together with the Business Champion and Economy Portfolio Holder have made significant progress in assisting the business community working within the planning provision. In particular the problem of a lack of available employment land has been significantly addressed over the last 12 months.

3. The Local Development Framework Panel is reviewing planning policies in the context of PPS 4 on enterprise and the economy.

The Estates Team is progressing key redevelopment opportunities identified in the Local Plan in Axminster, Sidmouth, Ottery St Mary and Exmouth.

PRIORITY THREE: Safe, Clean and Green

a. Outcome A Safe environment

Cumulative results until end of Quarter 3

On track to meet outcome



The number of general and vehicle checks are on target.

b. Outcome A Clean environment

Cumulative results until end of Quarter 3

On track to meet outcome

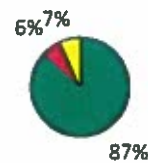


All but one indicator is showing good performance towards providing a clean environment for our residents.

c. Outcome A Green environment

Cumulative results until end of Quarter 3

On track to meet outcome



A Devon biodiversity network has been set up and water voles have been reintroduced into specific sites in East Devon. Funding for the delivery of the Ottery St Mary footbridge and cycleway has been secured but planning issues need to be resolved in order to move forward.

PRIORITY FOUR: Recycling

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

Cumulative results until end of Quarter 3

On track to meet outcome



100%

Both national indicators were on track to meet their target at the end of the 2nd quarter.



PRIORITY FIVE: Children and Young People

a. Outcome Consulting with children and young people

Cumulative results until end of Quarter 3

On track to meet outcome



b. Outcome Rewarding and recognising the efforts and achievements of children and young people

Cumulative results until end of Quarter 3

On track to meet outcome



The funding for a curriculum based project has been secured.

c. Outcome Providing services for young people

Cumulative results until end of Quarter 3

On track to meet outcome



A Natural Environment Awareness Grant Fund was provided which included a successful portfolio of projects and initiatives. A number of new initiatives are being developed for young people by Housing's Community Development workers.

d. Outcome Protecting children and young people

Cumulative results until end of Quarter 3

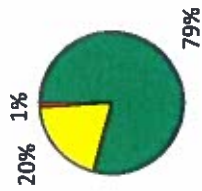
On track to meet outcome



PRIORITY SIX: Excellent Service for our customers

a. Outcome Consistently satisfied customers

Cumulative results until end of Quarter 3



On track to meet outcome

Leading Performance Indicators

Within Benefits the ability to deal with customers at first contact has risen from 19% at the end of 2008/09 to 50% by the 3rd quarter of 2009/10. Although the benefits service is (or we are) looking to increase the 50% figure this improvement may be close to the limits of what is achievable given the need to verify information before assessing and paying benefit

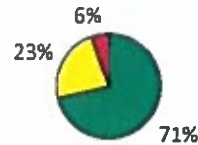
Many projects are progressing well towards this outcome. However, the Local Government Review is preventing some from moving forward.

PRIORITY SEVEN: Inspirational Council

a. Outcome Great value for our customers

Cumulative results until end of Quarter 3

On track to meet outcome

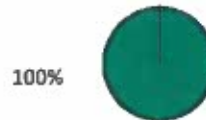


Customer Service Excellence Award has just been achieved by the Customer Service Centre, The membership of the 'Speak Now' panel has been increased to improve public consultation and the Knowledge continues to be published on a weekly basis.

b. Outcome A 'partner of choice'

Cumulative results until end of Quarter 3

On track to meet outcome

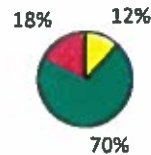


All Councillors have now undertaken a personal development review.

c. Outcome An 'employer of choice'

Cumulative results until end of Quarter 3

On track to meet outcome



Work with school and colleges during Local Democracy Week was particularly well received this year. Sickness absence continues to be a problem but a full absence report is being submitted to the Executive Board in February 2010.

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Quarterly report for 2009/2010

Arranged by Aims

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

Exclude: Archive

Filtered by Performance Status: Exclude Objective Status: No Data available, Milestone Missed, Normal

Key to Performance Status:

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

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column:

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

* Indicates that an entity is linked to the Alm by its parent Service

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Affordable Homes

Outcome: Significant increases in the supply of affordable homes

Key Service Objectives

Objective Title	Service	Achieved
Variation	Complete 2009's Strategic Housing Land Availability Assessment	Achieved
Variation	CS - A Produce LDF Core Strategy issues and options report, consult and report back to LDF panel	The SHLAA process is running behind the originally planned timetable. However a revised timetable was defined in late 2009 and the SHLAA is on target for completion by end of March 2010.
Achieved	GT - A Produce Gypsy and Traveller (DPD) issues and options report, consult & report back	Although some slippage has occurred the intention is to report feedback on Issues and Options consultation in late 2009.
Variation	GT - B Prepare draft Gypsy & Traveller (DPD) preferred options report & council approval for consult	Clarification will be established in Spring 2010 on the appropriateness of proceeding with a Gypsy and Traveller DPD, this will be addressed in a revised Local Development Scheme. If additional planning permissions are granted for gypsy and traveller sites this could negate the need to proceed with DPD production.

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Affordable Homes

Outcome: Significant increases in the supply of affordable homes

Key Service Objectives

Objective Title Status	Service	Achieved
Variation	Planning Policy	Clarification will be established in Spring 2010 on the appropriateness of proceeding with a Gypsy and Traveller DPD, this will be addressed in a revised Local Development Scheme. If additional planning permissions are granted for gypsy and traveller sites this could negate the need to proceed with DPD production.
Variation	Planning Policy	Clarification will be established in Spring 2010 on the appropriateness of proceeding with a Gypsy and Traveller DPD, this will be addressed in a revised Local Development Scheme. If additional planning permissions are granted for gypsy and traveller sites this could negate the need to proceed with DPD production.
Achieved	Planning	The introduction of potential Regional Infrastructure Funding has both helped and slowed the progress towards issuing the outline planning permission. New Growth Point grant aid has been affected by government cuts and the recession has affected the viability of the scheme - hence the need for public subsidy. Grant aid from the Homes and Communities Agency for affordable homes and towards a Combined Heat and Power unit is the current focus of work.
Concern	Housing	Affordable Housing Summit feedback going to Overview & Scrutiny - Communities later this month. Out to tender for contractors for 17 units on Council Own Build (COB) project and go to planning committees next week. Two units in Sidmouth for own stock nearing completion. Stowford Rise, Sidmouth scheme with Devon & Cornwall Housing Association has gained planning consent and starts on site next month (89 affordable units).
Concern	Housing	Colyton scheme suffered delays and may not now be completed in this financial year. Although some units have roof, windows, doors, etc health and safety issues may prevent us from delivering even part of the scheme on time. Schemes in Rockbeare and Dunkeswell are also progressing, but may not complete this year.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	NI155	Number of affordable homes delivered (gross)	Housing	+	9		0	0	0	0

Management Notes: (Quarter 1 - 3)

15 affordable homes are due to be completed by March 2010.

(TR)

	NI156	Number of households living in temporary accommodation	Housing	-	91	117 (3/4)	82	78	74	
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Management Notes:

	NI159	Supply of ready to develop housing sites	Planning Policy	+	105.7		n/a	n/a	n/a	97
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3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Affordable Homes

Outcome: Significant increases in the supply of affordable homes

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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Management Notes:

(2009 - 2010) This is a best estimate figure as at Sept 2009 (MD)

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

Key Service Objectives

Objective Status	Objective Title	Service	Achieved
Variation	Aim to have less sheltered housing through decommissioning	Housing	The next stage of the De-commissioning Project - part 2 has been delayed due to no further information being received between October- January from the Devon Supporting People Team regarding the due to expire Sheltered Housing Supporting People Contracts for 2010 - future funding allocated within these contracts for 2010 onwards will influence the future of the remaining sheltered housing.
Variation	Deliver continuing improvements in communal cleaning.	Housing	This project has been put on hold since June 2009. The HRB approved the request for a new improved and combined service of communal chargeable cleaning and caretaking provision for those living with shared communal areas. This project will now be progressed to the next stage to be included as an Est Mgt function for the future Mgt responsibilities and further consultation with the residents who receive the service on costs, service charges, and specific required caretaking duties etc.
Variation	Increase community centre income and the use of guest rooms.	Housing	All H&S checks and compliance with current fire regulations for all fittings and furniture in community centres and guest rooms have now been completed. The temporary member of staff on this project has now finished and handed over to the Support Services Manager progress to identify marketing opportunities for the community centres and guest rooms to generate more income which has yet to be realised.
Achieved	Maintain high levels of customer satisfaction.	Housing	The most recent STATUS survey (national tenant satisfaction survey) revealed 87% overall satisfaction with landlord services which puts us in the top quartile of all local authorities. High levels of satisfaction are also being reported through the Systems Thinking measures.
Achieved	Reconsider the merits of implementing Introductory Tenancies.	Housing	Introductory tenancies now in use.
Variation	Reduce the average void time to 25 days by 31/03/10 and 20 days by 31/03/11	Housing	No significant improvement in timescales. Contractor delays in returning void properties continued. Systems thinking continues to be embedded in Housing Needs and other teams in Housing. Unlikely that with tenant choice and accompanied viewings that have added to the timescales, the target of 25 days will be achieved in 2009/2010.
Achieved	Review Stage 1 formal complaints to understand whether complainants are satisfied or not.	Housing	Report to HRB annually.
Concern	Separate the support charge from the rental charge for sheltered housing.	Housing	This project will now be started by the Business Unit Manager in April 2010 once the new financial year will have commenced to allow for any charging structure identifying service/support charges for housing related services can be implemented into our IT system from 2011/2012.

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Affordable Homes

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

Key Service Objectives

Objective Title Status	Service Achieved
Variation Work with DCC to provide an extra care sheltered housing scheme in Exmouth.	Housing The project remains dormant until DCC initiate a restart. In the interim a Extra-Care Housing Strategy has been adopted by this Council.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	BV212 (mon)	Average time in days to re-let local authority housing	Housing	-	22	25 (9/12)	25	27	28	

Management Notes: (April - January)

Systems thinking changes are now bedding in. Contractor delays still a concern and this has had an impact over previous months which affect accumulated figure for year. Do not believe we will meet target of 25 days in 2009/2010

(TR)

L 13 (L50)	Percentage of urgent repairs completed within Government time limits	Housing	+	92.64	98.00 (3/4)	95.00	94.10	92.00		
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Management Notes: (Quarter 1 - 3)

An adjustment to these figures is required as we have discovered that the information fed into the system does not allow for those jobs which can not be fixed on the first visit so fall outside of the prescribed period.

(TR)

Priority: Thriving Economy

Outcome: Economic growth in the West of the District

Key Service Objectives

Objective Title Status	Service	Achieved
	Econ Dev	Deposited on time

Outline planning application for science park deposited by June 2009;

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Print Date: 05 February 2010 17:08

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Thriving Economy

Outcome: Economic growth in the West of the District

Key Service Objectives

Objective Title Status	Service	Achieved
Resolve a way forward for delivering the Phase 2 access solution to the M5 junction 29/A30	Econ Dev	No change

Outcome: Regeneration of Exmouth and Seaton

Key Service Objectives

Objective Title Status	Service	Achieved
Variation Address the car parking in Exmouth Town Centre	Econ Dev	The commencement of the capital programme works to deck the London Inn Car Park is on hold until the Exmouth Town Centre Development Brief study has been completed. Consultants to be instructed to carry out masterplanning work in relation to Exmouth Town Centre and more specifically, site specific development briefs to be prepared on London Inn and Royal Avenue sites.
Concern Bring forward an employment site at Harepath Road	Econ Dev	This project no longer looks viable given the state of the economy and land options that have been taken by the private sector. Unless the private sector brings forward this development the Council will not be able to bring forward this proposal in the short term.
Variation Lead the regeneration programme for Exmouth	Econ Dev	Tenders received for commissioning the master plan and development briefs for the town centre and estuary sites. Preparation works well advanced for carrying out enhancement of the Strand.
Variation Lead the Seaton regeneration programme	Econ Dev	Planning position on supermarket clarified with resolution to grant planning permission for Tesco's. Negotiations on easement across Council land well advanced. Visitor centre project being progressed with Ward Williams preparing planning application. Visitor Centre Board to prepare business case.

Outcome: Delivery of economic growth throughout the District

Key Service Objectives

Objective Title Status	Service	Achieved
Variation CS - B Prepare draft preferred options Core Strategy report and council approval for consultation	Planning Policy	The Core Strategy Preferred Options report is scheduled for completion and reporting to Committee in Summer 2010.
Concern Develop implementation plan for employment sites identified in the Devon Employment Space Strategy	Econ Dev	The production of the employment space strategy have been somewhat undermined by the reduction of the budget for SWRDA and their ability to assist funding intervention. The consequence of this is whilst progress is being made on the strategic sites, local priority sites are being challenged in terms of viability. Four local priorities are identified for east Devon under managed workspaces. At this stage minimal work is being done to bring these forward due to the lack of funding.
Variation Develop the learning and skills agenda	Econ Dev	The Exeter and Heart of Devon Employment and Skills Board has now been established and work is progressing in developing the approach to the three key areas of the skills agenda: 1, those 16-19 not in employment, 2, those currently in the workforce but in need of skilling up; 3, the unemployed to equip them to enter the workforce. Funding has been secured by the Board to

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Thriving Economy

Outcome: Delivery of economic growth throughout the District

Key Service Objectives

Objective Title Status	Service	Achieved
		undertake some specific work that will assist develop the skills for construction and enable local firms to access the major developments in the west end. The notable success is the commencement of the Flybe Academy in December.

Priority: Safe, clean and green environment

Outcome: A safe environment

Key Service Objectives

Objective Title Status	Service	Achieved
Variation	Flood alleviation scheme for Feniton and Villages	StreetScene Bids submitted to Defra. The only bid they are considering is Feniton New Village Study and that funding would be available in 2015. Other funding streams are being investigated. DCC & EDDC monitoring the situation. Feniton Old Village £10k work to upgrade a pinch point to start shortly.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
L 63a		Number of random general licence checks	Legal, Licensing and Democratic Services	+	185	139 (3/4)	60	115	141	

Management Notes:

L 63b		Number of random vehicle licence checks	Legal, Licensing and Democratic Services	+	177	113 (3/4)	35	68	114	
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Management Notes:

Outcome: A clean environment

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
NI195a		Improved street and environmental cleanliness (% of litter overall)	StreetScene	-	5	4 (3/4)		3	5	

Management Notes:

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Safe, clean and green environment

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	NI195b	Improved street and environmental cleanliness (% of detritus overall)	StreetScene	-	22	20 (3/4)		20	20	
Management Notes:										
	NI195c	Improved street and environmental cleanliness (% of graffiti overall)	StreetScene	-	1	1 (3/4)		2	0	
Management Notes:										
	NI195d	Improved street and environmental cleanliness (% of fly posting overall)	StreetScene	-	0	0 (3/4)		0	0	
Management Notes:										
	NI196	Improved street and environmental cleanliness – fly tipping	StreetScene	-	3	3 (2/4)	3	1		
Management Notes:										

Outcome: A green environment

Key Service Objectives

Objective Title	Status	Service	Achieved
Secure external funding for the 3 year Devon Water Vole Recovery Project	Achieved	Planning	The three year funding that we have secured for the Devon Water Vole Recovery Project started in March 2008 and so has just over one year to run. This does not involve reintroductions. The Environment Agency and Natural England are partners in this project and are represented on the steering group.
Set up east Devon biodiversity monitoring network	Achieved	Planning	On going as part of a SLA with DBRC. Separately a discreet project The Lower Axe Water Vole Reintroduction Project was set up with the Axe Vale and District Conservation Society with funding to them from the Pennon Environment Fund (South West Water) and a donation from The Vole Club and this enabled a one-off reintroduction of water voles on sites including the Lower Axe and the Coly catchment in May and June of 2009. This project has now been completed.
The delivery of the Ottery St Mary footbridge and	Concern	Planning	Delays to scheme delivery have arisen due to planning matters which may affect its viability. Funding is in place to deliver the scheme and so cost certainty has been achieved, a successful tender process was undertaken and a project timeline has been

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Safe, clean and green environment

Outcome: A green environment

Key Service Objectives

Objective Title Status	Service	Achieved
cycleway		drawn up. Planning issues should be resolved by March 2010 and consideration of an alternative route is being drawn up to ensure there are no long term delays.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	L 32	Percentage of tree preservation order applications determined within 8 weeks	Planning	+	96	96.0 (3/4)	96.5		98.2	
	L 33	Percentage of conservation area notices dealt with within 42 days	Planning	+	93	95 (3/4)	91	93	93	

Management Notes:

Management Notes:

Priority: Recycling

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

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	NI191	Residual household waste in kg per household	StreetScene	-	480	230 (2/4)	108	218		

Management Notes:
(Quarter 1 - 3)

Quarter 3 not available - additional information required from DCC, Sita etc

(TR)

	NI192	Percentage of Household waste sent for reuse, recycling and composting	StreetScene	+	26.20	32 (2/4)	31	33		
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3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Recycling

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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Management Notes:

(Quarter 1 - 3)

Quarter 3 not available - additional information required from DCC, Sita etc

(TR)

Priority: Children and young people

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

Key Service Objectives

Objective Status	Objective Title	Service	Achieved
Achieved	Secure funding and develop Energy 4 Thought national curriculum based project	Planning	Funding for project has been secured. Development of project is underway.
Variation	Support the new 'Youth Press Officer'	Org Dev	Nick Stephen is to interview applicant from Axe Valley Community College. Meeting is being set up with Head of Media Studies at Exmouth Community College.

Outcome: Providing services for young people

Key Service Objectives

Objective Status	Objective Title	Service	Achieved
Achieved	Delivery of Natural Environment Awareness Grant Fund	Planning	This scheme is now closed with a successful portfolio of projects and initiatives that came from the local community and educational sector which managed to draw in over £150K of match funding. There is no funding available for 2010/11.
Achieved	Secure funding for development and launch of Deep Thought	Planning	A key stage 3 resource for geography, showcasing three sustainable marine businesses in East Devon. Launched on Wednesday 14th October with great success.

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Key Service Objectives

Objective Status	Objective Title	Service	Achieved

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Key Service Objectives

Objective Title	Service	Achieved
Achieved Achieve the actions in the various housing strategies within target timescales.	Housing	We continue to monitor progress using SPAR, regular reports to the Housing Review Board and our various Service Monitoring Groups. Overall we are making good progress against the majority of actions.
Achieved Analyse and coordinate communication of Place Survey Information to all areas of the Council.	Org Dev	Further engagement work has been carried out to further analyse the results of the Place Survey regarding one specific question where EDDC were most under-performing. This included two focus groups and a short questionnaire. The findings of this are being reported back to senior officers and Members in Winter/ Spring 2010.
Variation Asset Management Plan - Financial Management	Econ Dev	CIPFA consultants to commence task end FEB 2010
Variation Constitution updated to take account of change	Legal, Licensing and Democratic Services	Delay on usual timetable due to LGR work. This will not prevent the Council using the changes in the Constitution that have been approved.
Achieved Continue delivering data on maps and present info on website	Information Technology	Mapping continues to be made available via the "emap" system. Mapping from internal systems has also now been extended out to the web site with the first example being the latest Parish map showing email addresses.
Variation Continue to evolve and meet the needs of customers	Planning	The Systems approach continues to evolve in Development Management and has been rolled out in Enforcement. Quarterly customer surveys are done. The most recent showing a 97% satisfaction rating.
Variation Continue to provide effective in-house service in a broad range of legal matters	Legal, Licensing and Democratic Services	Current vacancy on the property side has placed the team under additional pressure and it is recommended this post be filled.
Achieved Create GIS user group	Information Technology	First user group meeting event successfully carried out and the structure is set up to continue. A lot of useful sharing of users' experiences occurred and feedback was provided on issues regarding the mapping systems used.
Variation CS - C Public consultation on preferred options of Core Strategy and feedback to council	Planning Policy	Public consultation on Preferred Options report is schedule for summer 2010.
Achieved Development of Absence Reasons in Trent to facilitate more accurate reporting.	Org Dev	Absence reasons have been reviewed on Trent to ensure that the reasons for absence are clear and that the 'other' category is reduced.
Achieved Engage in customer feedback and devise a mechanism via the SNAP survey software	Customer Service	Customer satisfaction surveys have been developed for reception, telephone feedback. this is then input into the SNAP software and result published on a monthly basis. This is ongoing.
Achieved Engage with external partners	Customer Service	Monthly meetings have been actioned which identify issues and gaps. These are discussed and all gaps are closed. This is particularly evident with the refuse and re-cycling partner (SITA). An example of this is persistent missed bins. It was recognised that some properties within the district were not receiving a collection on a regular basis. The Lagan system

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: Excellent service for our customers

Outcome: Consistently satisfied customers.

Key Service Objectives

Objective Title Status	Service	Achieved
Achieved		was amended to trigger a report when a property had been missed for collection on 3 or more occasions in a 6 month period. The report generated the supervisor of the crews to follow the crew to ensure collection had been conducted.
Achieved	Housing	No change from last quarter. This year's conference planned for June.
Variation	Finance	Considered as not a priority after review of benefits.
Variation	Finance	Discussions just started with ICT on availability of resources and timescales.
Variation	Finance	ICT to confirm with Project Board project reinstatement
Variation	Finance	Now needs to be re-submitted to programme board as consideration of an in-house solution. However, because of the investment needed we are delaying putting this to programme board until the outcome of LGR is known.
Variation	Finance	Now needs to be re-submitted to programme board as consideration of an in-house solution. However, because of the investment needed we are delaying putting this to programme board until the outcome of LGR is known.
Variation	Information Technology	Issues and risks associated with inaccurate or missing land capture data have been identified. Steve Gammon is looking at the validity of the exercise before recommending any further action.
Achieved	Information Technology	
Achieved	Information Technology	We had made sufficient progress and had good enough plans in place for us to be given CoCo approval in April 2009. We are still working to complete these plans in time for the next audit in April 2010.
Variation	Customer Service	Unfortunately not much further forward due to problems with the Environmental Health System which has prevented the remainder of process being migrated.
Variation	Housing	Matters arising as indicated in Q.2 are the same for Q.3 with some delays in fulfilling completion are expected. A revised date for all sheltered housing staff to be fully mobile will be approx May 2010.
Variation	Information Technology	The main outstanding issues with CoCo is the requirement for the Council to mark all its documents against a security rating. There is still some confusion as to how to apply this in practice and until this guidance is sorted out no action is

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Key Service Objectives

Objective Title Status	Service	Achieved
Achieved		being taken within the Council other than to identify the Academy database as "restricted" information.
Achieved	Org Dev	The new format for Team Brief has now been delivered. This will now continue to be refined as we receive feedback from staff.
Variation	Legal, Licensing and Democratic Services	Two policies are due for review. One will be updated once the national update on members' role in planning is available. The other, on document retention is not time critical and has been deferred for higher priorities.
Achieved	Org Dev	
Achieved	Information Technology	The address data between Electoral Reg, Council Tax, Planning and the CSC is almost all matched to the LLPG. This will enable efficiencies as well as enable cross referencing reports to be run. We have already found at least one property not paying council tax as a result of data cross checking and other queries will soon be able to be run.
Concern	Legal, Licensing and Democratic Services	ICT deferred this project for lack of resources. Heads of LLDS and ICT will review whether to proceed once outcome of Local Government Reorganisation is known.
Variation	Housing	We are able to take swifter action to repossess non secure tenants who breach tenancy conditions. This action is different to that for secure tenants and is not such an onerous legal process. To be reviewed by Officers in housing to ensure swift action is taken.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
25.00	BV204(mon)	Number of planning appeal decisions allowed against the authority's decision to refuse	Planning	-	35.0	35.0 (10/12)	22.2	24.1	20.9	

Management Notes:

L 51	Achievement of customer support Service Level Agreement	Information Technology	+	88.30	96.00 (2/4)	96.60	98.00			
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Management Notes:

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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L 52		Customer satisfaction - monthly survey	Information Technology	+	5.4					
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Management Notes:

L 62b		Percentage of vehicle licences issued within 14 working days	Legal, Licensing and Democratic Services	+	100	100 (3/4)	100	100	100	100
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Management Notes:

L 62c		Percentage of Licensing Act 2003 applications decided within statutory deadlines	Legal, Licensing and Democratic Services	+	100	100 (3/4)	100	100	100	100
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Management Notes:

L 64		Proportion of Councillors trained in regulatory functions	Legal, Licensing and Democratic Services	+	89.58	100.00 (3/4)	97.78	97.78	97.78	97.78
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Management Notes: (Quarter 1 - 3)

Despite training opportunities being offered to all Members of the Licensing and Enforcement Committee, one Member remains untrained. This situation will be addressed by the Group Leaders at the annual meeting of the Council in May 2010 when seats on Committees are allocated.

(DV)

L100		Percentage of customer calls answered -CSC	Customer Service	+	92	95 (3/4)	96	97	97	97
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Management Notes:

L101		Percentage of customer calls answered - Switchboard	Customer Service	+	93	95 (3/4)	89	99	100	100
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Management Notes:

L102		Percentage of calls answered within 20 seconds - CSC	Customer Service	+	65	80 (10/12)	76	80	92	92
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3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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Management Notes:

L103		Percentage of calls answered within 20 seconds - Switchboard	Customer Service	+	71	80 (10/12)	83	91	96	
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Management Notes:

L61		Percentage of councillors accessing electronic information	Legal, Licensing and Democratic Services	+	98.30	100.00 (3/4)		98.28	98.30	
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Management Notes: (Quarter 1 - 3)

Previous quarter was based on 58 Councillors with one vacant seat. The newly elected Councillor now has access to electronic information. Only one elected Member does not have access to electronic information and receives communication by other means.

(DV)

L62a		Percentage of general licences issued within 14 working days	Legal, Licensing and Democratic Services	+	100	100 (3/4)	100	100	100	
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Management Notes:

N1157b (mon)		Percentage of Minor planning applications determined within 8 weeks	Planning	+	63.75	65.00 (10/12)	72.46	71.32	69.93	
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Management Notes:

N1157c (mon)		Percentage of Other planning applications determined within 8 weeks	Planning	+	85.29	80.00 (10/12)	82.68	81.97	80.99	
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Management Notes:

N1180		No. of changes of circumstances which affect customers' Housing/Council Tax Benefit within the year	Finance	+	1,411.3	375.0 (1/4)	583.7			
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3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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Management Notes:

NI181 (mon)		Time taken to process Housing Benefit/Council Tax Benefit new claims and change events -average days	Finance	-	12.0	12.0 (10/12)	16.2	13.6	11.2	
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Management Notes:

NI182 (mon)		Satisfaction of business with local authority regulation services	Env Health	+	75					81
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Management Notes:

ST1		Percentage of satisfied customers - Finance Benefits	Finance	+	89.0					90.1
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Management Notes:

(Quarter 3)

Customers like:-

- Initial calculation over the phone to see if worth claiming
- "best service she has ever had"
- "Much quicker than expected"
- "Staff very helpful"
- Claim sorted quickly...given us peace of mind in difficult times"
- Visit quick & painless. I was very impressed"
- "having someone complete form over the phone was excellent"
- "felt respected and treated well"

Customers don't like:

- Long letters
- Would have liked a bit more help
- Confusion over information we needed

3rd Qtr PIs and Key Service Objectives 2009-10 by Outcome

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

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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- Job Centre delays

(TR)	ST11	Percentage of satisfied customers - Planning	Planning	+	95	95	95	97		
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Management Notes:

	ST13	Volume of Demand	Finance	OFF	17,186 (3/4)				26,745	
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Management Notes:

(Quarter 1 - 3)
9.2% increase in claims on 2008/09. 30% higher than pre-recession figure at same time in 2007/08.

5,045 extra "mass" changes this year due to rule changes (eg child benefit) and council rent decrease. But routine work still 32% higher than last year.

(TR)

	ST14	Mean Control Limit for New Benefit claims	Finance	-	41 (1/4)	27.3	17.0			
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Management Notes:

	ST2	The Upper Control Limit for New Benefit Claims	Finance	-	141 (1/4)	85.8	58.3			
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Management Notes:

	ST3	Capability at Point of Transaction- Ability to deal with customers at first contact within Benefits	Finance	+	19 (3/4)				50	
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Management Notes:

(Quarter 3)
Even though the cumulative annual figure has improved from 19% last year to 50% in 2009/10 In practice, there is so much information needed to support a benefit claim and evidence often needed from 3rd parties that it is difficult to achieve a higher percentage. Our challenge remains to increase this figure to see what is achievable. The payoff is increased customer satisfaction and more efficient administration.

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

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

Performance Indicators

Top Quartile All England (TR)	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	ST4	Percentage of preventable customer contact within 'Benefits'	Finance	-	58 (1/4)					48

Management Notes:

(Quarter 3)

The level of preventable demand has fallen from 87 calls per day in 2008 to 25 calls per day in 2009 – despite a large increase in the workload of the benefits teams.

(TR)

Priority: An inspirational Council

Outcome: Great value for our customers

Key Service Objectives

Objective Status	Title	Service	Achieved
Achieved	Achieve Customer Service Excellence Award - CSC	Customer Service	This has been achieved and assessor has recommended that we gain accreditation on 13.1.10
Variation	Asset Management Plan – Accommodation Review: Linked to the Knowle Office Review.	Econ Dev	
Concern	Continue to play key part in Asset Management Strategy	Legal, Licensing and Democratic Services	A lawyer continues to support this forum but the need to fill the relevant post to enable this to continue has been highlighted in the Service Plan.
Achieved	Deliver service efficiencies through the application of Systems Thinking techniques.	Housing	We are reporting a significant improvement in rent payments from new tenants, high levels of tenant satisfaction with the new system, and we are doing 'what matters' for customers. We are preparing to undertake a Systems Thinking review in the Rental Section.
Variation	Develop IT systems for Asset Management/Maintenance System	StreetScene	We still have issues with DtE (Down-to-Earth) Play
Achieved	Extend membership of 'Speak Now' Panels	Org Dev	Through the online joining forms and paper based forms we have achieved 15 more members of the Speak Now panel between Oct- Dec. We have produced posters and leaflets to advertise the panel and will be distributing these in Spring 2010.
Variation	Extend membership of the 'Scene and Heard' Panel	Org Dev	The start of this has been delayed due to other work pressures. Will begin in April 2010.
Variation	Improve accuracy of data with Non-Domestic	Information	

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: An inspirational Council

Outcome: Great value for our customers

Key Service Objectives

Objective Title Status	Service	Achieved
Rates Team	Technology	
Achieved	Legal, Licensing and Democratic Services	The Knowledge is produced weekly and distributed as far as possible by electronic means so that the recipients can take advantage of the 'clickable' links provided which takes the reader direct to relevant web pages and information.
Variation	Planning	Due to ongoing judicial reviews this is on hold.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	BV9 (mon)	Percentage of Council Tax Collected	Finance	+	98.70	87.51 (9/12)	30.72	57.93	87.54	

Management Notes:

39

	BV10 (mon)	Percentage of Non-domestic Rates Collected	Finance	+	98.90	87.74 (9/12)	32.54	58.94	87.64	
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Management Notes:

3.54	BV66b	Percentage of tenants with more than seven weeks of (gross) rent arrears	Housing	-	5.50	5.25 (3/4)	5.33	4.68	4.85	
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Management Notes:

	BV66a (mon)	The proportion of rent collected	Housing	+	97.91	99.00 (9/12)	97.45	98.07	98.30	
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Management Notes:

	L 95	Average score on mandatory online basic skills test	Information Technology	+	77	75 (1/4)	74			
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Management Notes:

	L 96	Number of computer users who have passed a European Computer Driving Licence exam	Information Technology	+	55	100 (1/4)	55			
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3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: An inspirational Council

Outcome: Great value for our customers

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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Management Notes:

L 97		Number of computer user hours made unavailable each month	Information Technology	-	3,708	1,000 (7/12)	720	4,752		
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Management Notes:

VFMFP2 (mon)		Cycle time in working days from period-end closure to the distribution of routine financial reports	Finance	-	5		5	4	3	
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Management Notes:

Outcome: A 'partner of choice'

Key Service Objectives

Objective Title	Status	Service	Achieved
Effective and satisfied councillors fitted for the challenges of the future	Achieved	Legal, Licensing and Democratic Services	All Councillors have now undertaken a personal development review and each has a personal development plan linked to the Council's priorities. A forward programme for development has been agreed following recommendation by the Member Development Working Group. Six monthly development reviews of Councillors are currently underway and feedback on the member development initiative is positive. The assessors will be visiting the Council to undertake interviews of Councillors and Officers in respect of the Council's bid for South West Member Development Charter status in January 2010. The Member Development initiative has been reported to the Standards Committee and Strategic Management Team for monitoring purposes to make sure that the value for money is being achieved and that the initiative supports the Council's corporate strategy and priorities.

Outcome: An 'employer of choice'

Key Service Objectives

Objective Title	Status	Service	Achieved
Achieve Upper Quartile for BVP112 sickness indicator	Concern	Org Dev	Absence statistics for the last quarter will be available from 14 January as this allows all certificated absence to be included. It is expected to show a continued increase in short term absence due to the number of cold and flu cases seen around the council. We intend to continue producing quarterly reports detailing the absence trends and action being taken.

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: An inspirational Council
Outcome: An 'employer of choice'

Key Service Objectives

Objective Status	Objective Title	Service	Achieved
Achieves	Continue to raise profile of the Council within the community, particularly amongst the young.	Legal, Licensing and Democratic Services	The work with schools and colleges during Local Democracy Week was particularly well received this year. The Democratic Services Team took steps to extend the relevance of the visits by following up suggestions made by students and feeding this information back. The team has already been invited to run another Political Speed Dating session in February. The team took part in the 11 Million Take Over initiative and staged a mock debate about the use of a piece of land. Feedback on all of these initiatives has been very positive.
Approves	Create and deliver on-line training courses	Information Technology	
Concern	Implement a pilot mobile working solution that is compliant with CoCo	Information Technology	The good news is that the technology and technical strategy has finally been settled and also that the costs of a Council-wide solution has come down from £250K to £100K. There is a now a strong business case for investing in mobile working and a decision is needed from Council to enable this work to go ahead from April.
Variation	Research Flexible Benefits to align with national agenda and recommend on cost neutral basis	Org Dev	Subjects identified within flexible benefits eg. Holiday purchase scheme but work on hold pending outcomes of the LGR decision in February and possible shared services with South Somerset District Council.

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	BV12 mon	Working days lost due to sickness absence	Org Dev	-	12.82	6.38 (9/12)	2.47	5.56	8.22	

Management Notes: (January)

A full absence report for the third quarter going to February Executive Board.

(TR)

4.64	BV16a	Percentage of local authority employees with a disability	Org Dev	+	4.04	4.04 (3/4)	4.07	4.09	3.72	
	BV11a	Percentage of top-paid 5% of staff who are women	Org Dev	+	29.76	29.76 (3/4)	28.54	28.54	32.48	

Management Notes:

Management Notes:

3rd Qtr PIs and Key Service Objectives 2009-10 by outcome

Priority: An inspirational Council

Outcome: An 'employer of choice'

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	BV11b	Top 5% of Earners: Ethnic Minorities	Org Dev	+	4.23	3.80 (3/4)	4.06	4.06	4.06	4.06

Management Notes:

	BV11c (mon)	Top 5% of earners with a disability	Org Dev	+	0.00	0.00 (9/12)	0.00	0.00	0.00	0.00
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Management Notes:

	BV17a (mon)	Ethnic minority representation in the workforce - %	Org Dev	+	0.96	0.96 (9/12)	0.97	1.17	1.18	1.18
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Management Notes:

	L112	Cumulative Staff Turnover as a percentage of all staff	Org Dev	-	n/a		1.13	2.44	4.37	4.37
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Management Notes:

	L113	Number of Disciplinarys	Org Dev	-	n/a		2	5	9	9
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Management Notes:

	L114	Number of Grievances	Org Dev	-	n/a		0	0	1	1
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Management Notes:

Not linked to any aims

Performance Indicators

Top Quartile All England	Code	Title	Service	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
	L111	Total average headcount	Org Dev	OFF	n/a		532.5	532.5	526.0	526.0

Management Notes:

Measures Report

Housing Service: Quarter 3 October - December 2009

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 2End 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.

We have developed two types of measures – **leading and lagging**.

Leading measures are the 'real time' indicators which tell us what is happening **now** in the system and are the key measures that help us lead change and improvement. Examples are:

- Demand analysis - the type (value or preventable) and frequency of customer demand.
- Our ability to deal with requests/demand first time (one stop).
- How long a process takes from start to finish (End to End times).

Lagging measures are the 'rear view' indicators which tell us what's happening in the system after the event. They tell us about the effectiveness of the service, but will not necessarily help us to lead change. Examples are:

- Budget monitoring.
- Customer satisfaction and staff morale.
- National and local performance indicators.

Leading measures

Indicator	Check	3rd Q	Comment
<p>Capability at first point of contact 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>35%</p> <p>40%</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>End to End times (keys to keys)</p> <ul style="list-style-type: none"> • Total End to End time • Keys to Housing Needs • Keys to repairs • Keys to contractor • Void repaired/prepared • Keys to repairs • Keys to Housing Needs • 'Sign up' new tenant • Rent paid 	<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>51 days mean Predictably 96 days annex 1</p> <p>45 days mean Predictably 98 days annex 2</p> <p>7 days mean Predictably 15 days (keys to new tenant) annex 3</p> <p>-1.2 days mean Predictably 31 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 steps have been designed out of our system since Check making direct comparisons difficult.</p>

Indicator	Check	3rd Q	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>Our top five preventable demands</p>	<p>See table below</p> <ol style="list-style-type: none"> 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>n/a</p> <ol style="list-style-type: none"> 1. How is my application doing? 2. What do I do if I don't have internet access? 3. Can you help me register online? 4. Why has my banding changed? 5. Can you complete a housing application for my client? 	<p>As part of the review the level of preventable demand was measured by sampling.</p> <p>Another exercise is currently underway to measure preventable demand now.</p>
<p>Customer demand – new applicants during the quarter</p> <p><i>A key driver of service performance</i></p>	<p>53 homeless approaches 33 preventions</p>	<p>43 homeless approaches 20 preventions</p>	<p>We measure the number of homeless applications received and accepted.</p>
<p>Customer demand - caseload</p> <p><i>Number of households registered on our Housing Register.</i></p>	<p>4,500 households</p>	<p>4,200 households</p>	<p>We also measure the number of applicants on the housing register at any time. We can break this down by location and bedroom requirements. The introduction of Devon Home Choice will reduce the number of applicants on the housing register.</p>

Service redesign live from 5th May 2009

Value & Preventable Demand Survey

The original survey took place during the Check process and the follow up survey in December 2009. We are undertaking these surveys quarterly.

	Check (January 2009) Value Demand	December 2009 Value Demand	Check (January 09) Preventable Demand	December 2009 Preventable Demand
Telephone	50%	65%	50%	35%
Post and email	85%	85%	15%	15%
Face to face	75%	75%	25%	25%

Lagging measures

Indicator	Check	3rd Quarter	Comment
Customer satisfaction: <i>measured by monthly telephone survey carried out 4-6 weeks after tenancy commenced.</i>			See comments below.
NI 156 Number of households living in Temporary Accommodation. <i>This is a snapshot measure of the number of households in temporary accommodation on 31st March each year.</i>	91	76	A good reduction and part of a consistent downward trend.
NI 160 Local Authority tenants' satisfaction with landlord services. <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.
BVPI 212, the time taken to relet local authority housing <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	28 days	This average measure legitimately excludes properties undergoing major repairs from the calculation.

Indicator	Check	3rd Quarter	Comment
BVPI 66a proportion of rent collected <i>This is a measure of the amount of rent collected as a proportion of rent collectable.</i>	97.11%	98.30%	We are seeing a steady increase towards our 'stretch' target of 99% collection of rent due.
Percentage of new tenants who fall into rent arrears	51%	29.88%	The new tenancy 'sign up' process emphasises the important of maintaining a clear rent account.
Percentage of new tenants irregular rent payers	27% habitually in arrears	10.34%	Fewer tenants are poor or irregular payers.
Length of time in days it takes a new tenant falling into rent arrears to clear their rent account.	92 days	25 days	Fewer tenants are going into arrears at the start of their tenancy.
Number of bids received per property advertised through Choice Based Lettings	Typically 20	Typically 20	We are still receiving an average of 20 bids for each property advertised.
Average length of time spent on the Housing Register before being housed (general needs & sheltered housing).	39 months average general needs housing and 27 months average sheltered housing	3 years and 27 weeks (approx. 42 months) for general needs and sheltered housing	This waiting time for housing is longer than we would like and is directly related to vacancies occurring in our housing stock.
Number of homeless applications where the Council accepts a homeless duty towards the applicant.	17	6	This is a radical reduction in homeless acceptances which can be attributed to a range of homeless prevention measures being implemented.

Project investment and benefits

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.
- A more thorough new tenancy 'sign up' and welcome process with greater clarity of roles and responsibilities.

In December we undertook a telephone survey of new tenants after the commencement of their tenancy. The results of this survey reveal that of the 27 new tenants contacted most rated the service received 8-10 out of a possible score of 10. The accompanied viewing was scored high and staff considered helpful and friendly. We had a few cases where the standard of the property did not meet expectations (poor quality painting and minor repairs not done). In each case we invited the tenant to say how we could improve performance and receive a top score.

The latest new tenant survey results undertaken in January 2010 of tenants that moved into their new homes in October are shown in **annex 5**.

Remaining Issues

We are maintaining an **Issues Log** and this is attached so that members can see how we are steadily working on all the issues we have which will improve the way we work from our customers' point of view, and remove waste from the system.

The top 5 issues on the Issues Log that need resolving are:

- Ensuring that the appointment system for accompanied viewings works consistently well;
- Production of capability charts quickly and accurately;
- Notifying all new tenants of the need to come to the 'sign up' with an ability to pay their rent;
- Rent triggers set up before 'sign up' to ensure that rental payments could be accepted;
- Contractors should not be dictating void ready dates to suit them.

We need to ensure that the measures reports are used by staff and managers to be more aware of what is happening in our system and to allow early corrective action where performance can be improved.

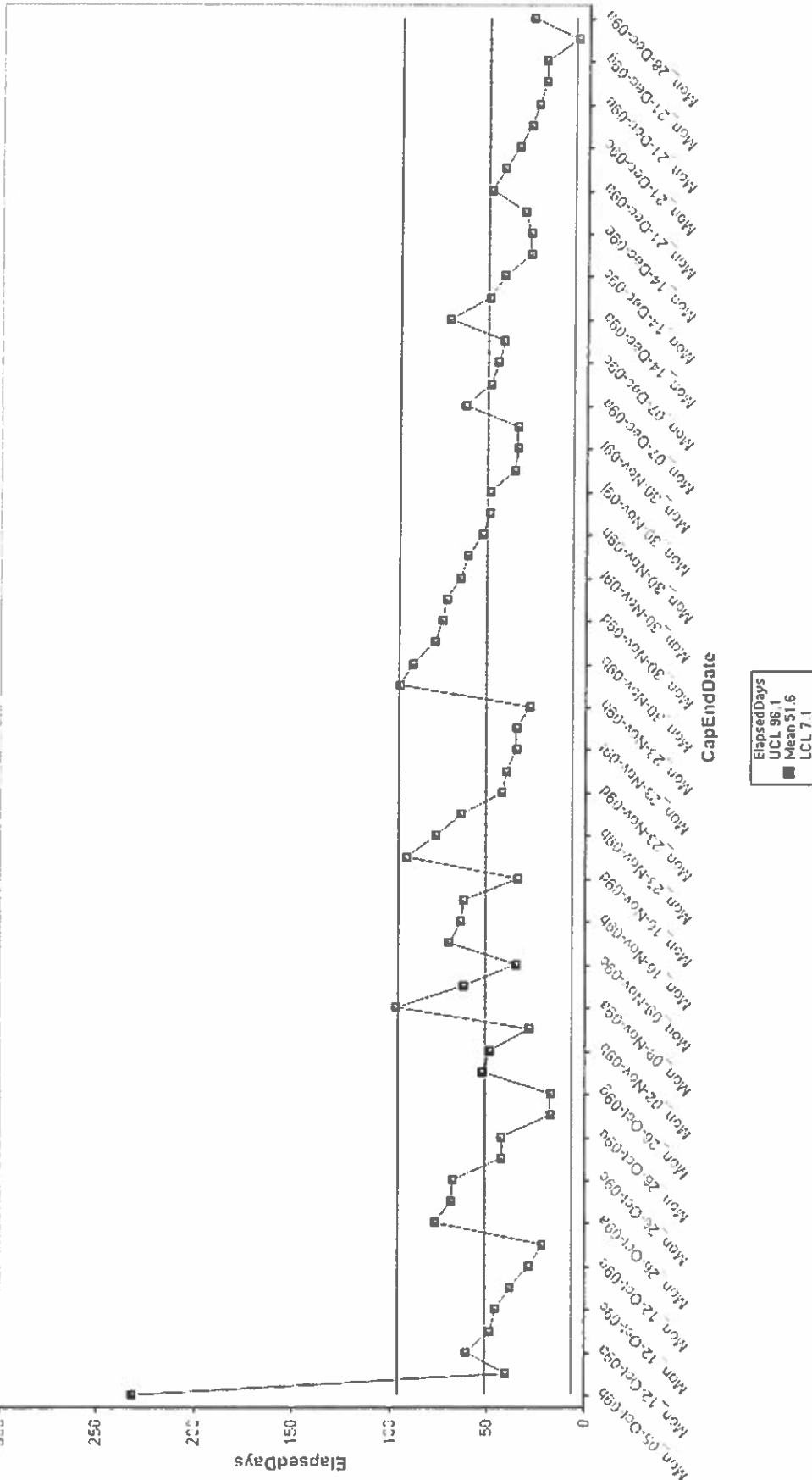
Staff morale, sickness absence and turnover are all lagging measures too as well as budget information to show how investment impacts on performance. These have not been included in this report.

Staff have responded very well to the changes and readily adopted the new working methods. Most of the new methods were generated by staff themselves and the challenge is to maintain a culture where people are encouraged to contribute ideas and suggestions on an ongoing basis rather than as part of a set-piece exercise away from the workplace.

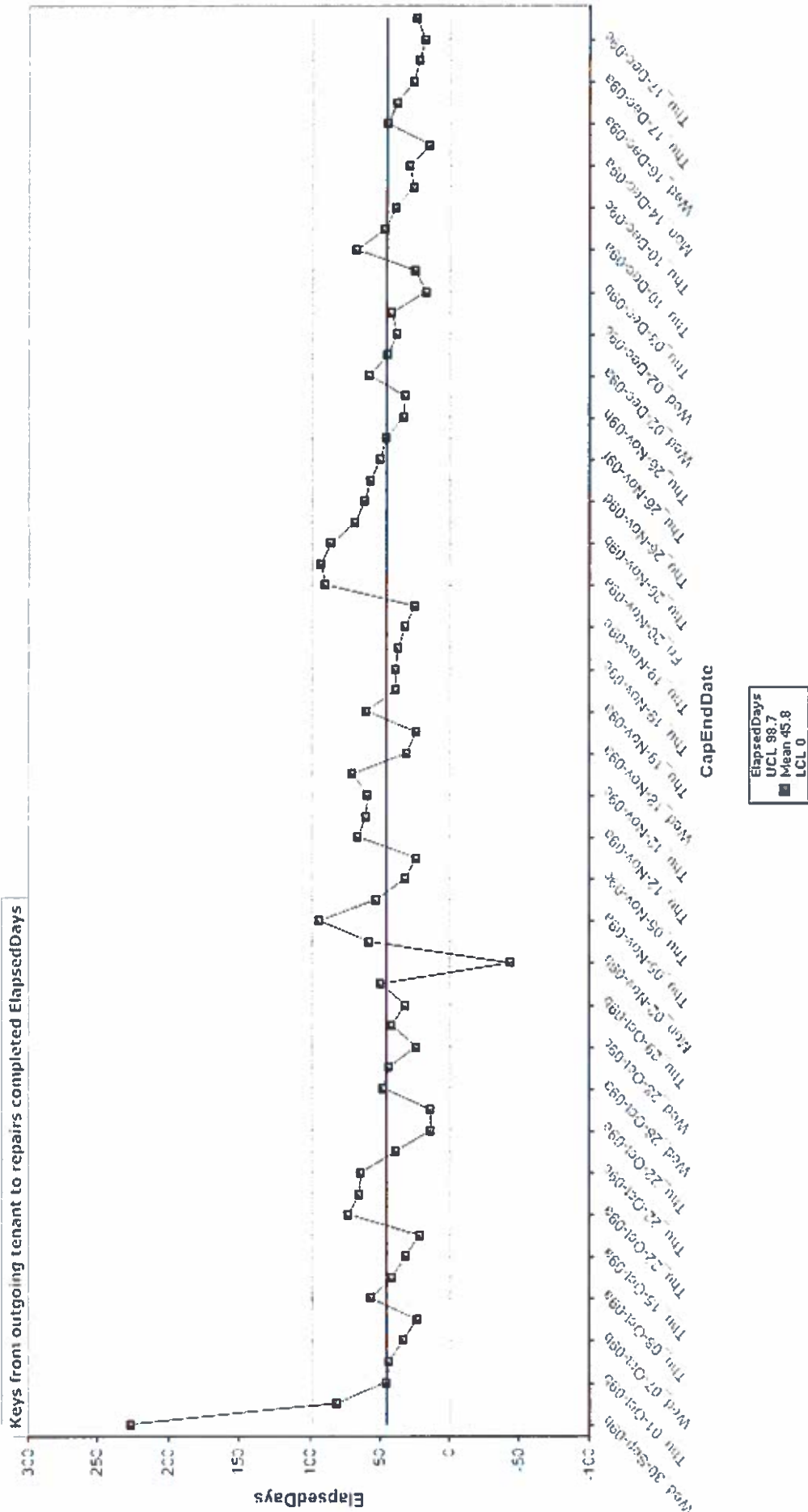
The operational, change, leadership and management principles all need embedding to ensure that we are all working to 'new world' principles and not those that influenced behaviours prior to introducing Systems Thinking.

Annex 1

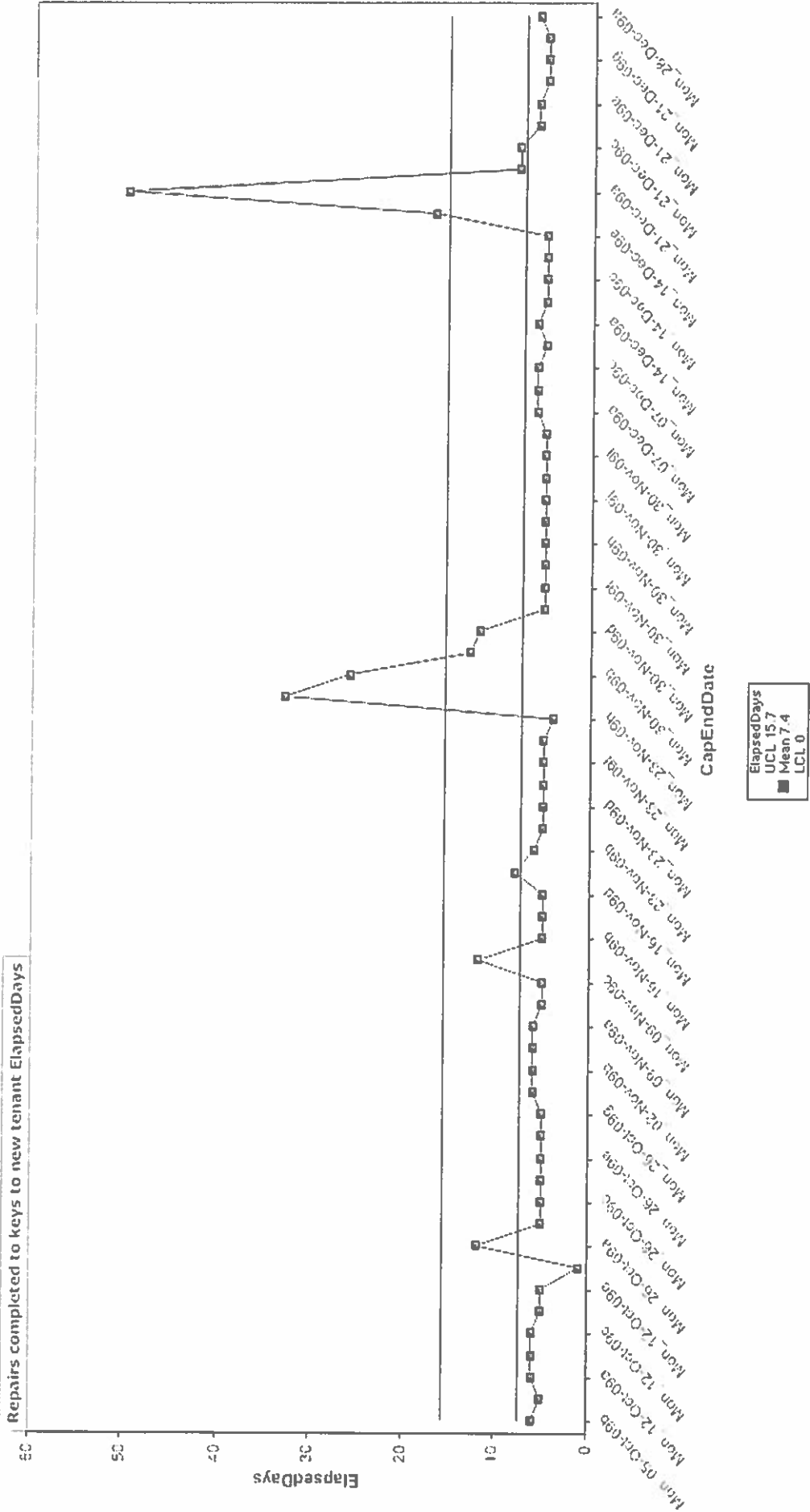
Keys from outgoing tenant to keys to new tenant ElapsedDays



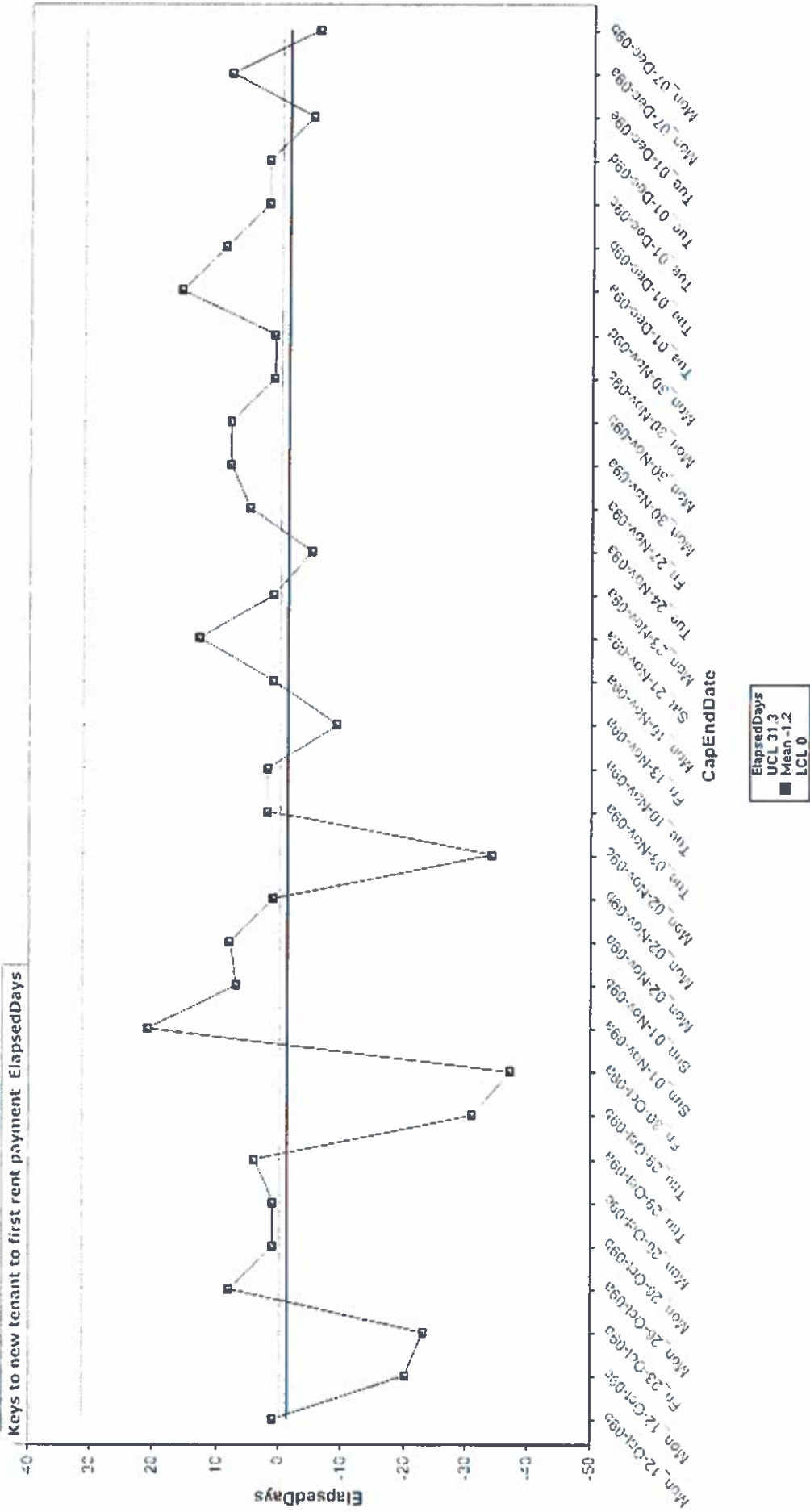
Annex 2



Annex 3



Annex 4



East Devon District Council New Tenants Telephone Survey January 2010

Methodology

Due to changes to the procedures used for new East Devon District Council tenants as part of the Systems Thinking Review process, we decided to undertake a rolling programme of telephone surveys of residents that had used the new system. Housing Officers telephoned new tenants and tenants that had moved between Council houses in the month of October 2009. 16 respondents answered the phone survey. The results were input into Excel and analysed.

This survey is to be repeated once every three months by surveying all of one month's new lettings.

A previous survey was undertaken in August 2009.

Summary

When looking at these results, the low numbers of respondents should be taken into account. For example, with only 16 respondents, one persons view will make a large difference to any percentages.

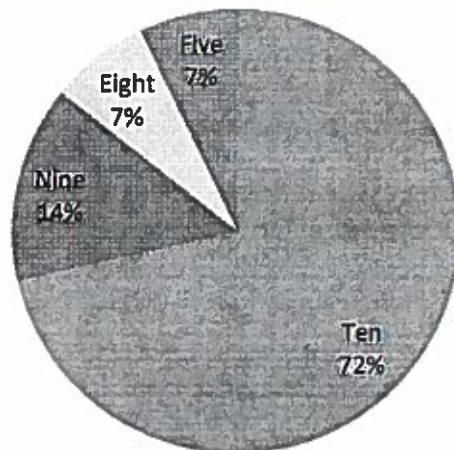
Question	Average score out of 10	% of respondents that rated it as 10
Ease of applying for an available property	9.4	72
<i>August 2009- ease of applying</i>	8.4	42
Visiting the property with the technical officer and contractor	9.7	79
<i>August 2009- visiting the property</i>	9.3	75
Standard of new home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

- 100% of respondents felt that they fully understood what they are entitled to from us, and what we expect of them as tenants of EDDC.
- 63% of respondents had issues with their new home within 4 weeks of moving in. Some people told us about these issues, and others did not. 1 respondent had told us about issues that had not yet been resolved.

Results

How would you rate, out of 10, the ease of applying for an available property with East Devon District Council?

14 respondents gave a score. The average score given was 9.4 out of 10. The percentage of people that gave each score is shown in the pie chart below.

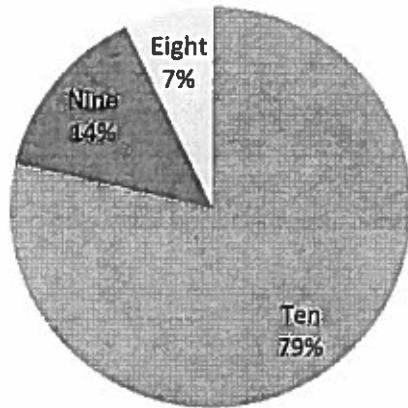


If you have not given a rating of 10, what could we do to improve your rating and make this part of the process easier?

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

- Found it very hard before you could apply on line (8)
- This mark is due to lack of property available, but found it easy to apply for the property. (5)
- Nothing else to add. Time is always the issue. Waiting for properties. (9)

How useful did you find visiting the property with the technical officer and contractor? Please give a rating out of 10 where 10 is very good and 1 is very poor. 14 respondents gave a score. The average score was 9.7 out of 10. The percentage of people that gave each score is show in the pie chart below:



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

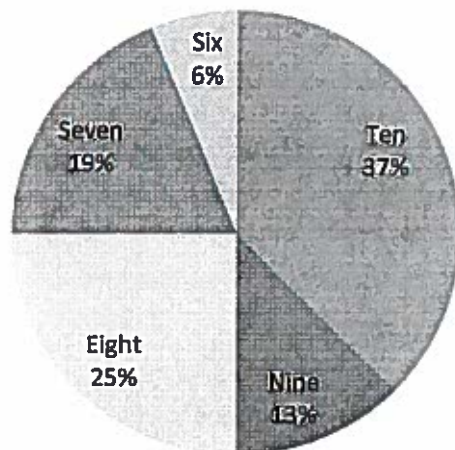
Three people commented. Their comments are listed below, with the score they gave in brackets:

- Very helpful, it was good to see how the property would work with my disability and what other equipment I might need to be able to move in. (9)
- Payment issues surrounding decorations. Fully explained. (8)
- Too much choice in a short space of time. Too much information to take in. Too many choices?? (9)

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

16 respondents answered this question. All stated that they did understand.

How would you rate out of 10 the standard of your new home on the day you arrived?
 16 respondents answered this question, giving an average score of 8.6 out of 10. The percentage of respondents that gave each score is shown below:



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

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

- Issues with the standards of decoration. Getting the flat has outweighed the issues with decoration. (7)
- Rotary washing line was broken and so was the cat flap. Other cats kept coming in. (8)
- Extractor fan had a life of its own. (8)
- Quality of works carried out could have better. Quality of painting. Thin paint. Rub walls, paint starts to come away. (7)
- No carpets or furnishings help. Cash flow problem too. (9)
- Complete redecoration painting. Property was only to a preparation standard. (8)
- Complete redecoration painting. Property was only to a preparation standard. (8)
- Doing the jobs as per the specification. Curtain battens had not been replaced. Holes not filled in. Plaster work not sanded down. Dirty toilet pan, staining on wall in WC, dog fouling in rear garden (from next doors dogs possibly) or contractors dog? (6)
- Kitchen not decorated as per conversation on site on day of viewing. Yet specification stated preparation only. Same applies to bathroom. (7)

Issues with your new home

Did you have any issues with your new home within four weeks of moving into it?
 16 respondents answered this question, 4 stated that they did have issues within four weeks of moving in.

If yes:

Have you told us about these issues?

All 12 of the respondents that stated they had had issues responded. All of them told EDDC about these issues.

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

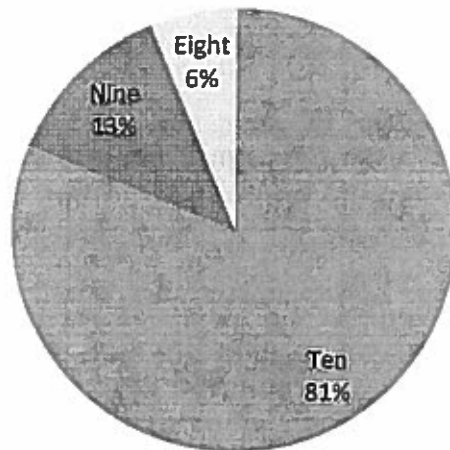
Of the 6 respondents that answered this question, 1 stated the issue had not been resolved.

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

- All extra repairs regarding missing items were resolved by the tenants.

Overall, how would you rate out of 10, the helpfulness and friendliness of EDDC staff throughout the entire process of applying for and moving into your new home?

16 respondents gave a score. The average score was 9.8 out of 10. The percentage of people that gave each score is show in the pie chart below:



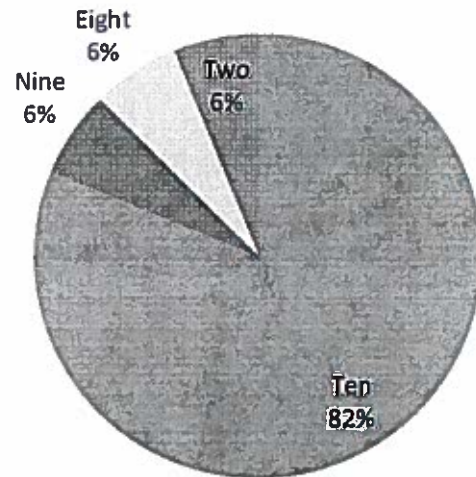
If you have not given a rating of 10, what would we have to improve for you to rate it as 10?

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

- Very helpful and friendly (9)
- No areas for improvement (8)

Throughout the process of applying for through to moving into your new home- how well informed did you feel?

16 respondents gave a score. The average score was 9.3 out of 10. The percentage of people that gave each score is show in the pie chart below:



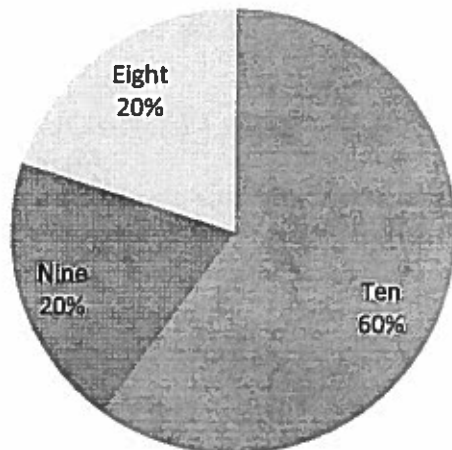
If you have not given a rating of 10, what would we have to improve for you to rate it as 10?

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

- Whilst having been given a six week timescale, no further information was provided.

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

15 respondents gave a score. The average score was 9.4 out of 10. The percentage of people that gave each score is show in the pie chart below:



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

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

- The problems with applying for accommodation and the standard of decoration meant a 10 wasn't given. (8)
- Length of time on the list. (8)
- Choice based lettings is far better than the old lettings system. Missed out on two properties due to others being in more need. Very happy with new accommodation and its condition. (9)
- If there was one thing....Central heating would have been fantastic. (9)
- With the six week timescale awarded between the viewing and the moving into the property the quality of workmanship was very poor. Minimal work had to be carried out, yet the finish was poor. No real attention to detail. (8)

Development Management Quarterly Measures Report

3rd Quarter October - December 2009

Introduction:

The purpose of development management is to 'Say yes to good development'. This quarter there has been a focus on looking at some of reasons behind some applications being delayed in the system, the types of enquiry coming into the reception and trying to reduce the instance of applicants/agents ringing in to check where the application is in the process or why an officer came to site unannounced.

The leading measure 'End to End (E2E) times for all planning applications' has lengthened slightly from 50.5 to 53 days during this quarter, although this is a predictable variation given the closure of the offices for 10 days over Christmas. Workloads also rose during this period as agents always seem to clear their desks for the holiday, rising from 504 last quarter to 579 this quarter. As usual a number of large scale applications arrived in the run up to Christmas, including the a number of large residential schemes submitted in Exmouth and Sidmouth as well as two foodstores applications in Ottery St Mary.

There has been a commensurate reduction in customer satisfaction linked to the common causes of the variation in times taken to process applications – the complex and expensive supporting documentation needed to support some categories of application these days, delays from consultees responding and of course the overall time taken this quarter.

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

All applications

A mean (or predictable average) of 53 days (October-December 09) compared to the previous quarters:

- 50.5 days (July-September 09)
- 48.8 days (Apr-Jun 09)
- 57.2 (Jan-March 09)

Minor applications

A mean of 59.5 days (October-December 09) compared to:

- 53.5 days (July-September 09)
- 55.5 (Apr-Jun 09)
- 69.3 (Jan-March 09)

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Other applications

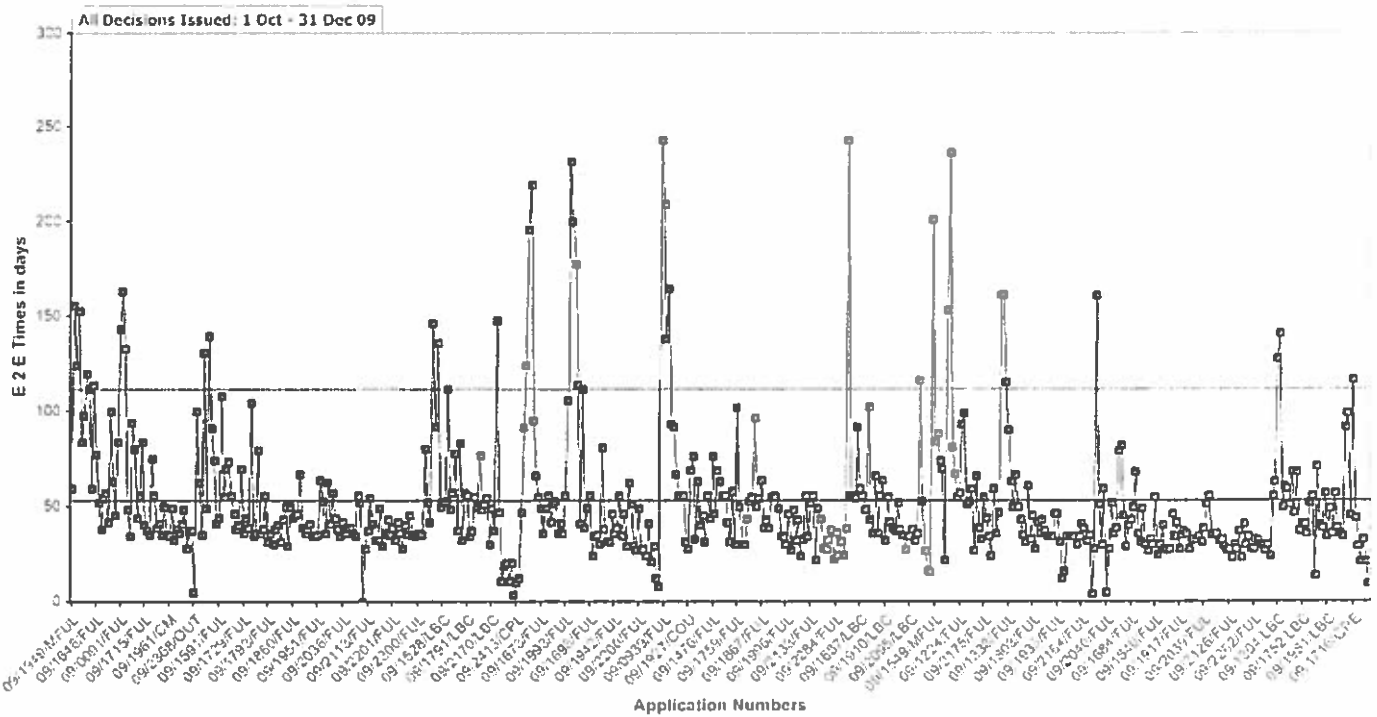
A mean of 48.5 days (October-December 09) compared to:

- 45.3 days (July-September 09)
- 48.8 (Apr-Jun 09)
- 48.4 (Jan-March 09)

Leading Measures

E2E Times in the 5 Work streams

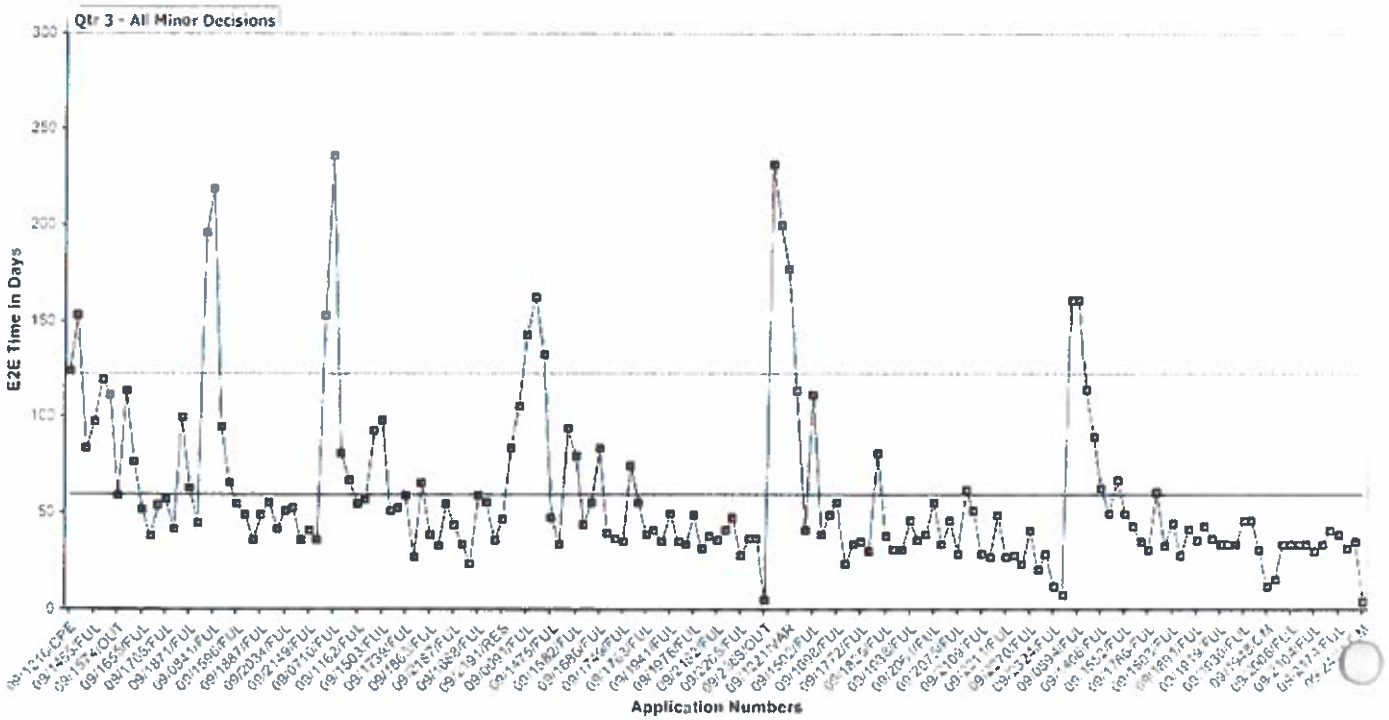
Planning applications - (i) All decisions (major, minor and other) Oct - Dec 09



Mean 53 days

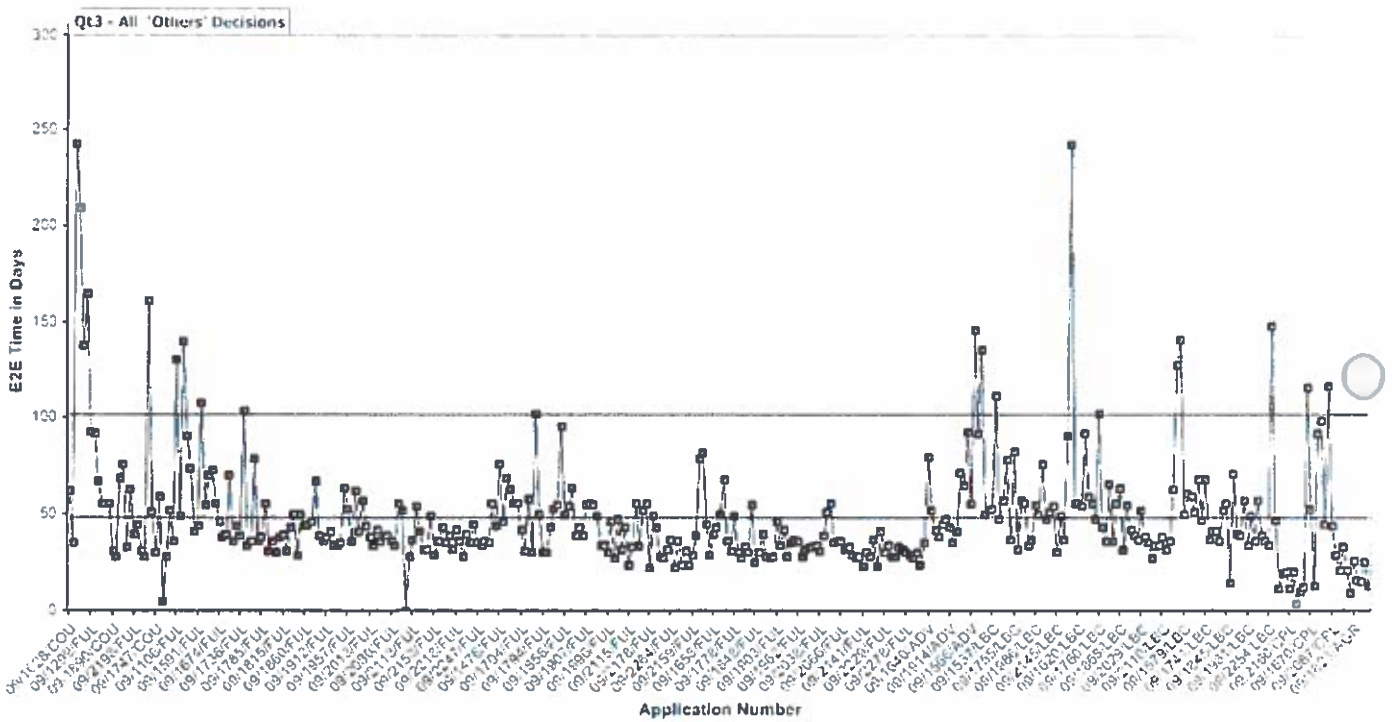
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(ii) Minor Applications Oct - Dec 09



Mean 59.5 days

(iii) Other Applications Oct - Dec 09



Mean 48.5 days

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Analysis

There is a clear issue here relating to the performance in the minor category of planning applications. At this stage however it is impossible to know whether this is just a blip in performance related to the Christmas closure or whether this is the beginning of a trend. The managers will be monitoring this closely.

A recent analysis of the common causes of variation in time taken to process planning applications revealed the following:

- Seeking amended drawings late in the process
- Being sent unsolicited amended plans by agents tracking consultee replies
- Applications which require referral to the Government office, which has a further 21 days to make a decision
- Applications requiring S106 agreements to be drawn up
- Applications sometimes not including all necessary information at the beginning of the process
- Applications needing to go to Committee but missing deadlines, sometimes because of late comments received from consultees and Ward Members long after the normal 21 days has elapsed

Actions Taken

- Teams reminded of the need to seek any necessary amended plans or additional information as early as possible.
- Agents Forum held and advice given about not submitting unsolicited amendments as we may not require them, but to await any request from us. Also given guidance on what supporting documentation must be supplied with different types of application.
- Development Management Committee has adopted a limited timetable of 3 days at the end of the process for otherwise delegated applications, to allow for Ward Members to seek a call-in to committee from the Chairman or to withdraw their original comments, having seen a draft report.
- A limited experiment is being undertaken with unopposed Householder category applications being signed off by the team and not a manager. This followed an assessment of the most common wording mistakes on decisions notices and some training by managers. This new initiative will be monitored closely.

Further Actions Planned

- Working with consultees to speed up response times on applications
- Working with the Legal team to speed up S106 agreement preparation
- Writing to applicants who are delaying the S106 agreement process to seek resolutions.

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Pre Application Enquiries

The average time taken in this quarter was 20.3 days, the previous Quarter being 15.7 days.

Analysis and action taken

The number of enquiries this quarter has dropped from 329 to 253. It has been the case that all teams have seen an increase however in the number of complex pre app enquiries on very large development sites for example Pinhoe at Exeter and Cloakham Lawns at Axminster to name just two.

However, despite the reduction in overall numbers involved, there has been a clear drop in processing times. This is partly due to one team receiving more than the other two and getting behind. The same team also had to deal with a large scale affordable housing scheme and this was given priority.

The Executive Board resolved in December that pre application charges would be introduced on the 1st February 2010 in order to help finance an enhancement of the service. The effect of the charging regime will be monitored to see it's potential effect upon the number of pre applications we then receive, the use of the free go applications following a refusal, the refusal rate itself and the quality of new planning applications, assuming some agents/applicants will not now seek advice and guidance on what is likely to be acceptable development and what documentation, plans and other information is required to allow an application to progress.

Permitted Development Enquiries Oct - Dec 09

These took 6.2 days during this quarter, up from 3.5 days on the previous quarter.

Analysis and Actions Taken

The number of PD enquiries has reduced from 448 to 367 this quarter. There has been a drop in performance in this area but this is mostly due to staff absences through December. Three technical officers usually deal with these. However teams will be reminded that permitted development enquiries are also part of the teams' work and should not be left undone during any periods when the technical officers are away for any reason.

The average time of 6.2 days is however still very good to answer, especially as the enquiries are sometimes technical questions which need detailed research and investigation. Again, this will be monitored to ensure there is an improvement next quarter.

Minor Amendments

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

Actions Taken

None needed at this time.

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Conditions Discharge

The average E2E time for this quarter is 18.4 days, an increase on the previous quarter of 12.5 days.

Analysis and Actions Taken

There have been some major application condition discharges that have extended the overall E2E time.

This work stream will be closely monitored to ensure there is an improvement in performance in the future.

Value & Preventable Demand Survey

The survey took place during 7 – 11 Dec 09

	Qtr 2 Value Demand	Qtr 3 Value Demand	Qtr 2 Preventable Demand	Qtr 3 Preventable Demand
Telephone	62.8%	51%	37.2%	49%
Post	90.3%	76%	9.6%	24%
Email	69.7%	95%	30.3%	5%
Front Desk	65%	68%	35%	32%

Analysis and Actions Taken

Telephone: Top 3 preventable demands:

1. Can you give me an update on my/clients application – 51 (11%) Calls. This figure is down 0.9% on the last quarter. We will do further analysis on who gets what type of call during this quarter
2. Reference a previous enquiry – 30 calls (6.5%)
3. Requesting information on a neighbour's application. 25 Calls (5.4%)

It is hoped that the additional functionality on our new website will reduce all types of call both from agents and neighbours as applications can now be tracked on the website. Agents will now be able to see clearly what comments have been received and can receive a personal alert when anything new has been scanned.

With neighbour queries we are also looking to produce a protocol on how applications are dealt with. This can be then be linked via the initial neighbour consultation letter to reduce the number of calls. We have also recently produced a draft leaflet explaining how the committee system works which once published should help to reduce the number of phone calls and post committee complaints.

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Post: Preventable demand 25% - The volume of letters has reduced very slightly to 112. This is due to the number of invalid applications and EDDC requesting additional information. We are working with the Planning Portal to reduce the number of invalid applications by promoting online submissions. Agents have also been reminded at the recent Agents Forum as to the main reasons for invalidity.

Email: Preventable demand reduced from 24.9% to 5% - majority of emails (online representations) go directly onto the accessible part of the data system.

Capability of Point of Transaction Survey

The survey took place between: 7 - 11 Dec 2009 - (Previous Survey in July in brackets)

	Phone Calls %		Post %		Email %	
One Stop	(77.9)	76	(99)	99	(93.1)	97
Pass back	(6.4)	1	0	1	(1)	1
Pass on	(10.3)	21	(1)	0	(5.7)	1
Pull down	(4.25)	1	0	0	0	0
Call back	(1)	1	0	0	0	1

Analysis

76% of all calls are dealt with at first point of contact. The balance seems about right, as calls passed back are for more detailed information.

Actions Taken

- Additional training for the CSC staff, enabling them to have greater knowledge of where to find information on the system. This was carried out before Christmas and will be offered to all new CSC staff on a rolling basis.
- We have recently identified a 'waste' problem with applicants ringing in after finding a planning officer's calling card saying that a visit had taken place. There seemed to be an assumption that the card necessitated the call to have a chat about their application. Consequently the details on the calling have been changed to say that an officer had called but no further action was required. We have highlighted how applications can be tracked via our website instead.
- Spoken to Agents at the Agents Forum in November informing them of the additional functionality of the website and asked us not to contact on day 23.

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Reception Desk Survey

A survey was carried out of all incoming Development Management enquiries at the Reception Desk at Knowle. Setting aside those callers who simply went direct either to the computer screens to browse the website or went to look at the Part 1 register (ie the paper copies of new applications); there were only 16 callers during the two weeks surveyed. This is a significant reduction on the findings during the initial 'check'

The two most common enquires were:

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

The now very accessible website appears to be effectively siphoning away the need for direct contact and only those seeking detailed or very specific advice now make contact.

Lagging Measures:

Applicant Satisfaction Survey

The survey carried out for this quarter showed a return of 90% satisfaction, with 83% scoring the service 8 or above. This is a 7% decrease on the previous quarter both in general terms and for those scoring more than 8 out of 10. The total number of applicants contacted was 77

Analysis and actions taken

A selection of comments on what was important to customers

- Speed and preferably an approval
- Being able to check progress on the internet
- To be kept informed
- Value of pre app advice
- Helpful attitude of planning and other officers
- Application considered fairly
- A correct legal decision
- Availability of planning officers to discuss problems

Some issues raised by customers

- Didn't appreciate process was so complicated
- Took too long sometimes
- On a few occasions advice changed as to whether or not planning permission needed
- Some issues with tree advice taking too long
- Some survey work required is very expensive e.g. Bat surveys

The results of the survey will be passed to staff to keep them aware of customers' needs. Clearly the top answers coming out of the survey continue to be communication, speed of processing, being given an approval and being dealt with fairly. It is also clear that the time and resource invested in the Council's planning web site is starting to pay dividends.

Agenda item 9

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Staff Morale

Staff continue to be motivated and happy to work the new system of a team approach. The Issues Log is being actively used as a report and check mechanism for the system. All staff continue to be involved in Systems meetings which are run on a rota basis every few weeks. They have the opportunity to feed through problems and issues and be a part of the solution.

However the budget problems have resulted in one planning support post not be refilled. The implications will be monitored and work such as solicitor's enquires, will be given a lower priority.

Other workload pressures may result from the potential deployment of staff to other areas of work such as LDF work. Again this will need to be monitored in terms of those staff who continue with the applications core business.

All staff still enjoy training opportunities through their professional bodies as well as other in house courses that are run. Other training events are planned for the year ahead such as design tours of the for both planning officers and Members.

The part time Senior Planning officer in the Eastern Team has just left the Authority on an extended period of Sabbatical leave not returning until October 2010. This will have implications for the remaining members of staff in the team. Additional workload demands are inevitable. The converse however is that planning officers in the team generally will be getting more and more involved in complex and potentially controversial applications which can only be of benefit to them in terms of their wider experience.

Budgets

Any monies received from the new pre application charging system will be monitored against an anticipated budget estimate of £150'000 and balanced against any adverse impact (as described above).

In terms of planning fees, despite a downturn in the number of applications received (2439 in 2009 compared to 2861 in 2008) the fee income is ahead of the predicted income budget. By the end of December 2009 (month 9 in the financial year), the fee income received is more than £140,000 greater than the expected income for this point in the year. This is due mostly to the number of high fee paying applications increasing. Costs are also reducing as the number of free applications is now significantly down – as reported last quarter. This may of course change with the introduction of the charging regime.

Staffing costs are also 'in credit' by the sum of £41,000 primarily through not filling vacant posts and with staff being absent on authorised leave.

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Consultant fees have also been cut back significantly. Officers now rarely use our agricultural consultant and will only use specialist consultants such as retail specialists when absolutely necessary. However the planning fees are designed to cover these costs.

National Indicator Returns

N157 a, b, c:

Type	DCLG Target	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec
Major applications	60% in 13 weeks	52.17%	48.48%
Minor applications	65% in 8 weeks	71.32%	69.93%
Other applications	80% in 8 weeks	81.97%	80.98%

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

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

BVPI 204 Appeals Allowed:

Target	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec
Local	27.3%	14.3%

The number of appeals has dropped over this period and so has the number of appeals which are upheld. The systems thinking process allows more negotiation with applicants and reduces the number refused, (2009 figure: only 6.7%), this has a knock on effect to appeals and resubmissions. This is also not a reflection on what some commentators have said that 'anything goes'. Applications heading for a refusal are now more closely scrutinised in advance by the appeals team. In addition officers now look for an approval with amended plans rather than a quicker refusal to meet targets. The reduction in the number of refusals is more a factor of the new way of working rather than a drop in standards.

Future Projects

- Consider the results of a capacity exercise undertaken to provide evidence of how long typical work stream elements are taking and what resources may be needed
- Undertake an evaluation of added value on planning applications to try and identify where planners have added value to the outcome.
- Undertake a review of Section 106 agreements which are outstanding
- Commence a review of Section 106 procedures and protocols as well as looking at standard templates again.

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- Undertake a review of standard planning conditions taking on board the recent publication of central government who intend to provide LPAs this year with new standard conditions.
- Undertake a further review of standard letters particularly in the light of the council's decisions to change to a standard font size of Arial 12 pt. This will have implications for many of the 80 standard letters employed by the planning service.
- We will look deeper at the preventable demand, and break the calls down to individual areas, CSC, Planning Teams and Enforcement, to see if there are any areas we can improve on.
- Having updated our 'Planning online' section of the website in Nov 09, we will review how it is working and look at upgrading the Development Management section. The planning website as a whole received 70,000+ hits in the last quarter and is by far the most used page (excluding the front page) of the EDDC website. We need to make sure that this is a user friendly source of information.

Annual Report of the Service Delivery and Performance Overview and Scrutiny Committee 2009/10

The Scrutiny Committee has a role, as set out by the Council's constitution, to scrutinise decisions made by the Executive Board; and review topics when requested to do so by the Executive Board. A Scrutiny Committee should function using the following four main principles of scrutiny:

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

The remit of the Service Delivery and Performance Overview and Scrutiny Committee was agreed to focus on:

- Right sized establishment
- Systems thinking
- On-target delivery

In the past year, the Committee has begun to examine these areas of the Council's work and in particular the Systems Thinking Reviews being carried out. A forward plan has been compiled and is reviewed at each meeting. During the first year of operating the Service Delivery and Performance Overview and Scrutiny Committee has undertaken the following work:

Quarterly Monitoring of Service Plans

The Committee regularly considers the Quarterly Monitoring Reports of Service Plans. At the first meeting of the Committee, Members agreed on the format of reporting. At each meeting Councillors can highlight any areas of concern to the relevant Head of Service. Some Members of the Committee have been meeting separately to help develop the format of the Quarterly Monitoring reports.

Systems Thinking Review and Performance Measures Report

Performance Measures Reports resulting from the systems thinking reviews are regularly considered by the Committee. Each of the services involved so far; Development Management, Housing Benefit Service and Housing Services have changed the way they work and continually monitor their performance, comparing it against the previous quarter's data. From this comparison, Members can judge for themselves how successful the new ways of working are. In 2009 each of the three service areas had enjoyed considerable improvement.

Preventable demand in the Customer Service Centre

In October consideration was given to the Customer Service Manager's report, which explained the volume levels of customer contact with the Customer Service Centre (CSC) in relation to preventable demand. This key information had been introduced during the systems thinking reviews and had also been collected nationally from 1 April 2008 as National Indicator 14 (avoidable contacts). Members also considered at their October meeting, the impact of the new waste handling contract on the CSC and have asked to be kept up to date with information following Phase Three of the roll out.

Benefits inspection

The Committee had the opportunity to examine the work of the Audit Commission, following their inspection of the Benefits service in October. Members examined both the criticisms and positive comments made by the Audit Commission and would continue to monitor the service area using the Performance Measurers reports and Quarterly Service Plan reports.

Ward Member Involvement and Communication

The Committee have more recently formed a Task and Finish Forum to consider and develop an operating protocol and convention which could be agreed between Officers and Members and used for future Council Communication between Officers and Members.

Agenda Item 12

Service Delivery/Performance Committee

17 February 2010



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

Month	Topic	Lead
17 February 2009	<ul style="list-style-type: none"> Quarterly Monitoring of Service Plans and Performance Indicators – 3rd Quarter Housing and Development Management Service Measures Reports Annual Report of the Service Delivery and Performance Overview and Scrutiny Committee 	Denise Lyon Heads of Service Denise Lyon

Proposed meetings for 2010/2011 – dates to be confirmed at Annual Council

23 June 2010	<ul style="list-style-type: none"> Housing Benefits, Housing and Development Management Service Measures Reports for 2009/2010 Member involvement TaFF report and recommendations Street Scene Report on Systems Thinking progress 	Heads of Service Cllr A Liverton Mark Reilly
15 September 2010	<ul style="list-style-type: none"> Quarterly Monitoring of Service Plans and Performance Indicators – 1st Quarter Housing Benefits, Housing and Development Management Service Measures Reports – 1st Quarter Systems Thinking progress in other service areas 	Denise Lyon Heads of Service Denise Lyon
27 October 2010	<ul style="list-style-type: none"> Quarterly Monitoring of Service Plans and Performance Indicators – 2nd Quarter Housing Benefits, Housing, StreetScene and Development Management Service Measures Reports 2nd Quarter 	Denise Lyon Heads of Service
19 January 2010	<ul style="list-style-type: none"> Quarterly Monitoring of Service Plans and Performance Indicators – 3rd Quarter Housing Benefits, Housing, StreetScene and Development Management Service Measures Reports – 2nd Quarter 	Denise Lyon Heads of Service
9 March 2011	<ul style="list-style-type: none"> Annual Report of the Service Delivery and Performance Overview and Scrutiny Committee 	Denise Lyon

Note:

It is anticipated that the Committee will also be involved in joint implementation work and commenting on new management proposals if joint working with South Somerset District Council proceeds.