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West Devon
Borough
Council

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Dear Councillor

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 27TH JULY, 2021

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No	Item
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- | | |
|----|---|
| 6. | <u>Devon Home Choice Review</u> (Pages 1 - 20) |
| 7. | <u>Performance Update Report</u> (Pages 21 - 32) |

Yours sincerely

Darryl White
Democratic Services Manager

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Report to: **Overview and Scrutiny Committee**

Date: **27 July 2021**

Title: **Devon Home Choice Review**

Portfolio Area: **Homes / Cllr Ratcliffe**

Wards Affected: **All**

Relevant Scrutiny Committee:

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: Any recommendations will be considered by the Hub Committee at its meeting to be held on 21 September 2021

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Recommendations:

That the Committee RECOMMEND to the Hub Committee that the Council continues to be a member of Devon Home Choice.

1. Executive summary

- 1.1. Devon Home Choice has been the joint housing register for all local authorities in Devon since 2009. This report looks to review and analyse the waiting list and allocation trends to better inform members and officers of the housing needs across the area and how well these needs are being met.
- 1.2. As a result of public and partner consultation a number of proposed changes were approved by the Hub Committee. These changes came into effect on 01 July 2021 therefore this report does not reflect these updates.
- 1.3. The full Devon Home Choice policy can be found at www.devonhomechoice.com

2. Background

2.1. It is a statutory requirement for local authorities to have allocation schemes which give "reasonable preference" to certain categories of those in housing need. In addition, housing can only be allocated to those who are "qualifying persons", in accordance with the provisions of the Housing Act 1996.

Statutory guidance was issued in June 2012 regarding the factors which could affect eligibility and qualification. Housing authorities are required to have regard to this in exercising their functions under Part 6 of the Housing Act 1996.

Devon Home Choice operates a Choice Based Lettings approach to allocations. This places people in a level of priority based on their circumstances and properties are then allocated according to priority and the length of time they have been in that level of priority. Priority is issued in the form of Bandings:

Band A – Emergency, where the need for housing is assessed as being so exceptional that they take priority over all other applicants.

Band B – High, where the need to move is urgent but there is no immediate risk.

Band C – Medium, where the housing situation is having a negative impact on the applicant's wellbeing but the situation is manageable in the medium term.

Band D – Low, where the situation is having a negative impact on the applicant's well-being but it is not causing any significant deterioration to their health or ability to live independently.

Band E – No housing need.

(More detailed information regarding Bandings can be found at https://www.devonhomechoice.com/sites/default/files/DHC/devon_home_choice_policy_v9.3_january_2021.pdf)

Customers check the website each week and express an interest in up to 3 properties per week that meet their housing needs. This system places the customer at the centre of the process allowing them to have control over the properties they are offered. It also offers a transparent allocations system which does not allow for officer or registered provider influence and lettings are reported so the band and waiting time of the successful applicant is in the public domain.

There are currently 1011 households on the Devon Home Choice register, of these 489 are in housing need.

Key Themes:

The Numbers:

Housing Need					
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	General Needs	Maximum of 3 Steps	Step Free	W/chair Accessible	Total
Band B	44	10	14	6	74
1 Bed	15	8	8	1	32
2 Bed	12	2	3	3	20
3 Bed	7		1	1	9
4 Bed	7		2	1	10
5 Bed	3				3
Band C	109	22	13	1	145
1 Bed	6	10	7		23
2 Bed	29	5	2		36
3 Bed	49	5	2	1	57
4 Bed	23	2	2		27
5 Bed	2				2
Band D	246	12	10	2	270
1 Bed	174	8	6	2	190
2 Bed	44	2			46
3 Bed	21	1	3		25
4 Bed	5	1			6
5 Bed	1		1		2
6 Bed	1				1
Band E	441	32	44	4	522
1 Bed	200	26	38	2	266
2 Bed	173	5	4	2	184
3 Bed	62	1	2		65
4 Bed	6		1		7
Total	840	76	82	13	1011

Bedroom need and waiting times

Bedroom size	Number of people	Average waiting time in days	Number of lets
1	511 (266 band E)	405	172
2	286 (184 band E)	373	131
3	156 (65 band E)	374	63
4	50 (7 band E)	622	4

There are 51 households requiring a 4 bed or larger property in housing need with 13 of these of these being categorised as high housing need. Comparatively in the last 2 years only 4 properties with 4 bedrooms have been let with no 5 or 6 bedrooms becoming available. While recent policy updates have been implemented to enable these high need households to bid on properties one bedroom smaller than is required this will not diminish the demand for this property type and supply is currently limited.

The data would suggest that the supply of 1 bedroom properties is highest this information can be misleading due to limitations on the reporting system being unable to sort the number of age restricted properties advertised. These are the lowest demand property types however I estimate that 40-50% of one bedroom properties advertised would be for older people (over 55s) only.

Local Connection

Operating alongside the Devon Home Choice Policy we have retained our own Local allocations policy. This allows us to allocate properties in a rural location (and not covered by a section 106 agreement) to people in housing need with local connection to that parish, then cascading to the wider area. This ensures that we are able place community at the centre of our allocations approach alongside housing need.

In addition to this and section 106 restrictions we monitor the number of people moving into our local authority area who do not have a local connection to this area and the number of people who move out of this local authority area and do not have a local connection to their new local authority area. Where the balance of these figures accounts for 2% or more of the homes let within that area, homes in that local authority area are advertised with preference to applicants with a local connection to this local authority.

West Devon has currently exceeded this 2% and therefore properties will be allocated in the first instance to applicants with local connection to West Devon. The current deficit stands at 16 in compared to 3 moving out. Over the last 2 years 88 households have moved into the area compared to 45 moving out of the area. Of these 88 households moving into West Devon 39 had Local Connection to the area either through family, recent residency or employment. Of a total number of 368 lets via Devon Home Choice in West Devon 49 were to people with no Local Connection to the district.

Properties let	No. let to apps. currently living in WD	No. let to apps currently living outside WD	No. let to apps from outside WD with LC
368	280	88	39

Wheelchair Adapted properties

There are currently 9 households on the register in housing need requiring a property with some adaptations needed. In response to this we have developed and implemented the Disabled Adapted Needs Panel which has evolved to include representatives from the Devon Home Choice Team, Disabled Adapted Needs Team, Affordable Housing Team and Occupational Therapists from various care assessment and provider team cross WD. Through the interventions of the panel we have housed 5 over the last 2 years.

While the numbers waiting for an adapted property is not high compared to those needing a general needs property the number of adapted properties

available over the past five years is 2. This is not reflective of properties that have been adapted after the tenancy has started.

An additional pressure point is step free and properties with a maximum of 3 steps properties where demand increases to 82 households. The number of lets matching this criteria is 4.

Accessibility

It is vital that the register is accessible to all our customers. The accessibility of the Devon Home Choice register was reviewed by the Management Board in April of this year with a particular focus on Digital inclusion and BAME inclusion.

The review found that the system is well equipped to meet the needs of customers. While primarily a web based system there are alternative ways of registering and accessing information including the continued use of paper forms where needed, staff taking phone as well email enquiries and letters being sent via the post as well as via email where requested.

For data protection reasons we are prohibited from holding data on people that is not directly relevant to the purposes for which it was supplied meaning we cannot hold information on the number of BAME customers on the Devon Home Choice register. However in addition to the support outlined above the website is equipped with a full translation module enabling customers to access the information and forms in different languages.

Recent consultation showed that 88% of the 391 respondents understood the way in which priority was awarded (or were neutral) demonstrating that the system appears to be clear to the majority of applicants.

(The full consultation report and feedback can be found at

https://www.devonhomechoice.com/sites/default/files/DHC/devon_home_choice_2021_consultation_feedback.pdf)

3. Outcomes/outputs

O&S is asked to agree the continuation of our membership in the Devon Home Choice Partnership.

The performance of the Devon Home Choice Allocations will continue to be monitored.

4. Options available and consideration of risk

4.1. If we do not continue in the Devon Home Choice Partnership we would need to set up our own system of allocation. As a non-stock holding authority we would likely return to a nomination arrangement with our partner landlords (currently in all but exceptional circumstances all properties are allocated through Devon Home Choice). Typically this is in-between 65%-80% of all homes available with the rest retained by the RP (and likely to remain advertised through Devon Home Choice) Our

residents would be required to register on 2 schemes to ensure they were able to apply for all suitable homes. In addition to this, leaving Devon Home Choice will affect the current partnership working with specialist schemes for supported accommodation and extra care housing working through Devon Home Choice to assist some of our more vulnerable applicants. The practicalities of securing Registered Provider Buy In beyond the previously agreed nominations agreement would be unlikely due to the replication of work required and the unlikely possibility that we could offer the same value for money as Devon Home Choice due to being solely liable for the running costs which are outlined in more detail below.

5. Proposed Way Forward

It is proposed that the Council continues as a member of Devon Home Choice. The costs of implementing our own allocations system would be prohibitive and would cause difficulties with getting buy in from Registered Providers who would have little incentive to let any properties outside the agreed nominations agreement through us at the exclusion of the rest of Devon.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Housing Act 1996 as amended by the Homelessness Act 2002, and the Localism Act 2011 provides the legislative framework for the allocation of social housing. While local authorities are not legally required to maintain a housing register they must provide a framework for prioritising and allocating social housing.
Financial	Y	No additional funding is sought at this time. The total cost (which is funded through property adverts) of the software is: Year 1: £29,002 Year 2: £29,727 Year 3: £30,470 Our only cost associated with the register is a FTE at Level 7 and a £1000 contribution which the additional funding is raised by Registered Providers paying £25 per advert to advertise their properties on the Website. The joint register offers an efficient and customer

		led approach to managing the housing register, delivering on customer service and value for money.
Risk	y	Failure to provide a framework for the prioritisation of applicants and allocation of social housing would be a failure to meet statutory requirements.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	The Devon Home Choice Policy is checked by an independent specialist housing barrister when any fundamental changes are made to ensure that meets all the legislative requirements.
Safeguarding	Y	
Community Safety, Crime and Disorder	Y	The Devon Home Choice Policy contains detailed information about relevant offending and other relevant disorderly conduct. The decision to operate a Choice Based Lettings system is to help communities thrive by enabling people choice over where they want to live.
Health, Safety and Wellbeing	Y	The prime objective of the Devon Home Choice Policy is to assist people with securing sustainable, safe long term accommodation which is vital to improving the health and wellbeing of people living in the area.
Other implications		

Supporting Information

Appendices:

Appendix 1: Local Lettings Allocation Policy

Background Papers:

None

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WEST DEVON BOROUGH COUNCIL

LOCAL ALLOCATION POLICY

West Devon Borough Council is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone.

This policy and all associated documentation and leaflets can be made available in large print, Braille, tape format or in any other languages, on request.

December 2017

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WEST DEVON BOROUGH COUNCIL

LOCAL ALLOCATION POLICY

1 Scope of the policy

- 1.1 This Local Allocation Policy sets out how the Council will deal with specific local issues outside of the Devon wide Choice based lettings system called Devon Home Choice. The document also sets out 'exceptions' to the Devon Home Choice Scheme i.e. where the Council will allocate outside of the scheme.
- 1.2 In exceptional circumstances West Devon Borough Council reserve the right to depart from any aspect of this policy. Any decision to depart from the policy will be taken by the Community of Practice Lead for Housing, Revenues and Benefits and in conjunction with the Lead Member.
- 1.3 Homes delivered in the Dartmoor National Park, on exception sites or on Community Led schemes are controlled by very specific needs in a particular parish. The criteria for these schemes will be set out within the Section 106 Agreement relating to the specific site.
- 1.4 The Devon Home Choice Policy is a separate document and should be read in conjunction with this policy.

2 Introduction

- 2.1 West Devon Borough Council (WDBC) no longer holds any housing stock, having transferred the entire stock to, various Registered Providers (RPs) in 1999.
- 2.2 Devon Home Choice is the model adopted by the Council, and RPs operating within the District, to allocate housing through this jointly operated Choice Based Lettings Scheme
- 2.3 Devon Home Choice covers all 10 Devon Authorities including Plymouth & Torbay, enabling applicants to apply across Devon for vacant properties
- 2.4 WDBC coordinates Devon Home Choice within West Devon and maintains the common housing register for all partners operating within the area.

- 2.5 Registered Providers label, advertise and let their properties. They have their own allocation policies and will verify applicants details to ensure they meet their criteria
- 2.6 This policy document sets out:
 - a. the common polices adopted by all partners within Devon Home Choice
 - b. Council specific policies, and
 - c. exceptions to the Devon Home Choice Scheme

3 Statement of Choice

- 3.1 West Devon Borough Council is committed to offering the greatest choice possible in the allocation of housing within the borough whilst ensuring that such choice is compatible with ensuring that housing goes to those with the greatest need.
- 3.2 Within this it must be recognised that there is very high demand for affordable housing in West Devon and that this demand cannot currently be fully met from available resources. Consequently, more often than not, only those in the greatest housing need are likely to obtain suitable accommodation, which means that the degree of choice will always be limited.
- 3.3 West Devon Borough Council is also committed to extending choice to homeless households as far as is compatible with the effective use of council resources and the need to reduce the use of temporary accommodation. (paragraph 5 of this policy which set out our policy relating to homeless households).

4 COMMON POLICIES

Devon Home Choice

- 4.1 By joining the Devon Home Choice partnership all partners have agreed to the Devon Home Choice Policy
- 4.2 The Devon Home Choice Policy document sets out in detail how the scheme will operate, how applicants will be prioritised and how properties will be let
- 4.3 The Devon Home Choice Policy forms the best part of the Council's allocation policy, being the document which sets out the fundamental principles upon which the Scheme is based.

- 4.4 The Devon Home Choice Policy is a separate document and should be read in conjunction with this policy.
- 4.5 West Devon Borough Council reserves the right to deviate from this policy in exceptional circumstances. Any decision to depart from this policy will be taken by the Community of Practice lead for Housing, Revenue & Benefits along with the Lead member for housing.
- 4.6 Homes which are delivered through Dartmoor National Park, through the Plan-It process or on exception sites within West Devon are controlled by specific legal criteria relating to housing needs in a particular Parish. These criteria will be detailed in the Section 106 agreement.
- 4.7 Housing developments for the Over 60s are excluded from the Local Allocation Policy.

HOUSING ACT 1996

- 4.8 The Housing Act 1996 as amended requires all Councils to give 'reasonable preference' in their allocations schemes to groups in high housing need such as the homeless, those who need to move on welfare and medical grounds, people living in unsatisfactory housing and those who would face hardship unless they can move to a particular locality within the district. However guidance states that Local Authorities can take into account local pressures with regard to this.
- 4.9 Further guidance was issued in August 2012 in relation to the armed forces stating that local allocation policies should not be utilised for this group in certain circumstances, this is explained in detail in paragraph 5.15.

5 COUNCIL SPECIFIC POLICIES

- 5.1 The Council has specific duties to meet local housing needs and to meet the needs of the homeless. This section sets out the Council's policies in this respect and how they operate alongside the Devon Home Choice Policy.

Homeless Households

- 5.2 If the Council accepts a statutory duty to re-house a homeless household they will be placed in the High Housing Needs Band (Band B) in accordance with the Devon Home Choice Policy.
- 5.3 Homeless households will be offered the same degree of choice as other applicants for a period of 6 weeks after being accepted as homeless.
- 5.4 If bids have not been made for suitable accommodation within the 6 week period (and suitable vacancies have been advertised) then the Council will bid on behalf of the homeless household, for all suitable vacancies that arise, until the household is offered a property.
- 5.5 If no suitable vacancies occur within the first 6 weeks, the period of choice will be extended by a further period of up to 6 weeks.
- 5.6 Refusals of accommodation by homeless households will be considered in accordance with the Homelessness Code of Guidance.

Assisting Vulnerable Households

- 5.7 To ensure vulnerable households, who do not have any support network, are able to access Devon Home Choice and bid for properties the Council will activate the automatic bidding process, this will be done with the applicants consent.
- 5.8 Regular checks will be made on “non-bidding” households to identify households who may need our support. When a household has been identified, and with their approval, bids will be made by Council staff on their behalf.
- 5.9 A copy of the Automatic Bidding Procedure is detailed in the Devon Home Choice Policy.

Local Housing Needs

- 5.10 Whilst choice will be extended as widely as possible, certain housing schemes may only be let to applicants with a local housing need.

5.11 In very rural villages with general needs social rented housing stock of less than 100 properties, preference will be given to local households, provided they have an existing housing need ie bands A - D. For the purposes of clarity this is everywhere in West Devon apart from:

Tavistock
Okehampton
Bere Alston
Horrabridge

5.12 Schemes delivered in the Dartmoor National Park and exception sites within West Devon will be controlled by very specific criteria relating to needs in a particular parish. These criteria will be set out within the S106 Agreement relating to the specific site

5.13 Other larger sites enabled through the planning process within West Devon will allow 50% of all new rented affordable housing to be allocated to those with a local connection to the town or parish in bands A – D. For the avoidance of doubt this will be schemes in Tavistock, Okehampton and Bere Alston.

5.14 For the purposes of clarity a household has a connection with the Parish/Town in any of the following circumstances:-

- (i) The person has lived in the parish/town for 3 out of the 5 years preceding the allocation.
- (ii) The person has immediately prior to the allocation lived in the parish/town for 6 out of 12 months preceding the allocation
- (iii) Immediate family have lived in the parish/town themselves for 5 years preceding the allocation. For avoidance of doubt The Local Government Association guidelines define immediate family as parents, siblings and non dependent children.
- (iv) The person has permanent employment in the Parish/Town with a minimum contract of 16 hours per week which has continued for the 6 months preceding the allocation without a break in employment of more than 3 months such employment to include self employment. This should not include employment of a casual nature
- (v) Any periods of (ordinary) residence of the person in the Parish/Town * (definition see appendix 1)

ARMED FORCES PERSONNEL

- 5.15 Further guidance issued in August 2012 in relation to the armed forces stated that where housing authorities utilise local connection policies they must not apply them to the following persons:
- a) those who are currently serving in the regular forces or who were serving in the regular forces at any time in the five years preceding their application for an allocation of social housing
 - b) bereaved spouses or civil partners of those serving in the regular forces where (i) the bereaved spouse or civil partner has recently ceased, or will cease to be entitled, to reside in Ministry of Defence accommodation following the death of their service spouse or civil partner, and (ii) the death was wholly or partly attributable to their service
 - c) existing or former members of the reserve forces who are suffering from a serious injury, illness, or disability which is wholly or partly attributable to their service

TENANTS INCENTIVE SCHEME

- 5.16 One of the priorities in the HOMES strategy is to maximise the use of existing social housing stock including maximising family sized accommodation by offering a financial incentive where appropriate. The Council can offer payments to households to move to a more appropriate property in terms of size. This policy is a separate document and can be read in conjunction with the allocation policy.

6 EXCEPTIONS TO DEVON HOME CHOICE

Supported Housing Schemes

- 6.1 It is inappropriate to advertise vacancies in certain supported housing schemes as they have been developed to meet very specific needs.
- 6.2 The allocation process for such schemes will be agreed outside this allocation policy between Housing, Social Services and the RP and will be developed to meet the very specific needs of the client and sensitively manage the lettings of the scheme.

- 6.3 List of supported housing and Extra Care schemes exempt from Devon Home Choice within West Devon:-

1 Springhill
2 Springhill
Castle Ham
Fenner House
See Separate Lettings Policies for the above

Meeting the needs of the physically disabled

- 6.4 Properties that have been adapted for the disabled will be labelled to ensure the property is let to an applicant with the need for this type of accommodation *e.g. preference will be given to an applicant with the need for a level access shower*
- 6.5 However, there are occasions when the needs of a disabled household cannot be met within the general housing stock and a specific property needs to be built.
- 6.6 In such circumstances close liaison will take place between the Council, Social Services and the RP to ensure the property is built to meet the specific needs identified. In this case the property will not be advertised through the Devon Home Choice Scheme but will be allocated through Devon Home Choice as a direct match.

7 GENERAL

Publicity

- 7.1 This policy is a formal Council document and is not intended to be used as a publicity document.
- 7.2 Full details of the Devon Home Choice Scheme and the Council's policies will be produced in leaflet format and on the Council's website in a user-friendly format.

Diversity and Equal Opportunities

- 7.3 West Devon Borough Council is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone.

- 7.4 This policy and all associated documentation and leaflets can be made available in large print, Braille, tape format or in any other languages, on request.

Policy Review

- 7.5 The Devon Home Choice scheme and policy are regularly reviewed and any changes are implemented only after majority agreement amongst all Devon Home Choice partners.
- 7.6 The Council's allocation policy will be monitored regularly and reviewed and updated annually and in conjunction with new developments.

Appendix 1

*Definition of Ordinary Residence

The overriding principle in determining a person's ordinary residence status is that people who have an appearance of need for community care services should not be denied assessment or subsequent service provision while that ordinary residence status is being disputed with another authority.

If the Department decides to supply or fund a service while awaiting the outcome of disputed ordinary residence, this decision should be clearly taken without prejudice. Any contractual arrangements entered into should reflect the temporary nature of the decision. This decision must be clear to the other authority, and staff with support of their managers should ensure that at no stage does the Department appear to have assumed responsibility when the situation is just being held until the matter is resolved.

There is no statutory definition of ordinary residence nor any statements about minimum residency periods, owning a house or holding a tenancy in a particular place. Making a judgement about ordinary residence involves questions of fact and degree, takes account of time, intent and continuity and has to be balanced with each individual's circumstances.

Where referral information indicates some doubt about where a person is ordinarily resident, further information will clearly be needed. For example if a person was receiving services or was living in a residential home before arriving in the county or still has a house in another county, this should alert the referral taker to a potential ordinary residence issue.

If someone has been funded in residential care by another LA, that LA retains responsibility unless or until there is a break in funding. This would usually be because the service user has moved into independent accommodation or has become self-funding.

If someone has been funded in residential care by another LA and there is a change in the care provided or the facility closes, the funding authority is responsible for a review of the service user's needs and also for continued funding, except where as in 5 above, the service user has moved into independent accommodation or has become self-funding.

At this stage staff must offer no commitment and assume no responsibility on behalf of the Department; decisions about a person's ordinary residence status should be made by the team manager following investigation.

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Agenda Item 7

Report to: **Overview and Scrutiny Committee**

Date: **27th July 2021**

Title: **Performance Management Report**

Portfolio Area: **Performance**
Portfolio holder: Cllr Chris Edmonds

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Authors: **Jim Davis** Role: **Customer Improvement Manager**

Contact: Jim.Davis@swdevon.gov.uk

RECOMMENDATIONS

1. That the Overview and Scrutiny Committee note the performance figures shown in the Pentana report.
2. Members review the information provided in the dashboards and provide feedback to the portfolio holder on any additional measures required to scrutinise performance.

1. Executive Summary

- 1.1 The purpose of this report is to provide a high level overview of performance (April to June 2021) across the Council for Members' scrutiny.
- 1.2 Performance measures are monitored throughout the year to spot trends or issues of concern and this will be reported to the Overview and Scrutiny Committee on a regular basis during 2021/22.
- 1.3 Data will still be collected in Pentana, the Council's performance tool, but as the FIT (future IT) project progresses more data and more timely data will be

available through live dashboards. Performance reporting will transition into deep dive reports on distinct areas.

- 1.4 Despite massive changes over the last year in how we have been delivering services, responding to customers, and managing staff resources, performance has been at least maintained in most areas and many have slightly improved compared to before lockdown.
- 1.5 The Contact Centre is one area where performance has dipped and there are other areas that we expect will experience continuing pressures in the coming months and quarters. This is due to increased demand, or lower priority work that has been postponed during the crisis requiring to be completed.
- 1.6 Ongoing changes and improvements as part of the FIT project will deliver access to live information and reports, that can be interrogated in order to understand what is happening both across a service area and multiple service areas. This will benefit managers as well as Members.

2. Background

- 2.1 Waste figures are always delayed due to slow reporting from third parties such as Devon County Council and FCC.
- 2.2 The reporting of performance has varied over the years with changing systems and requirements on what should be reported. All previous performance reports have looked at the information in one way, often in isolation, and cannot tell the whole story. The measures detailed in the dashboard in Appendix A (using the current performance software Pentana), show the performance measures recorded consistently across the Councils for a number of years which show broad levels of performance. All the data is captured in other systems and inputted into Pentana.

3 Outcomes/ outputs

Appendix A contains screen shots of Pentana dashboards showing monthly or quarterly performance levels over previous years.

- 3.1 Broadly speaking, performance is currently at the same level or slightly improved compared to previous years but there are a few points for consideration.
- 3.2 Contact centre performance has started to improve slowly. They have implemented new 'Queuebuster' technology and are moving to link Liberty Converse (the call centre technology) with Liberty Create (the customer relationship management software) in the live environment following successful testing in the test environment.
- 3.3 Sickness across the Council has continued its trajectory and reduced throughout 2020. The 2019 peak was due to above average long term sickness which has now been managed down to lower levels. The current average per Full Time Equivalent posts is below .75 compared to a public sector average of 2.5 days per FTE per quarter.

- 3.4 Web transactions have continued to increase in parallel with a drop in phone calls. Due to the nature of a web transactions as opposed to a phone call that can cover more than one issue, web transactions rise at a faster rate than the corresponding drop in phone. The increase in web transactions has been as a result of improved processes as well as new types of processes going online.

4 Options available and consideration of risk – future recommendations;

- 4.1 As more processes are moved into our new customer facing software, Liberty Create, and back office software, Northgate Assure, they both have the functionality to display easy to access dashboards with live data. For each process, or group of processes, live performance can be displayed with the ability for the data being to be investigated. For example, with the new system it is possible to look at complaints within one service as opposed to the whole council, or drill down into results over 3 successive months rather than quarters.
- 4.2 The current proposal is to create a Councillor portal within the new system at the same time we create and go live with a customer portal, which will have live performance data linked to it automatically. This will be timed to coincide with other new services and tools for customers and (depending on workload) the coordination of other areas is being planned for the second half of the year.
- 4.3 Pending the new IT system, all data in Pentana is still available for Councillors to view but Councillors need to bear in mind that, due to the data being manually entered, there is always a delay between capture and update. There has historically been limited appetite and usage but access and training can be provided should Members require a refresher.
- 4.4 The Adoption of ‘A Plan for West Devon’ and the supporting thematic delivery plans will be the basis for a new corporate performance management framework that will be presented to members in September. This framework will be developed with Cllr Edmonds, as Hub Lead and SLT and will be designed to secure delivery against the aims set out within ‘the plan’.

5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for both an overview of performance and for scrutinising how the Council is performing as an organisation.
Financial	N	There are no direct financial implications of the report or the recommendations, as these are performance related.

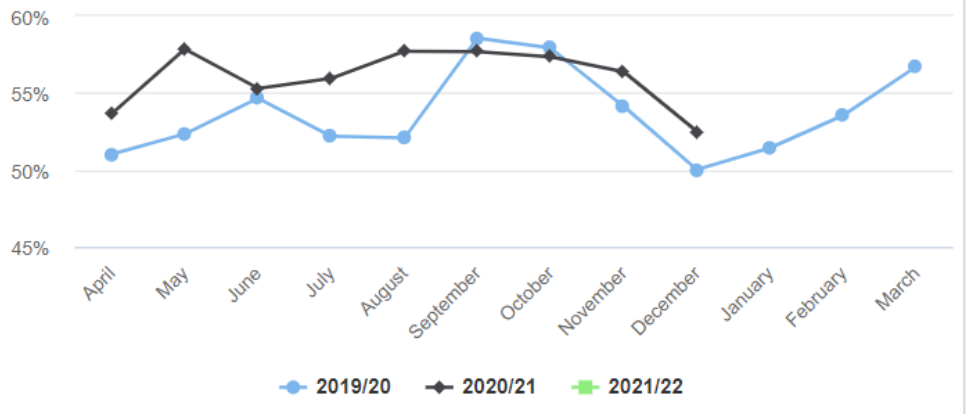
Risk	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

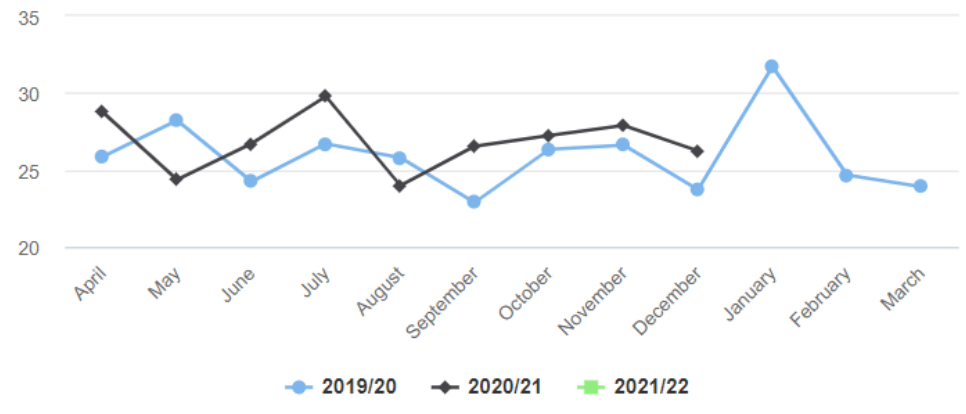
Appendices:

Appendix A – Screenshots of latest data from Pentana

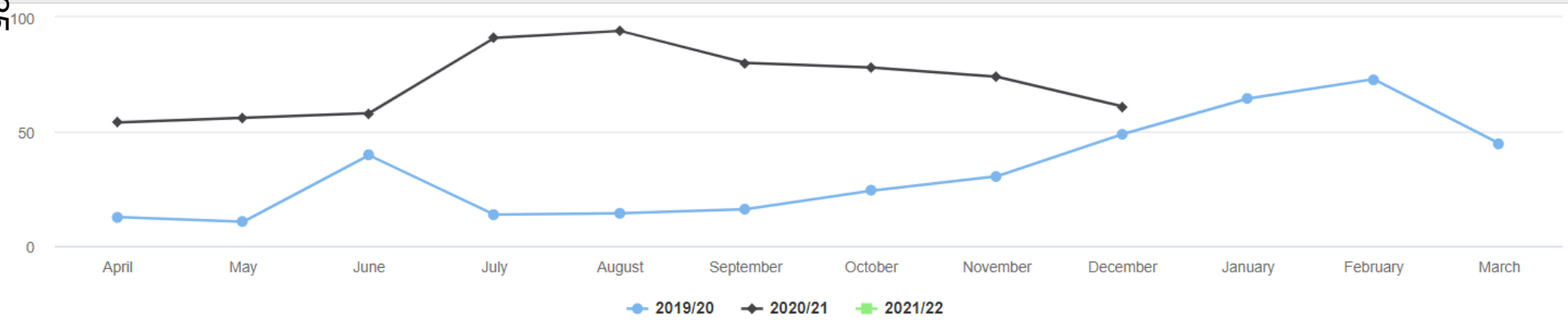
WD-NI 192 Percentage of household waste sent for reuse, recycling and ...



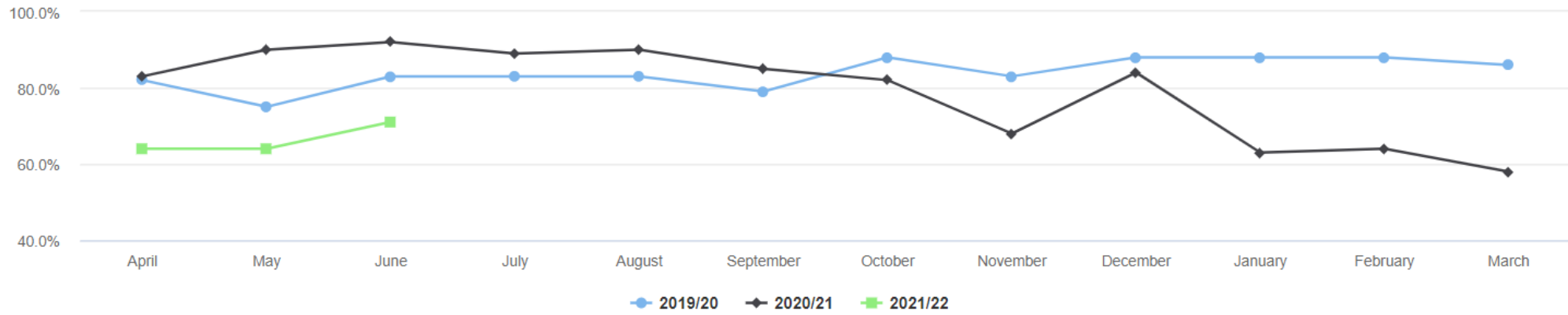
WD-NI 191 Residual household waste per household (average kgs per ho...



WD-L20b Average No. of collections missed per 100,000 collections of household waste

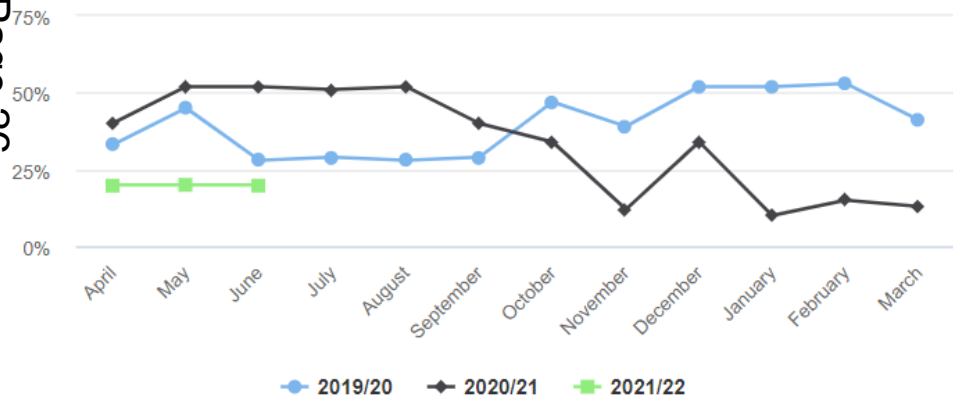


CST2a CST Percentage of telephone calls answered

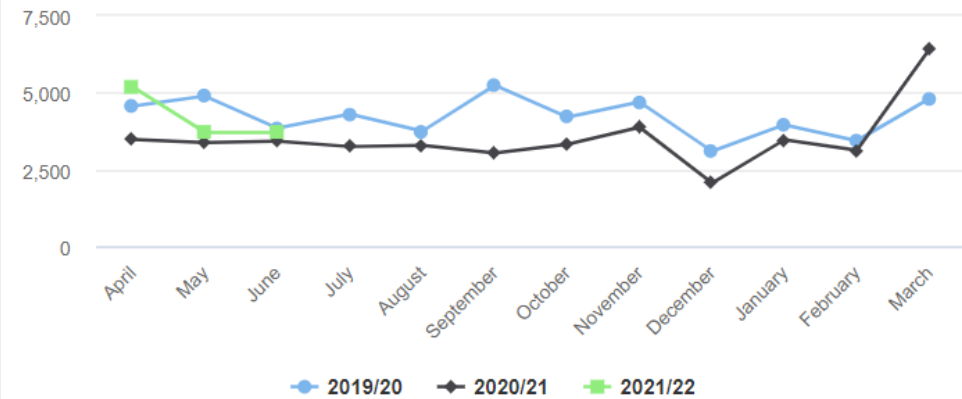


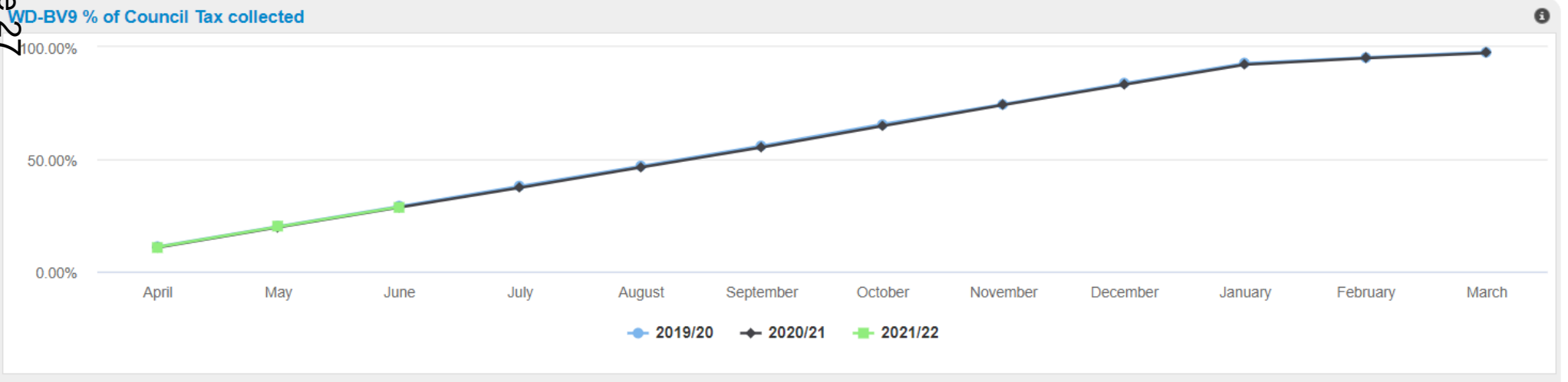
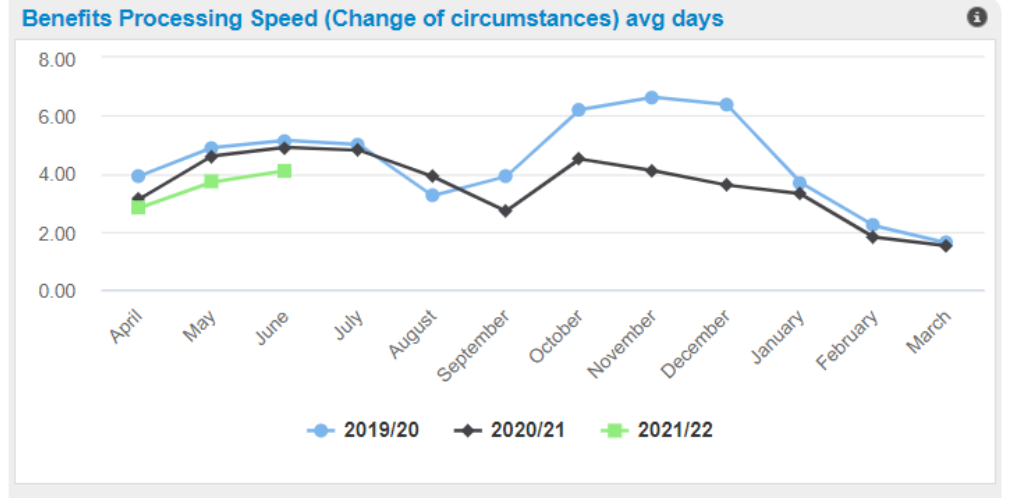
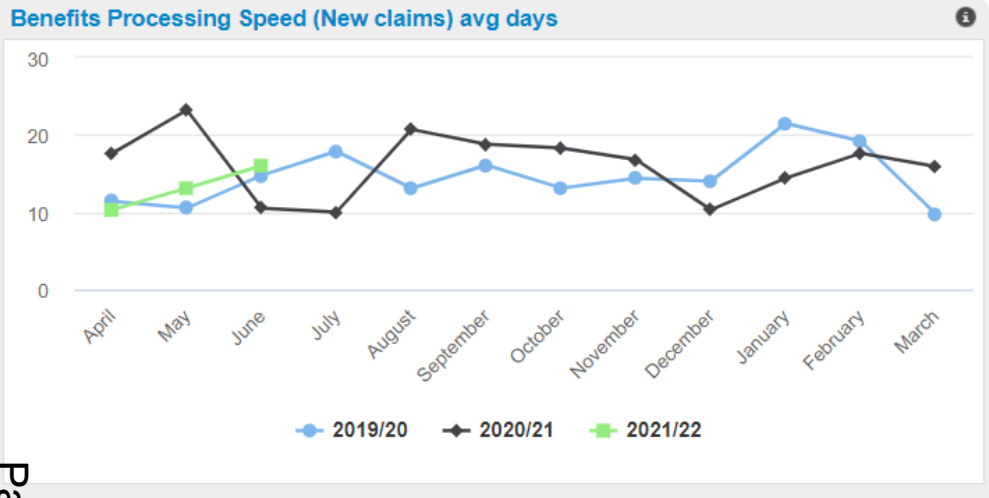
CST1a CST Grade of Service (% of calls answered within 20 seconds)

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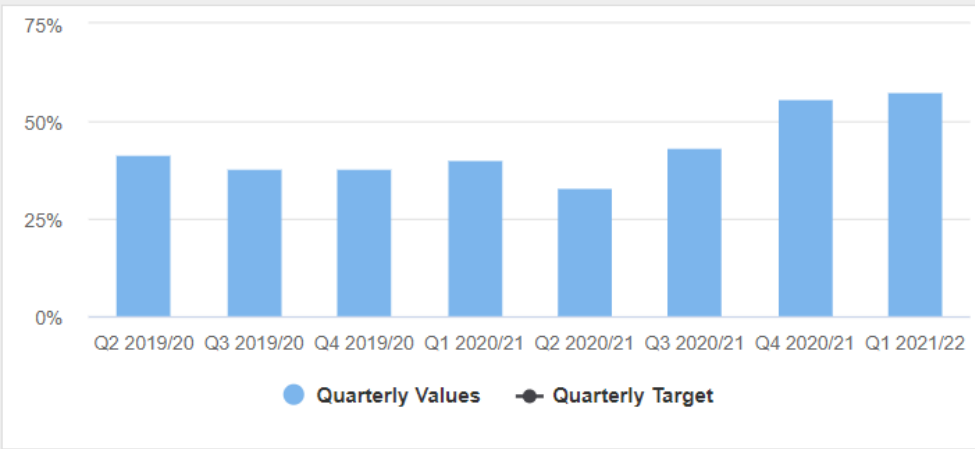


WD-CST10 Total Calls to WD

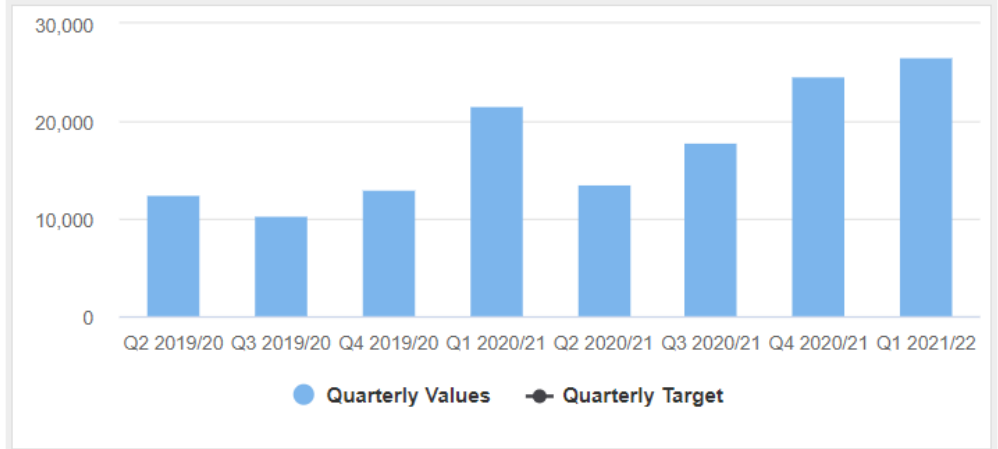




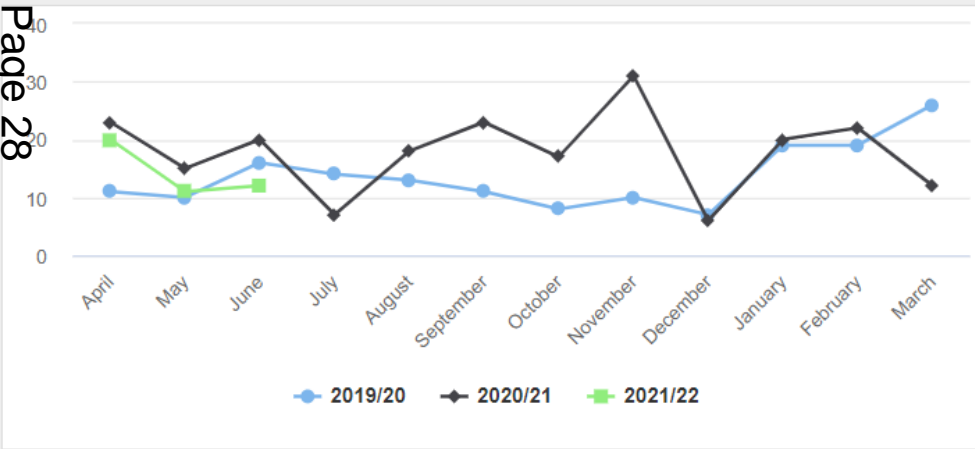
% of customer contact through online interaction



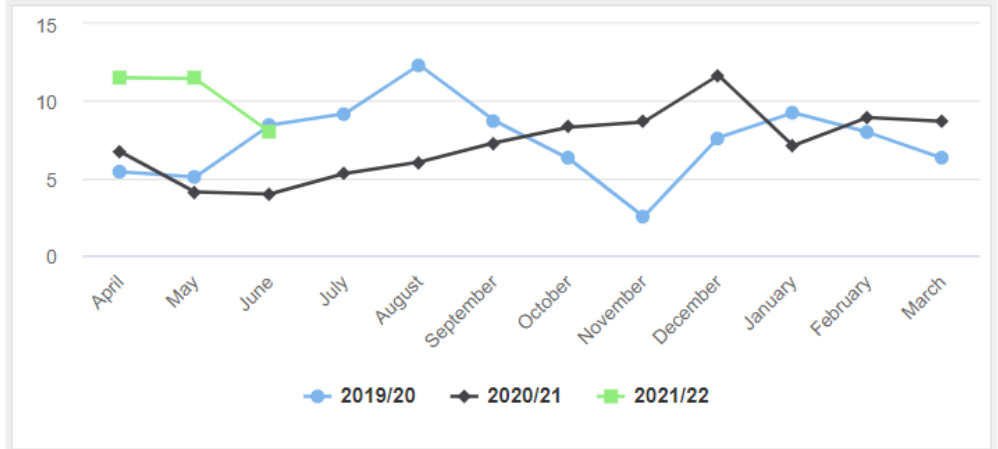
WEB Online submissions - Liberty & W360



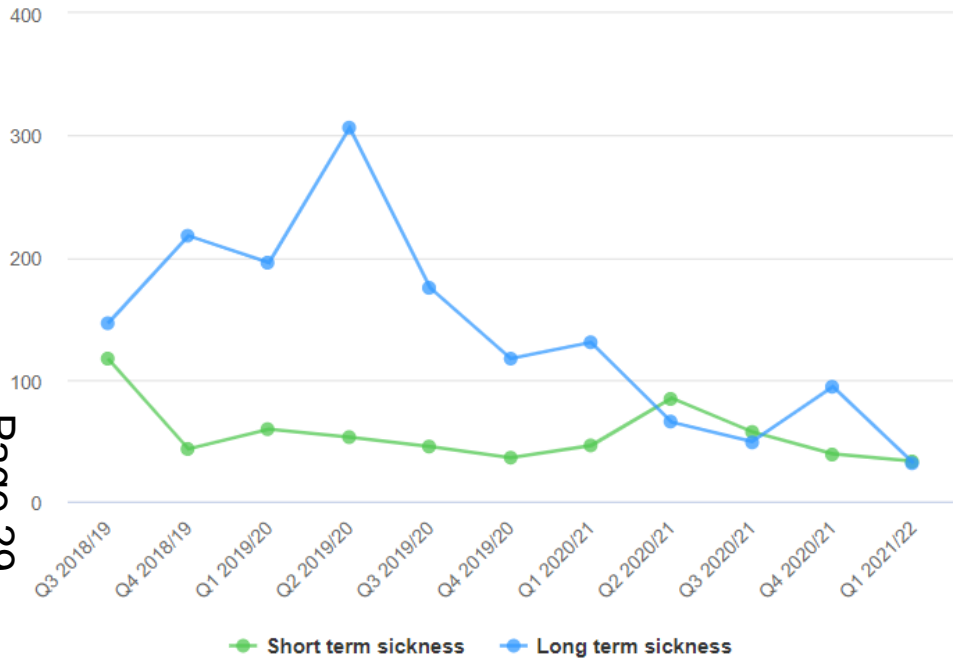
Number of households where homelessness prevented



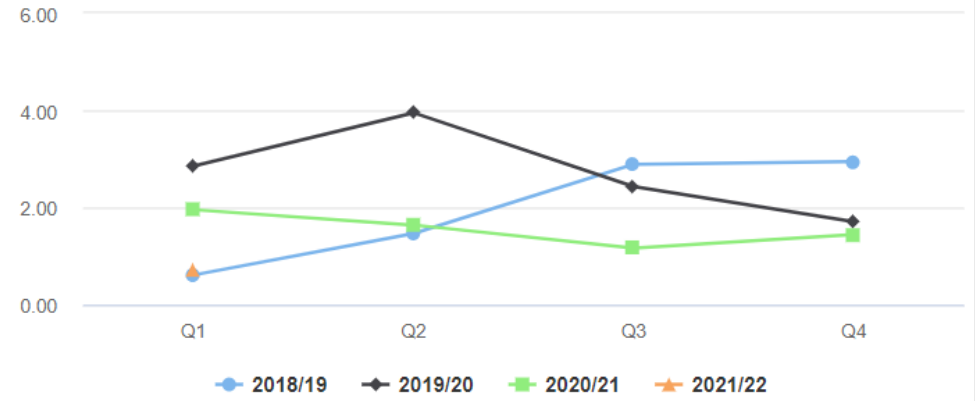
Level of temporary accommodation use (Avg over the month)



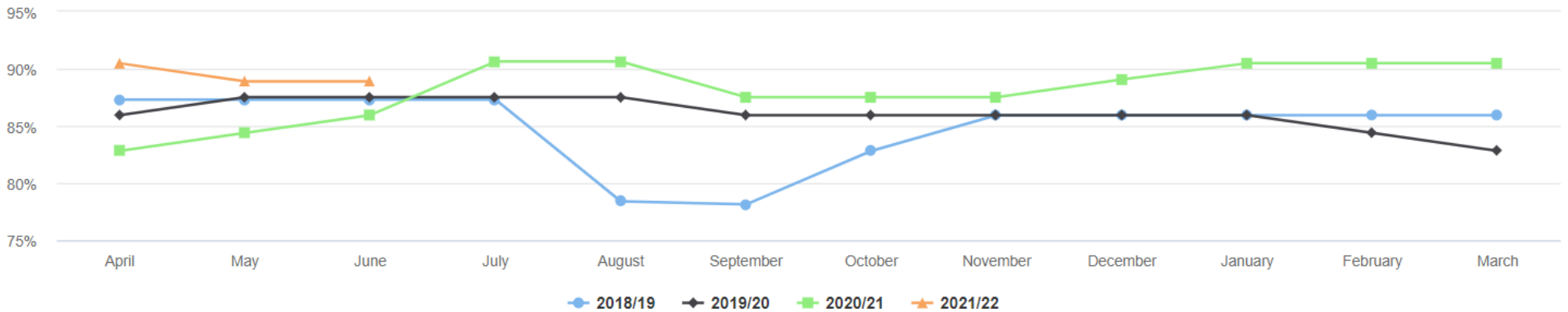
WD Sickness



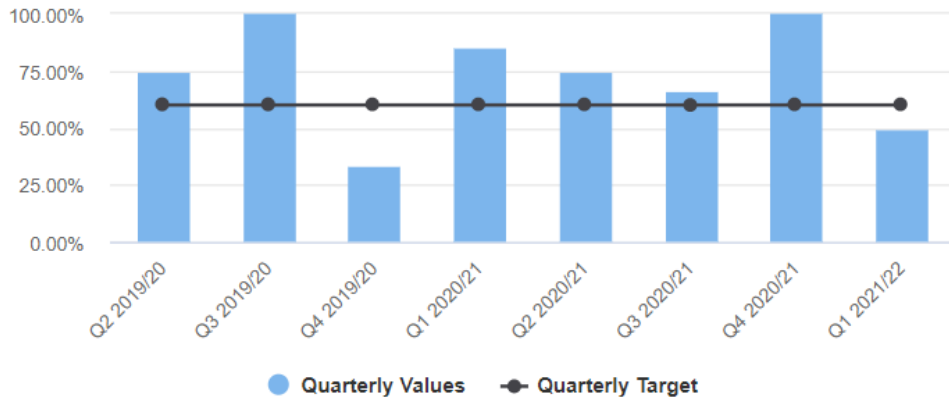
Working Days Lost Due to Sickness Absence (average days per FTE)



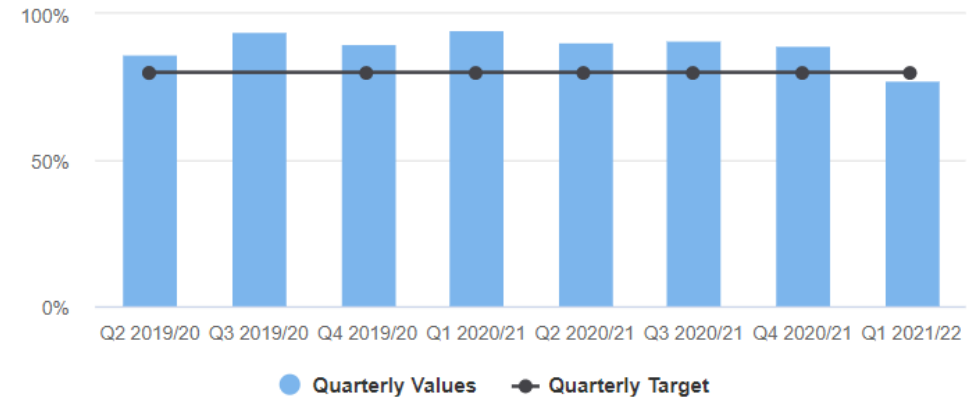
WD-P1 Employment estates occupancy levels (snapshot)



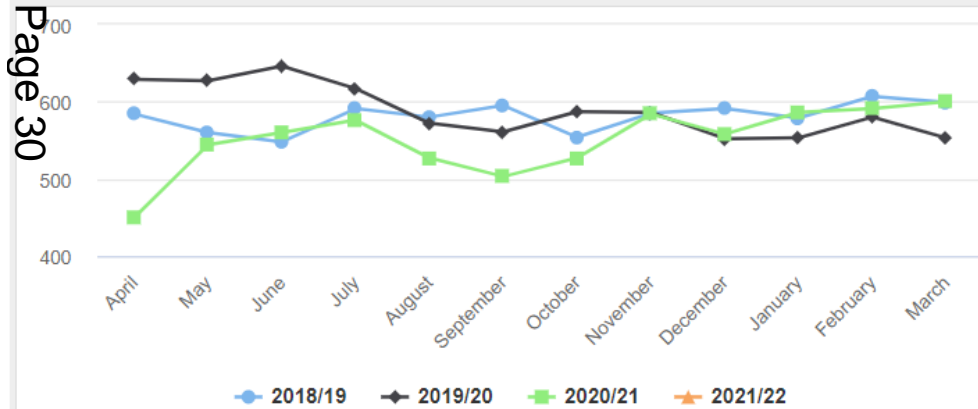
WD-NI 157a Processing of planning applications: Major applications % d...



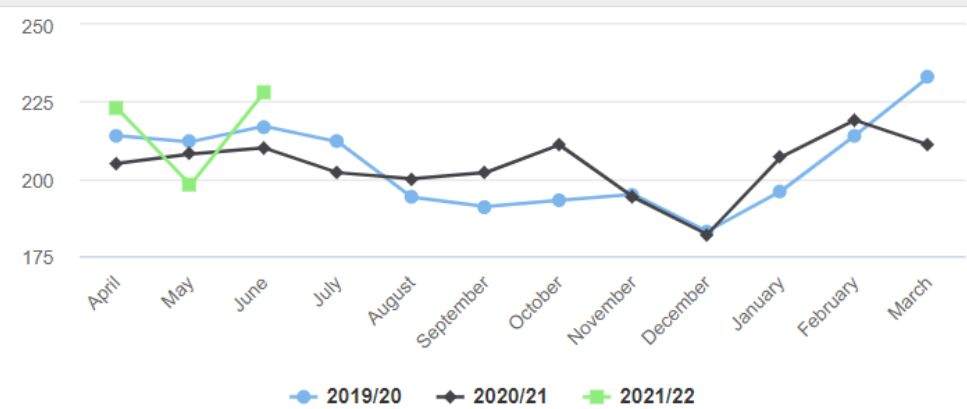
WD-PEC2 Non-Major apps with extensions



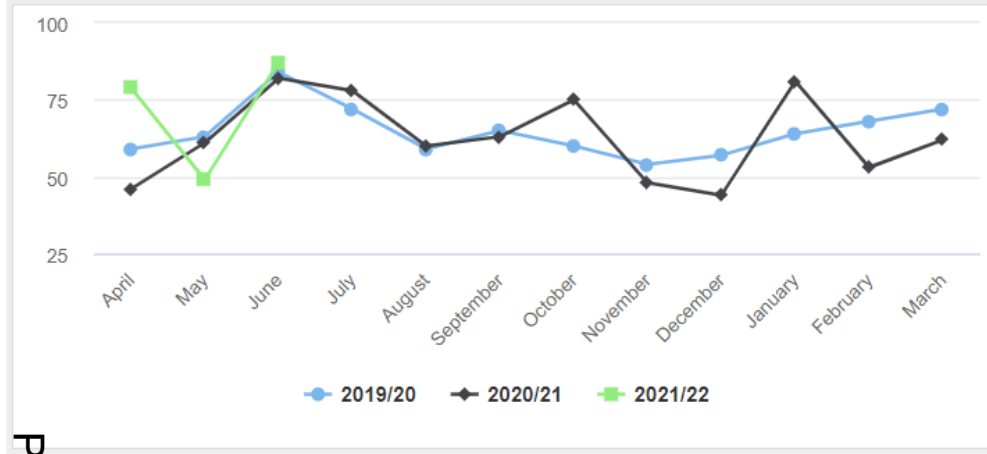
Combined Authority Planning Workload



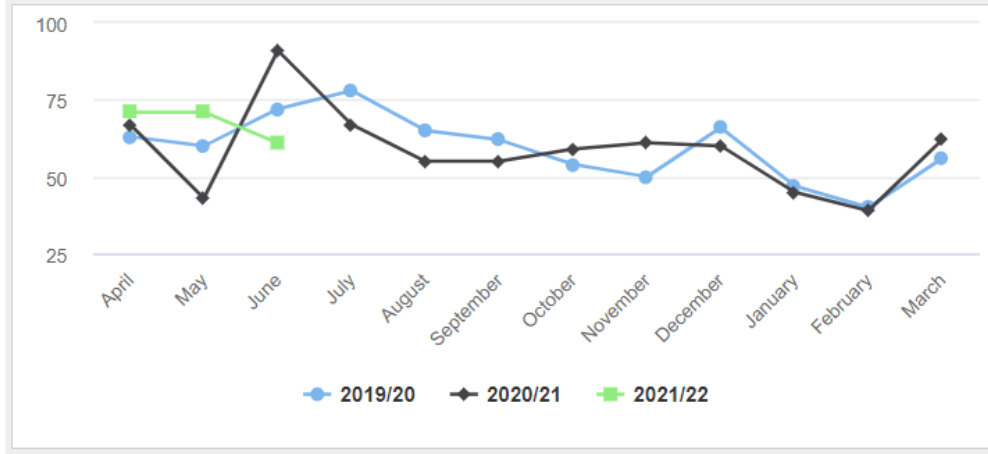
West Devon Planning Workload



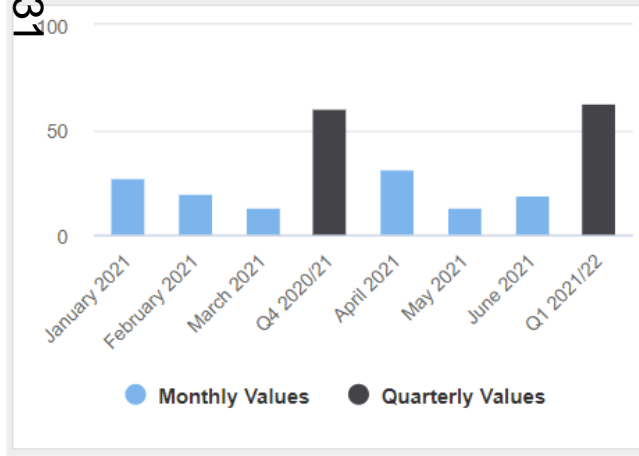
WD-P7 No of planning applications registered



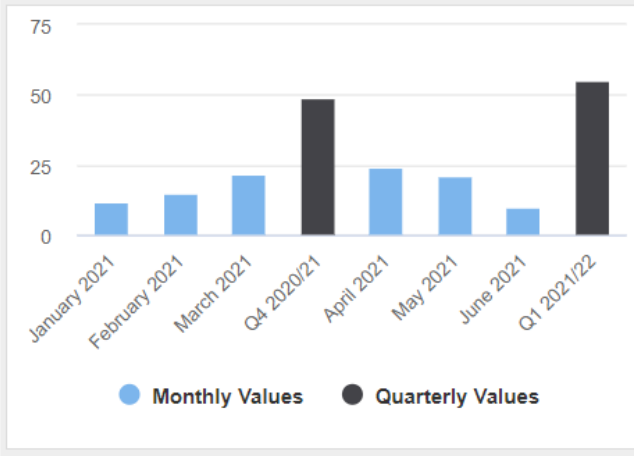
WD-APPDeter Applications determined



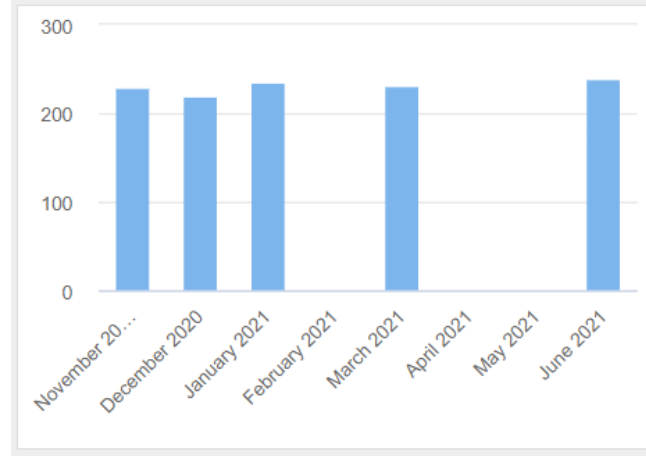
WD-W2PEC 25 Enforcement Cases Received



WD-W2PEC 24 Enforcement Cases Closed



WD-W2PEC 27 Enforcement Cases Outstanding



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