

West Devon Overview and Scrutiny Committee



Title:	Agenda														
Date:	Tuesday, 15th November, 2022														
Time:	2.00 pm														
Venue:	Chamber - Kilworthy Park														
Full Members:	<p style="text-align: center;">Chairman Cllr Ewings Vice Chairman Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Blackman</td> <td style="width: 33%;">Cllr Pearce</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Renders</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Turnbull</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Blackman	Cllr Pearce	Cllr Coulson	Cllr Renders	Cllr Daniel	Cllr Sellis	Cllr Heyworth	Cllr Southcott	Cllr Kemp	Cllr Spettigue	Cllr Moody	Cllr Turnbull	Cllr Moyse	
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Cllr Kemp	Cllr Spettigue														
Cllr Moody	Cllr Turnbull														
Cllr Moyse															
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.														
Committee administrator:	Democratic.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 4**
Minutes from the Meeting held on 4 October 2022
- 3. Declarations of Interest**
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 4. Items Requiring Urgent Attention**
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **5 - 6**
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Fusion Update - including maintenance schedule (*O&S 59)** **7 - 28**
- 7. Active Travel** **29 - 30**
- 8. Council Delivery against Corporate Theme: Resource Services** **31 - 42**
- 9. KPI Year End Performance Report** **43 - 62**
- 10. Task and Finish Group Updates – Member Induction Programmer Review - May 2023 (Verbal Update)**
- 11. Draft O&S Work Programme 2022/23, inc. prep for next meeting** **63 - 64**
- 12. Member Learning and Development Opportunities arising from this Meeting**

Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **4** day of **OCTOBER 2022** at **2:00 pm**.

Present: Cllr M Ewings – Chairman
Cllr P Kimber – Deputy Chairman

Cllr C Daniel
Cllr C Kemp
Cllr T Pearce
Cllr D Sellis

Cllr N Heyworth
Cllr D Moyse
Cllr T Southcott
Cllr D Turnbull

Director of Place and Enterprise
Assistant Director of Strategy and
Organisational Development
Senior Case Manager – Democratic Services

Also in Attendance: Cllrs P Crozier, N Jory, C Edmonds, R
Cheadle, T Leech (via Teams) and C Mott (via Teams).

***O&S 22/22 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs L Daniels;
Cllr Coulson and Cllr Moody

***O&S 23/22 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 27 July 2022 were confirmed by the Meeting as a true and correct record subject to clarification to minute O&S 16/22 - Third Sector Partners – South West Mutual. *‘that it was planned for the majority of lending would be on a secure basis because farming businesses do not have very good security and therefore provides more flexibility’*. On reviewing the webcast, the minute related to tenant farmers that required a loan and were therefore unable to secure a loan from a high street bank because they could not offer security against the loan.

***O&S 24/22 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting but there were none made.

***O&S 25/22 PUBLIC FORUM**

The Chairman confirmed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.

***O&S 26/22 Council Delivery against Corporate Theme: Inclusive Services**

The Lead Hub Member for Delivering Inclusive and Accessible Services introduced a report that reviewed latest progress against the Listening and Accessible Council Theme as follows:

- Action 1A 1.1 – Customer Charter had been drafted and was scheduled to be presented to the Hub Committee meeting on 1 November. The Contact Centre Review had been completed and implemented. Following a question from a Member, it was reported that the opening of reception would be reported to the Hub for further consideration. A further question was asked on the engagement of residents to the My Place Survey, the Director of Place and Enterprise reported that this information would be circulated to Members outside of this meeting. The Chair requested all Members to complete the survey.
- Action 1A 1.2 – On track. Members raised concerns when residents called the Council and then had to wait in a long queue. It was reported that improvements had been made with the system now telling residents how long they would have to wait and a ring back service was now offered. Members reported that this was not the case and examples were cited where customers were not being offered the ring back service until third in the queue having waited 45 minutes on the line. The Lead Member reported that this would be investigated. Members then debated how this service could be improved such as providing Frequently Asked Questions on the Council website and looking at best practice from other organisations. The Lead Member responded that improvements were being made that included: reviewing the different services that received high volumes of calls, as well as providing additional training and support to staff. It was also raised whether the previously dedicated telephone line for Members still existed. In reply, a commitment was given to investigate the matter outside of this meeting.
- Action 1A 1.3 – On track.
- Action 1A 1.4 – On track.
- Action 1A 1.5 – Member Induction Programme to be drawn up by the end of the Calendar Year.

It was then **RESOLVED** that progress in delivering against A Plan for West Devon 'Listening and Accessible Council' Thematic Delivery Plan be noted.

***O&S 27/22 KPI YEAR END PERFORMANCE REPORT**

The Director of Place and Enterprise apologised to Members on the report provided and felt that it would be useful for the report to include a narrative to accompany the data to enable Members to have a more informed debate and make recommendations.

It was then **RESOLVED** that the KPI Year End Performance Report be deferred to the November Committee meeting.

***O&S 28/22 TASK AND FINISH GROUP UPDATES (IF ANY)**

The Chair reported that the first meeting of the Member Induction Programme Review Task and Finish Group was scheduled to be held on 18 October 2022.

***O&S 29/22 DRAFT O&S ANNUAL WORK PROGRAMME 2022/23**

The draft proposal for the work programme was reviewed. The following amendments to the work programme were agreed as follows:

- KPI Year End Performance Report (November)
- Community Safety Partnership Meeting (February)
- Council Delivery against Corporate Theme: Community Wellbeing and Economy (February)
- Council Delivery against Corporate Theme: Homes (March)
- April meeting to be cancelled.

Members raised that they were not receiving invites to Hub Advisory Group meetings. The Assistant Director of Strategy and Organisational Development reported that there were clearly some issues, however calendar invites were being sent out to Members and the meeting dates included in the Members Bulletin. As an extension to the point, the Chair reminded Members to send their apologies if they could not attend the meetings as far in advance as was practically possible.

It was then **RESOLVED** that the Hub Advisory Group Meeting dates and times be included in the Members Bulletin and reminders to the meeting sent to Group Members.

***O&S 30/22 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

There were no learning and development opportunities identified from this meeting.

Members raised the effectiveness of the Link Committee Meetings and the ability for Members to put forward items for discussion and to encourage their local towns and parishes to be represented were specifically highlighted. Some Members felt that an update from the Police at these meetings would also be useful. A further suggestion that was put forward was to alternate the meetings between face to face and virtual and to source dates that did not clash with other meeting dates.

It was **RESOLVED** that the Director of Place and Enterprise will liaise with the Community Safety Partnership to explore ways to engage the Police to attend future Link Committee meetings.

(The meeting terminated at 14.55)

Chairman

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PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White (darryl.white@swdevon.gov.uk) by 5.00pm on the Thursday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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Report to: **West Devon Overview and Scrutiny Committee**

Date: **15th November 2022**

Title: **Leisure Contract - Fusion Quarterly Q2 Update Report**

Portfolio Area: **Health & Wellbeing – Cllr Tony Leech**

Wards Affected: **All**

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

Date next steps can be taken: Immediately

Author: **Jon Parkinson** Role: **Specialist (Leisure) Assets**

Contact: **jon.parkinson@swdevon.gov.uk**

Recommendations:

1 That the Overview and Scrutiny Committee note the contents and progress of Fusion's Quarterly Report – Q2 for 2022.

1 Executive summary

- 1.1 This report provides an update on Fusion's Quarter 2 performance and a presentation summary for the past 3 months shown in Appendix A.

2 Background

- 2.1 Nationally the leisure sector continues to experience difficult times following the slow recovery from Covid-19 in the operations of leisure centres.
- 2.2 The current global and UK economic instability, the energy crisis, the cost of living challenges, increased supply chain costs and ongoing staff recruitment and retention issues have all resulted in costs increasing and income levels not growing as expected.
- 2.3 The provision of leisure centres is a discretionary service. However the activities align with the Council's corporate strategic plan – 'A Plan for West Devon' in providing quality services and community wellbeing. This includes increasing active participation in sport and leisure activities.

3 Outcomes/outputs

- 3.1 The leisure contract sets out specific performance indicators which Fusion will deliver through its plans and targets, these include being a more active district, promoting community development,

improving health and wellbeing of local residents, improving quality of services and delivering environmental improvements.

- 3.2 The attached quarterly presentation from Fusion highlights key performance areas and provides an overview on new marketing, activity programmes and usage figures from OCRA.
- 3.3 For August the Centres had their highest usage level, reaching 65,000 visits, a positive performance driven by family activities, casual swimming and the influx of visitors to the region.
- 3.4 Overall leisure centre memberships in September '22 were at 87% compared to pre-Covid levels, 5,857 against 6,764 in March'20;

Total	March 2020	September 2022	%
Dartmouth	560	558	99%
Ivybridge	1,665	1,386	83%
Quayside (Kingsbridge)	1,523	1,315	86%
Totnes	1,117	808	72%
Meadowlands (Tavistock)	1,075	1,145	106%
Parklands (Okehampton)	824	645	78%
Total	6,764	5,857	87%

Swim school has been in very high demand and overall memberships have passed pre-Covid levels, being at 102% compared to March '20.

Total	March 2020	September 2022	%
Dartmouth	162	123	76%
Ivybridge	820	1,004	122%
Quayside (Kingsbridge)	778	647	83%
Totnes	402	386	96%
Meadowlands (Tavistock)	519	496	96%
Parklands (Okehampton)	286	364	127%
Total	2,967	3,020	102%

- 3.5 The centre usage figures and recovery from the Covid-19 restrictions have been good and are in line with national data trends taken from Sport England – Moving Communities up to January 2022. No further recovery data has been provided for this year.

4 Proposed Way Forward

- 4.1 The solar energy project, which received approval for a change in its funding recommendation by Council in July, has been delayed by a change in contractor to install the panels. Fusion are still seeking

to appoint an alternative contractor following site visits and a final tender submission. They have received two initial quotes, both of which look viable at this time. Also a roof survey at Parklands is being completed.

- 4.2 Fusion are reviewing the position on its café provision and how these can be re-opened following local expressions of interest over the summer.

5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Leisure is a discretionary service. The management of the council's leisure centres are agreed in a formal contract agreement with appropriate reporting structures.
Financial	Y	The investment borrowing and contract arrangements were approved as part of the contract award. Management fee changes were reported and approved at Hub on 1 st Feb 2022 and Full Council on 15 th Feb 2022. Management fee payments have been received from Fusion for the 2021/22 financial year. For 2022/23 management fee payments, these have been confirmed with Fusion and monthly payments will be made from October '22 to March '23. All management fee payments are set out with the appropriate indexation applied.
Risk	Y	Mitigated through the formal procurement process and the business case appraisal.
Supporting Corporate Strategy	Y	Council, Communities, Wellbeing
Climate Change – Carbon / Biodiversity Impact	Y	Contract targets to reduce energy usage
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	All leisure centres remain open and have activities open for all sections of the community
Safeguarding	Y	Relevant policies and practices in place through the contract.

Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	Y	Improved though better facilities and part of service delivery.
Other implications		none

Supporting Information

Appendix A – Fusion Quarterly Report Q2; July - September 2022

Fusion Quarterly Review Presentation

**South Hams District Council
West Devon Borough Council**

Period : July - September 2022

October 17th 2022

Quarterly Review

Agenda

- Performance Update:
 - Marketing
 - Sport and Community Development
 - Participation
 - Memberships
 - Customer Satisfaction
- Moving Forwards

Performance Overview

Quarterly Review

Marketing – Key Campaigns

- Spring campaign 'STRETCH your LIMITS'. New digital artwork was created and new collateral artwork was sent to sites to distribute around the Centre.
- Supporting offers include December and January for FREE, 50% off first payment & joining fee, join now & pay nothing until 15th October and 50% off initial payment.
- The campaign was introduced via social and all digital platforms, including emails to casuals, prospects and members as well as app notifications.
- In addition to the refer a friend campaign, refer a friend and both parties receive a month free (month 7) was extended. Refreshed artwork was designed for referrals to fit the 'STRETCH your LIMITS' campaign.
- All South Hams and West Devon centres continue to update their app and web platforms to ensure bespoke content is displayed.

Quarterly Review

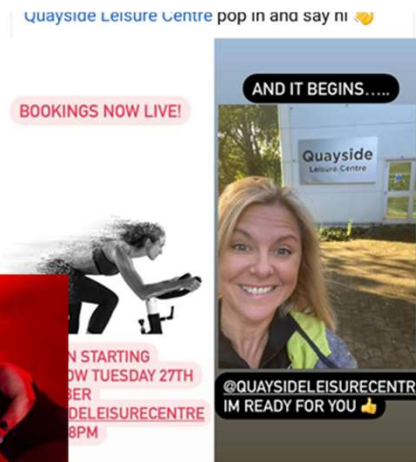
Marketing

- Quayside Leisure Centre now feature in Salcombe Rugby Programs.
- Dartmouth now feature in Discover Dartmouth [Dartmouth Leisure Centre – Discover Dartmouth](#).
- Morrison's donation to Meadowlands, in return, the team made an appearance on Mental Health Awareness Day at Morrison's.
- Regular Roller Discos were launched at Dartmouth, Totnes and Ivybridge.
- Young Adult Memberships were launched across the contract 130 ytd
- New Fitness Class Instructors were recruited and NEW group exercise classes were launched, including; Parent and Toddler Fit and BoxFit.
- Meadowlands launched ballet to reach a new dynamic of junior activities.
- Quayside have partnered with Kingsbridge Ladies Rugby Club to enhance their fitness regime.

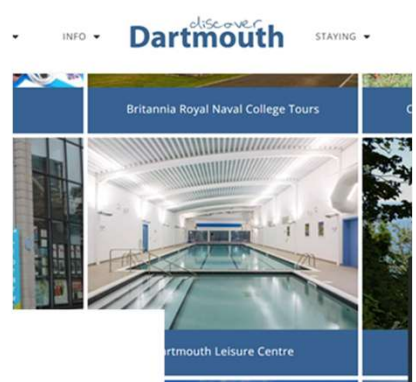
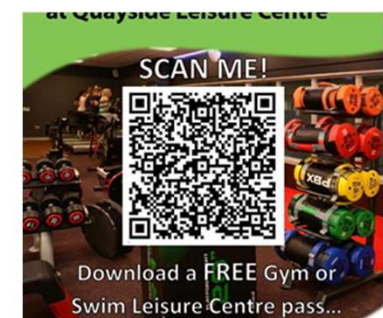
Local Images



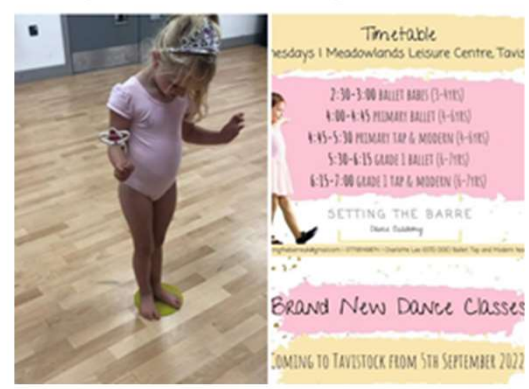
You, Esmé Cassidy-Biggs and 18 others 1 Comment



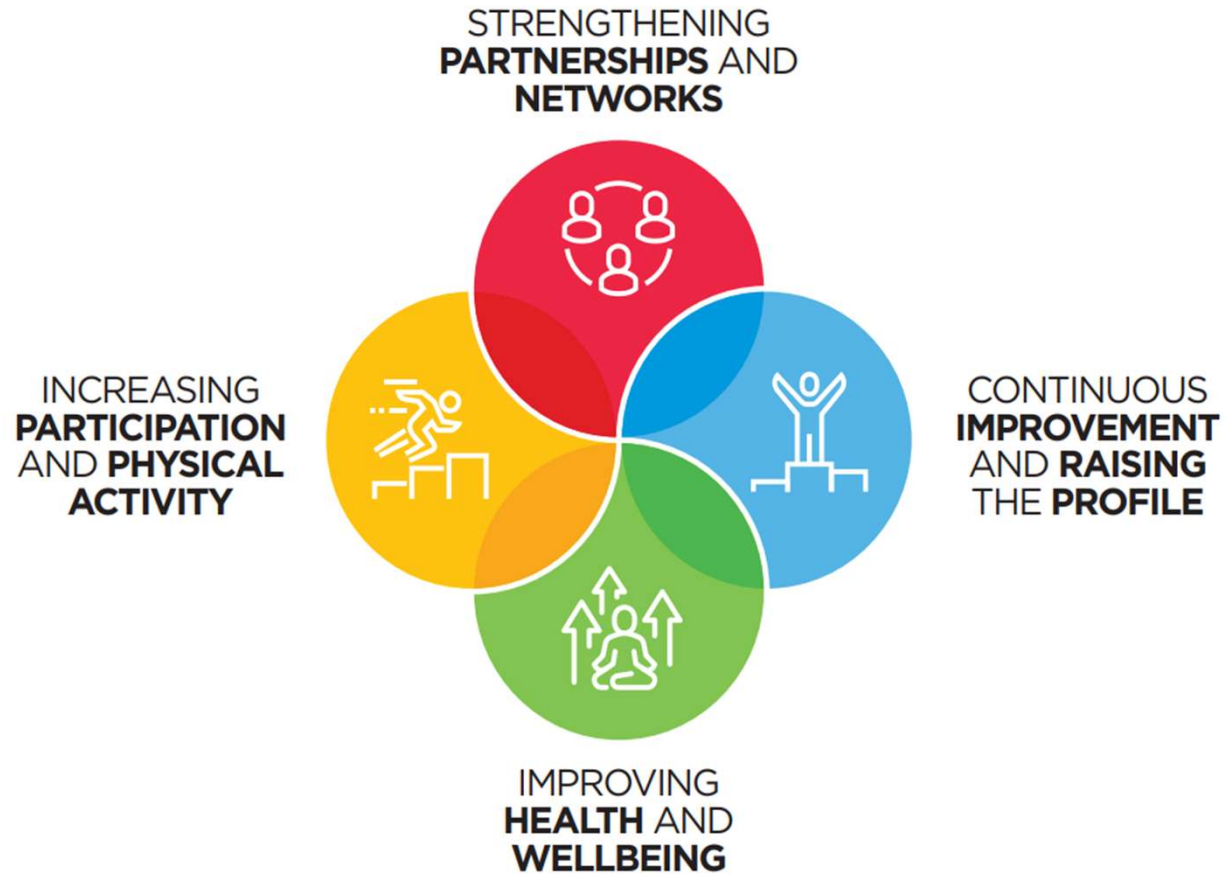
Mark Potter and 62 others 10 comments



Saturday 24th of September 8:00-16:00



Sport & Community Development



Quarterly Review

Increasing Participation

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Dartmouth Leisure Centre
FREE FOR TQ6 RESIDENTS

Autumn Family Fun

From 25th September - 5th November

BOOK YOUR FREE SESSION

Bouncy Fun
 Every Saturday
 10.00-12.00

Family Swim
 Every Sunday
 12.30-13.30

All Under 8's need to be accompanied by adult, ratio of 1 adult to 2 children, 8-16yrs who are confident swimmers can swim unaccompanied.

Book via the app/website or by contacting the centre
 Registration is required prior to booking

Dartmouth Leisure Centre
 Wessex Way, Dartmouth, Devon TQ6 0JL
 dartmouth-sales@fusion-lifestyle.com
 01803 837010
 dartmouthleisurecentre.com

Swim School

NEW

SEND swimming lessons

BOOK A SPACE TODAY!

Learn to swim in a safe, friendly & fun environment

Launching at Quayside Leisure Centre

We are excited to launch specialist SEND swimming lessons for children in small groups with their parents or carers.

We will develop their swimming ability and water confidence through fun and sensory activities. Lessons will be for 30 mins and meet the needs of each individual child with teachers who have had specialist training.

The first week is free and is none water based where you and your child will meet the teacher, have a tour of the leisure centre and discuss individual learning needs. This can be done on a 1-2-1 basis if needed.

Ask at reception or visit us online for more details
fusion-lifestyle.com/swimschool

Quayside Leisure Centre
 Ropewalk, Kingsbridge TQ7 1HH
 01548 857100
 quaysideleisurecentre.com

Family ROLLER DISCO

10TH SEPTEMBER Book via the centre app/website.
15TH OCTOBER 50 places available in each age group.
12TH NOVEMBER Roller Skates are provided or you can bring your own.
10TH DECEMBER

1.00PM - 2.30PM
Families with children up to 12yrs
2.45PM - 4.15PM
Families with children 13yrs +

£2.50 PER HEAD

DON'T MISS OUT
BOOK YOUR PLACE TODAY

TOTNES LEISURE CENTRE
 Borough Park Road, Totnes, TQ9 5XW
 totnesleisurecentre.com
 T: 01803 862992

Quarterly Review

Increasing Participation

- **Exercise on Recommendation (EOR)**

- Total of 95 referrals in Q2, Target of 250 for 2022
- YTD there have been 249 referrals across the 6 leisure centres. Of these 76% have started the 12 week supported programme. Of those who started, 45% have completed the 12 week programme.

	July	August	September	Total
Quayside	3	3	13	19
Totnes	6	12	1	19
Ivybridge	5	13	7	25
Parklands	6	6	7	19
Meadowlands	0	0	0	0
Dartmouth	8	4	1	13
	28	38	29	95

- **Falls Prevention**

- An expression of Interest was submitted to West Devon CVS to deliver a 12 month pilot Falls Prevention service for £25,000 but was unfortunately unsuccessful.
- Karen Edworthy (EOR at Parklands) is undertaking the PSI training hosted by Active Devon to delivery Falls Prevention classes with the Well Moor Project. We are planning to set up chair based sessions at Parklands as an exit route to the Falls prevention programme.

Quarterly Review

Increasing Participation

- **OCRA – West Devon Participation data:**
 - July: 4,863 Total (4,385 Junior, 410 Adult, 68 Fifty plus)
 - August: 3,004 Total (2569 Junior, 346 Adult, 89 Fifty plus)
 - September: 2,967 Total (2,689 Junior, 171 Adult, 107 Fifty plus)
 - Includes: Walking Netball & Football, Gymnastics & Trampoline Programme, Holiday Schemes, HAF Funded sessions, Yes Tor project, Just Play Football, school delivery.
- OCRA Sports and Fitness Festival returned for 2022. With the Super Sporting Sunday on 24th July.
- **Community Outreach**
 - Online consultation organised by Active Devon for Bickleigh & Cornwood residents to help identify physical activity needs. 51 responses
 - Outreach Sport & Community Development Officer role appointed and starts 1st November. 20hrs week
 - Postcode data of Fusion members has been analysed by SH Wards with fewest members coming from the following 4 wards; Woolwell, Wembury & Brixton, Bickleigh & Cornwood and Marldon & Littlehempstead.

Quarterly Review

Increasing Participation

- **Funding**

- Trying to secure funding for EOR instructor training for 1 at Parklands and 1 at Dartmouth.
- Working with TRAYE and Active Devon to submit Together Fund Application for Totnes Youth Nights and including physical activity as part of their existing rural provision.
- OCRA - £28k secured to deliver Woodlands Therapy for Veterans including Bushcraft.

- **FANS**

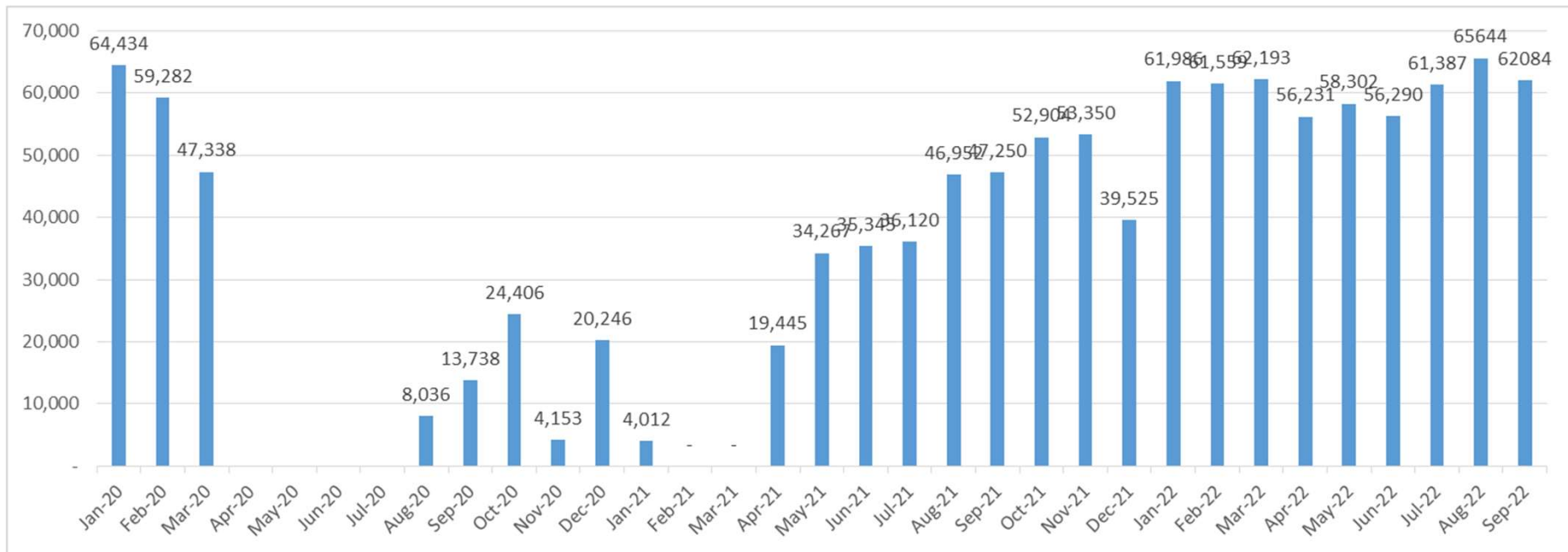
- Soon to launch new Fusion Academy to replace FANS. Filming taken place with Giselle Ansley GB Hockey Player to feature on website.
- 45 people on the FANS scheme (27 SH, 18 WD)



Quarterly Review

Participation

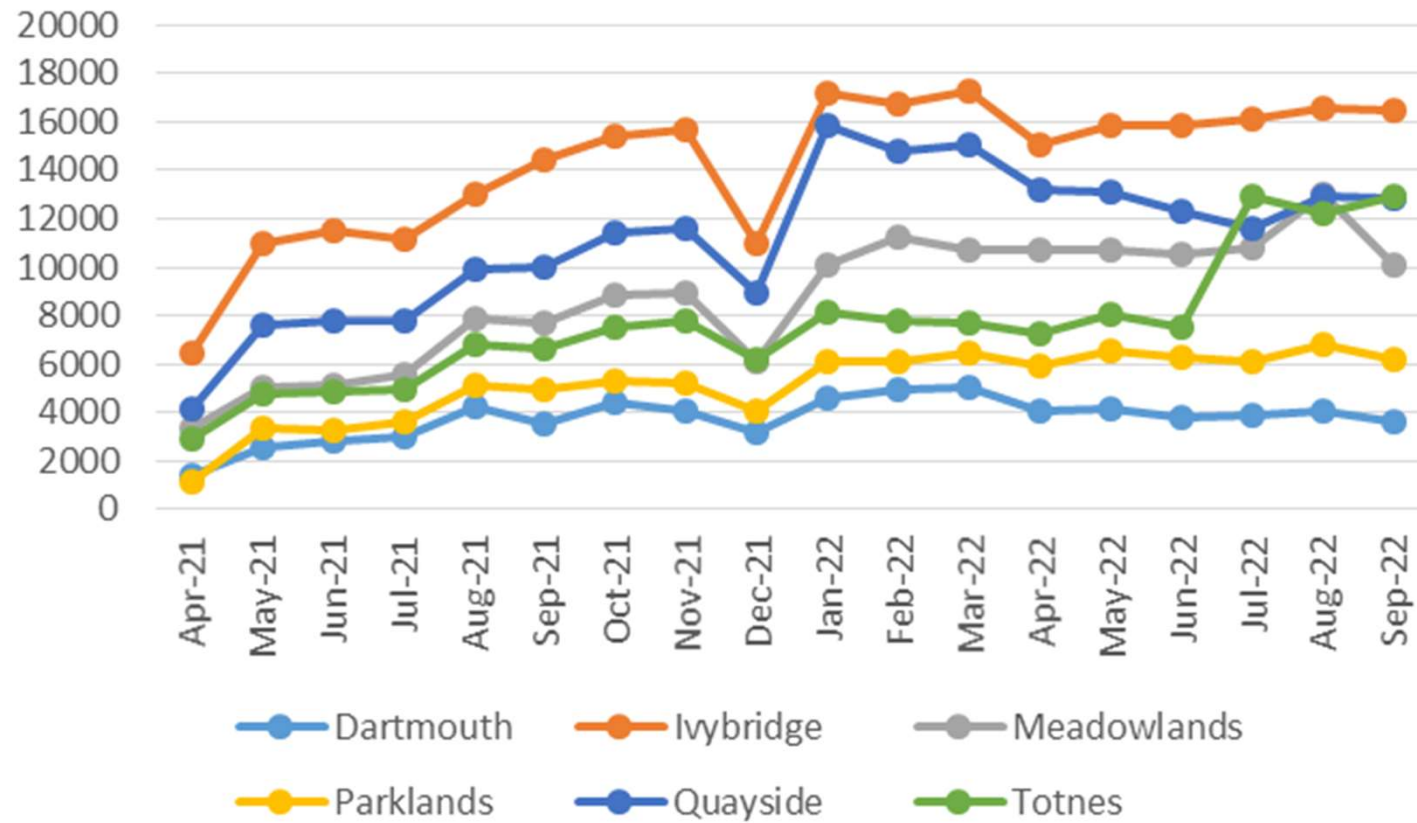
- Total Q2 Participation: c.189k
 - South Hams – c.136k
 - **West Devon – c.53k**



Quarterly Review

Participation

Participation by Centre

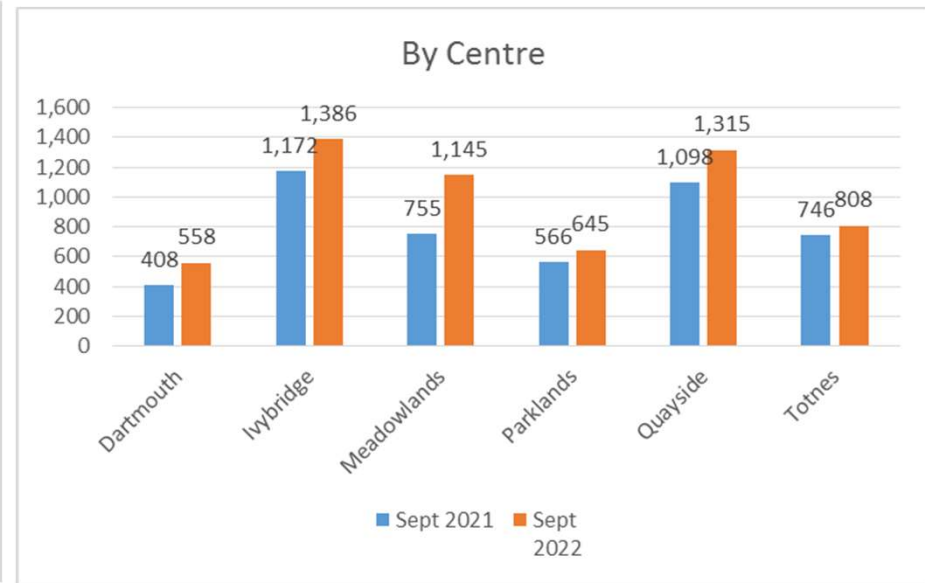
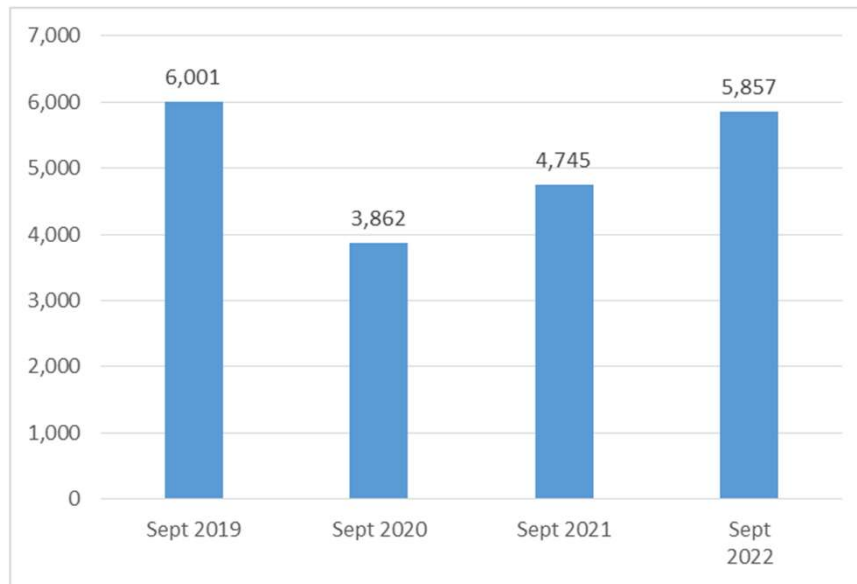


Quarterly Review

Memberships

- Total Memberships: 5,857 (at 98% of Pre-Covid)
 - Parklands and Totnes are below pre Covid count
 - Introduction of short term memberships have driven overall membership count this summer.

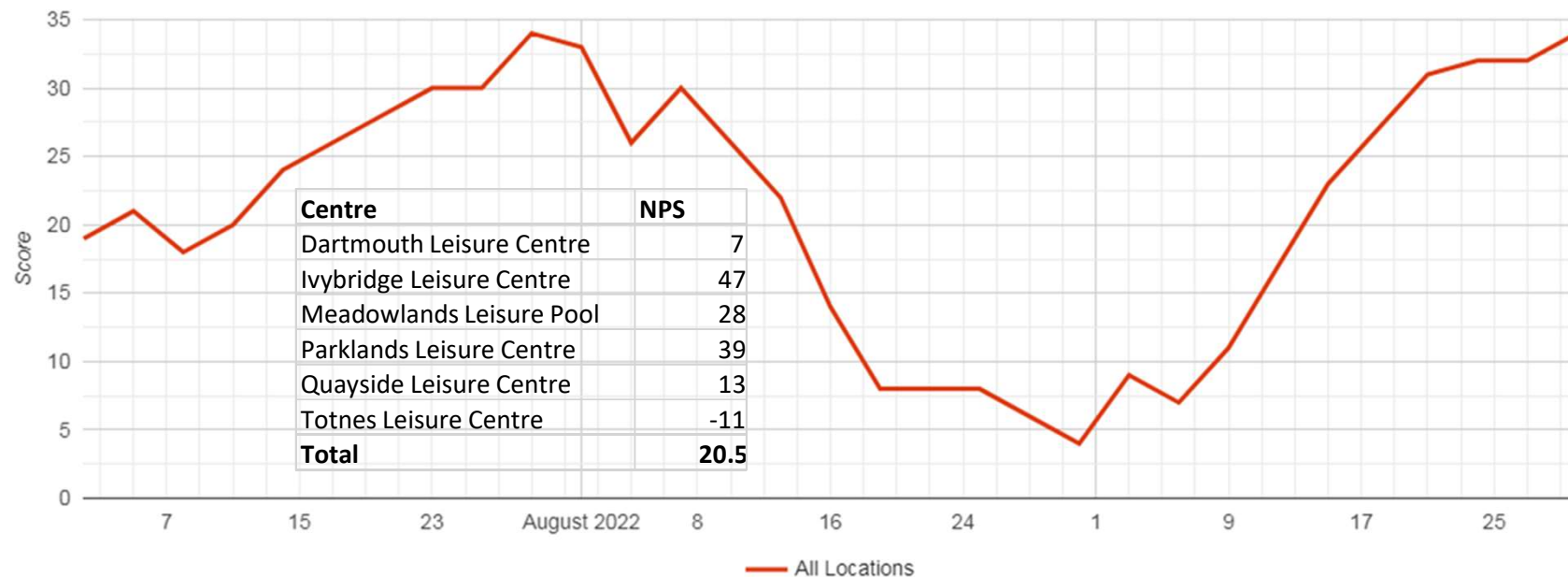
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Quarterly Review

Customer Satisfaction

- NPS Q2 Score 20.5
 - *Promoter mentions:* Staff, Pool, Group Exercise, Equipment
 - *Detractor mentions:* Changing Rooms, Cleanliness
 - Increased footfall over August due to visitor numbers
 - Cost of living crises comments regarding cost
 - Totnes feedback regarding older centre



Quarterly Review

Moving Forwards

- Solar / Renewal Energy
 - Roof survey at Parklands to be completed
 - Contractor visits under way and to be completed 31/10/2022
- Parent and Child
 - New programmes at Parklands, Meadowlands and Ivybridge
 - Increase in parent and child swimming programme
- Outreach
 - New SCD post to target activities in the local community
- Totnes
 - Review alternative models for refurbishment funding
- Pricing model for 2023
 - Discuss with SH/WD pricing strategy, annual review
- Café
 - No progression to date, alternative model required

Fusion Quarterly Review Presentation

**South Hams District Council
West Devon Borough Council**

Period : July - September 2022

October 17th 2022

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Overview and Scrutiny Committee 15 November 2022 Active travel in West Devon

Overview

- Corporate Strategy policy TE1:3 Promote active travel (including horse riding) across WD
- 500k of Shared Prosperity Fund allocated to address this policy area, of which 120k allocated to West Devon Transport Hub. SPF should be confirmed by end of Oct, but expected delay with change to Prime Minister.
- Active travel projects to be funded through SPF over the next 3 years include:
 - Active travel officer
 - Local Cycling and Walking Infrastructure Plan (LCWIP) –more detail below
 - Quiet lanes trials – to be developed with DCC and Sustrans
 - Rural e bike trials
 - Capital improvement fund
 - Behaviour change marketing and comms strategy
 - DM officer training
- A further circa 300k of funding for capital active travel projects to be allocated from Rural England Prosperity Fund – investment plan to be submitted to Gov end of Nov
- DCC are the Highway Authority and to date have controlled budget that comes out of central Gov, and now Active Travel England
- The majority of DCC funding for active travel has historically gone to Exeter, Newton Abbot and Barnstable as the main towns in the county, and on development of its multi-use trails.
- DCC have completed a consultation exercise on Roborough to Clearbook multi-use trail, but this has been criticised for not exploring a direct route to Yelverton. DCC do not currently have any funding allocated to deliver this scheme.

LCWIP

- Main piece of work proposed to be funded through SPF is a Local Cycling and Walking Infrastructure Plan (LCWIP) that will focus on the main towns and larger villages
- LCWIP will determine strategic cycling and walking routes in and around the key settlements, identify barriers on these routes and a prioritised programme of improvements that are needed. It will involve extensive consultation with communities in and around these settlements.
- The settlements proposed to be included in the LCWIP are: Okehampton, Tavistock, Bere Alston, Hatherleigh, Lifton, Chagford, Horrabridge, Princetown and Yelverton.
- The LCWIP will provide evidence for securing further funding from new development (from S106) and other sources, and can reinforce active travel within the Joint Local Plan review.
- DCC are undertaking a county wide LCWIP, but the indications are that will be focus on extending the leisure trails, rather than commuter routes. They have said it will also include some key towns no further details for the selection process of these.
- Next steps to release tender to secure consultants to delivery LCWIP (anticipated 6 – 12 month project)

Gemma Bristow – Community Digital Specialist

Report to: **Overview and Scrutiny Committee**
Date: **15 November 2022**
Title: **A Plan for West Devon Thematic Update: Council Resources**
Portfolio Area: **Cllr Chris Edmonds**
Deputy Leader and Lead Member Council Resources
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken:

Author: **Pauline Henstock** Role: **Head of Finance Practice**

Contact: Pauline.Henstock@swdevon.gov.uk

RECOMMENDATION:

That Overview and Scrutiny Committee note the progress in delivering against the Plan for West Devon 'Council Resources' Thematic Delivery Plan.

1. Executive summary

- 1.1 The Council adopted the Plan for West Devon in September 2021, alongside detailed Thematic Delivery Plans for each priority area.
- 1.2 This report provides the thematic update on the Council Resources strand of the Plan for West Devon.

2. Thematic Update Report

- 2.1 The Performance Management Framework included with the Plan for West Devon strategy commits that Overview and Scrutiny will receive a thematic update at each meeting in order to consider the progress against the agreed Thematic Delivery Plans.
- 2.2 The Council Resources Thematic Update report is set out as Appendix A to this report.

3. Next Steps

3.1 Progress against the Thematic Delivery Plan will continue to be regularly monitored by the Hub Lead for Council Resources, through monthly meetings with the lead officer.

Highlights will also be provided in the quarterly Integrated Performance Management Report considered by the Hub.

3.2 Following consideration by Overview and Scrutiny, the progress report will be published on the Councils strategy reporting pages <https://westdevon.gov.uk/plan-for-west-devon> as a public record of progress.

4. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		Providing performance updates in respect of our strategic priorities contributes to Principle F of the CIPFA Delivering Good Governance in Local Government Framework. This principle is about managing risks and performance through robust internal control and strong public financial management.
Financial implications to include reference to value for money		This report does provide updates in respect of financial information but does not make any recommendations or lead to any financial implications not considered by other committees.
Risk		The thematic update report considers the key risks for the Council in delivering each action within the Plan for West Devon delivery plan.
Supporting Corporate Strategy		Council Resources
Climate Change - Carbon / Biodiversity Impact		
Comprehensive Impact Assessment Implications		
Equality and Diversity		No direct implications

Safeguarding		No direct implications
Community Safety, Crime and Disorder		No direct implications
Health, Safety and Wellbeing		No direct implications
Other implications		

Supporting Information

Appendices:

Appendix A – Thematic Update Council Resources

Background Papers:

None

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Maximising Council Resources

Thematic Progress Update
November 2022



Lead Member Introduction

A key element of A Plan for West Devon is ensuring that the Council makes the best use of the resources available to it and makes effective decisions for the future.



Cllr Chris Edmonds
Lead Member for maximising our resources

This update report is the second update to Overview and Scrutiny on this theme since adoption of our Plan for West Devon in September 2021 and I’m pleased that good progress has been made across all actions within the delivery plan.

In the 12 months since the last update to overview and scrutiny we have:-

- ✓ Seen our new Customer Case Management platform (Liberty Create) ‘go live’ with over 100 processes – making it easier for our customers to ‘do it online’
- ✓ Enhanced our performance management reporting with new, quarterly reports to Hub Committee setting out progress against our plans.
- ✓ Carried out in-depth reviews of some of our key services such as Planning, Revenues & Benefits and Customer contact centre – with the key focus on improving the customer experience
- ✓ Set a balanced budget for 2022/23

8 Activities on Track and within budget	2 Activities requiring additional intervention or have uncertainties that require managing	0 Activities off track with no current clear plan to resolve	0 Not yet due to start
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Of course, it has not been a year without challenges, not least the significant increase in cost of living facing not only residents and businesses, but the Councils own services. We hope to receive clarity over next years Government funding before Christmas.

Over the coming pages, we set out more in-depth update for each action.

Chris Edmonds

Cllr Chris Edmonds

Lead Member for Maximising Resources



Action R1.1 – Implement our new customer focused system to enable our customers to engage with us both online and on the phone

Key Highlights

During the past 12 months we have continued to see the benefits of the Liberty Create platform. This has enabled us to quickly and easily implement new customer facing online forms when needed – such as for the delivery of Government business grants, emergency financial support for individuals and the registering of arrivals under the Homes for Ukraine scheme. Without this system in place it would have been far more difficult to implement these solutions.

Throughout the year we saw an average of around 35% of transactions with the Council being carried out online. To further enhance the online experience for our customers, we have contracted with a new ‘open source’ website provider and will be migrating our existing website to the new platform in the coming months – with the aim of concluding this by May 2023. While the website will not look fundamentally different, the new platform will enable us to make changes much quicker, responding to customer needs when required.

Internally we have also started the roll out of Microsoft Office 365. This online version of the Office software enables enhanced functionality in sharing and collaborating on documents (with multiple people able to work on documents at the same time). Currently this is being trialled by the Leadership Team and will be rolled out to the rest of the council in the next six months.

Key Risks / Issues

We are continuing to progress with the go-live of our new planning system (Northgate Assure) but this has taken longer than anticipated. We continue to work with the contractor to resolve technical issues with the system and aim to conclude this within the next few months.

Looking ahead to the next 6 months

- Resolution of outstanding Assure issues
- Moving more Revenues and Benefits Processes into Liberty Create to drive efficiencies and improve the customer experience (avoiding duplication and resolving issues at first point of contact)
- Creating a Legal Case Management system within Liberty to enable better tracking visibility of cases
- Roll out Office365 across the Council

Overall Rating

AMBER – Off Track due to delays in go-live with Northgate Assure

Action R1.2 – Ensure we manage the Council’s performance effectively

Key Highlights and benefits

Alongside the implementation of A Plan for West Devon, we have continued to make significant enhancements to our performance management processes which include quarterly ‘Integrated Performance Management Reports’ to Hub Committee which set out key operational performance, risks and progress against our thematic delivery plan. Thematic Delivery reports (such as this one) are considered at every meeting of Overview and Scrutiny and individual employees have individual targets set which align to our corporate ambitions.

Key Risks / Issues

Looking ahead to the next 6 months

During the next six months the Lead Member Performance and Resources will be working with Officers to further enhance our performance reporting, developing an enhanced operational performance report which will be considered by Overview and Scrutiny twice a year. It is envisaged that the first of these reports will be considered in January 2023. This reporting will be in addition to the existing quarterly reports to Hub and the thematic reports to O&S.



Overall Rating	GREEN – ON TRACK
Action R1.3 – Carry out reviews of services in order to improve the customer experience	
Key Highlights	
<p>Over the past 12 months we have progressed with plans for service reviews of the Planning Service, Revenues and Benefits, Legal and the Contact Centre. This has seen us make decisions in order to make a positive difference for our customers including:-</p> <ul style="list-style-type: none"> - Establishing a dedicated Planning Service for West Devon, enabling a greater level of knowledge and understanding of West Devon specific issues. - Recruiting a Head of Revenues and Benefits to deliver on enhancements to the service - Increasing our data and intelligence of the contact centre which is already seeing benefits with reducing ‘wrap times’ for calls meaning more calls can be taken. <p>The Council has continued to flex and adapt its services to meet a range of new Government Schemes including the Household Support Fund, Council Tax Energy Rebate Scheme and Homes for Ukraine Scheme.</p> <p>Each Service area of the Council has developed a service plan which includes a number of performance measures. We have implemented a planned programme of service updates to the Senior Leadership Team where performance, service highlights and challenges are scrutinised and this will help inform any further service reviews.</p>	
Key Risks / Issues	
<p>There is a risk that in undertaking service reviews, there is an impact on the ability to maintain business as usual services at the same levels. We will mitigate this as much as possible by identifying resources to support the service reviews and ensure that reviews are planned during periods that will have less of an impact.</p>	
Looking ahead to the next 6 months	
<ul style="list-style-type: none"> - Continue with SLT service review discussions to inform any future service reviews - Respond to any further challenges such as supporting residents in response to the Cost of Living Increase. 	
Overall Rating	GREEN – ON TRACK

Action R1.4 – Manage and Support our employees to deliver the best possible service	
Key Highlights	
<p>Over the past 12 months we have reopened our office spaces so that employees can work from the office when they choose to do so. We have held a round of face to face staff briefings with more planned for December 2022. During the year we have also implemented our new HR and Payroll system with the core modules now live.</p> <p>It is also important that we recognise employee achievements and so this year we will again hold a staff awards event highlighting the contributions of staff from across the Council.</p> <p>During September we have carried out an employee survey. For the first time we have worked with the Local Government Association to carry out a survey which has been developed to understand the balance of the employee / employer ‘deal’. We hope to receive the results of the survey in November.</p>	
Key Risks / Issues	
<ul style="list-style-type: none"> - We continue to see challenges in recruiting to roles across the Council and it is important that we take steps to address this including targeted recruitment campaigns. 	



Looking ahead to the next 6 months

A priority for the coming 6 months will be the development and implementation of an Organisational Development Strategy. This will set out a clear vision for how we support individuals – and how in turn individual staff contribute to our corporate priorities. It will be largely informed by the responses from the staff survey. There will also be a priority to refresh our approach to recruitment to ensure we attract quality candidates to key posts.

We will also be implementing the performance management modules of the HR and Payroll system – this will mean employees have an online system to record their objectives and personal development discussions.

Overall Rating GREEN – ON TRACK

Action R1.5 – Ensure Annual Budgets meet our service delivery requirements

Key Highlights

We have aligned our financial planning process with ‘A Plan for West Devon’. The plan has a fully costed delivery plan for the next three years which can be reviewed alongside the annual budget setting process.

Overall the latest financial position of the Council remains broadly positive, and certainly compared to the position of other Devon District Councils, West Devon is in a healthy position. As at 31st August 2022, the Council is forecasting a small deficit of £70,000 for 2022/23.

While the cost of living and increased inflation is having an impact on Council budgets, of course this also has a positive impact in that our Investment Income is anticipated to be up by 1340% - equating to approximately an additional income of £335,000 during this current financial year.

A Member budget workshop is scheduled for 8th November 2022 to help inform the coming years budget. This is a good way of helping all Members understand the budget decisions they will be making in the coming months.

Key Risks / Issues

Town Centre Car Parks have not made a full recovery as expected following the Covid-19 pandemic. This means we are currently projecting a loss for this financial year of £130,000 out of a total budgeted car parking income of £1,147,000 – this is an 11% variance.

The Cost of Living impacts are also impacting Council budgets.

There are of course still some unknowns including whether the Chancellor (Jeremy Hunt) will make any changes that will impact us when he makes his medium-term fiscal plan announcement shortly and when the Local Government Finance Settlement is announced just before Christmas.

Looking ahead to the next 6 months

- Local Government Finance Settlement announced – Dec 2022
- Council 2023/24 budget to be agreed – Feb 2023

Overall Rating GREEN – On Track



Action R1.6 – Work to secure the Council’s longer term financial sustainability

Key Highlights

In September 2022, we considered our Medium Term Financial Strategy for 2023/24 and 2025/26. The full report can be seen here:-

<https://mg.swdevon.gov.uk/documents/s28983/West%20Devon%20-%20Medium%20Term%20Financial%20Strategy%20September%202022.pdf>

The Council, along with other local authorities, has faced unprecedented reductions in Government funding. Between 2009/10 and 2020/21, the Council’s Core Government funding has reduced by £3 million. The Council now receives no main Government Grant (Revenue Support Grant) – this has been reduced to zero.

The Council continues to work in partnership with South Hams District Council, sharing the majority of its employees and enabling West Devon to achieve annual savings of £2.2million while protecting statutory front line services.

Key Risks / Issues

The latest inflation figures show prices are rising at their fastest rate for 40 years with the headline CPI (Consumer Price Index) rate at 10.1%. These increases have also impacted the MTFS in terms of the cost pressures. At present, there is no indication from Government of any additional funding. The financial standing of the Council is secure in the immediate future, but there is still much work to do to ensure the long term financial sustainability of the Council.

Looking ahead to the next 6 months

- It had been expected that a technical consultation paper on the local government finance settlement for 23/24 would happen before Parliament’s summer recess. However the political turmoil has meant that this hasn’t happened. It is now expected that no formal announcement will be made until the Finance Settlement is announced in December 2022.

Overall Rating

Amber – due to longer term uncertainty

Action R1.7 – Identify Opportunities to Spend More Locally

Key Highlights

Based on initial assessments of 2021/22 spend – we’re close to 50% of our supplies and services funds being spent with local suppliers (within West Devon) – this is a very good level of spend within the local economy. We will however be looking at the potential to use a portal known as Supply Devon which would actively promote opportunities to supply the Council to local companies.

Our Procurement Lead attended a Supply Devon event which enabled us to engage with local suppliers and highlight potential opportunities to them.

Key Risks / Issues

There is a risk that we are not able to procure the services we require locally while also achieving best value for money however we can look to work with local suppliers to develop relationships.

Looking ahead to the next 6 months

- Consideration of Social Value through procurements

Overall Rating

GREEN – ON Track



Action R1.8 – Work Across Devon to increase efficiency and share services where it means you get a better service

Key Highlights

In the last report we highlighted that we were currently talking to other Councils about potential opportunities to collaborate more on Procurement – this work continues and where it makes sense to do so, we are joining other Councils for specific procurements.

We are also working closely as part of Team Devon on a range of subjects to share skills and knowledge to ultimately improve the experience for our customers / maximise on benefits.

Key Risks / Issues

- Lack of buy-in to progress with closer work opportunities identified in the business case. We will ensure that if a business case comes forward that WDBC supports, we encourage other Councils to seriously consider the options.

Looking ahead to the next 6 months

- Develop outline business case for procurement support services
- Continue to identify opportunities for wider working

Overall Rating

GREEN

Action R1.9 – Lobbying for fairer funding for rural services

Key Highlights

The Council continues to be a member of the Rural Services Network.

Cllr Kimber attended the Rural Services Network Conference and has reported back that he is pleased that the network are still championing fairer funding for rural services. An introduction to the Rural Services network can be seen here:- <https://www.youtube.com/watch?v=SM9tNYX04Yo>

Key Risks / Issues

None

Looking ahead to the next 6 months

- Continued engagement with RSN and responding to consultations where possible

Overall Rating

GREEN

Action R1.10 – Assess suitability of all asset base and Council owned property

Key Highlights

We continue to consider the opportunities for maximising the use of Kilworthy Park. We have lost some long-standing tenants but are pleased that we have now been able to let space to a further two organisations who will join us in November.

The Council Chamber at Kilworthy Park requires an upgrade to the IT systems which is now underway.

The reception at Kilworthy Park has been opening two days per week in recent months with a customer access progress report being considered by Hub Committee in December.

Key Risks / Issues

None

Looking ahead to the next 6 months

Continued promotion to maximise occupancy within Council assets

Overall Rating

GREEN



This update will be considered by the West Devon Borough Council Overview and Scrutiny Committee at their meeting on Tuesday 15th November 2022

You can view the meeting by visiting our  YouTube channel:

<https://www.youtube.com/channel/UCDZEXV47SxBpXUDR6qbhtIA>



Report to: **Overview and Scrutiny Committee**
Date: **15 November 2022**
Title: **2021/22 Performance Management**
Portfolio Area: **Cllr Chris Edmonds**
Hub Lead – Performance and Resources

Wards Affected: **All**

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

Author: **Drew Powell** Role: **Director Strategy and Governance**

Contact: Drew.Powell@swdevon.gov.uk

Recommendations:

That the Overview and Scrutiny Committee:

1. **Review** the performance figures for the 21/22 financial year shown in the performance management report as included in Appendix A to this report.
2. **Note** the proposed format for an enhanced performance report (as set out in Appendix B) which will be populated with performance data and considered at the meeting of this committee in January 2023.

1. Executive summary

- 1.1 Overview and Scrutiny Committee consider the performance of the Councils key services against an agreed suite of measures on a six-monthly basis.
- 1.2 Performance reporting and corporate key performance indicators (KPI's) now form part of the corporate strategy – 'A Plan for West Devon' - reporting cycle which includes KPI's being reported to the Hub Committee on a quarterly basis.
- 1.3 The purpose of this report is to provide an overview and closedown report of performance for the 21/22 financial year.
- 1.4 In addition, the report sets out the proposed updated and improved format for future reports to this committee, in line with our enhanced performance management framework.

2. Background

2.1 Performance data was last reported to this Committee on 18th January 2022 (minute O&S39 refers).

2.2 This report, through Appendix A, sets out the full year 2021/22 performance against agreed key performance indicators, provides a commentary on trends and, where performance was not in line with target, the mitigating measures that were employed.

2.3 During the global pandemic, we did see a number of backlogs in processing in core services due to re-prioritisation of Covid support measures (such as business grants, emergency welfare support etc). These backlogs continued to be worked down throughout the year and with no major government announcements (apart from £150 energy rebate in the final quarter) the performance at the end of the year can be judged against more normal levels of customer demand.

2.4 Throughout the year, Covid related sickness absences increased the overall sickness levels among staff and added some additional pressure across the Council.

3. Outcomes/outputs

3.1 Appendix A to this report sets out full year performance for 2021/22 for each of the agreed Key Performance Indicators. The report also includes an explanation of the trend and where performance is off target, a summary of the mitigating actions.

4. Proposed Way Forward

4.1 The present suite of KPI's is no longer considered to provide the level of detail or clarity to enable members, and the community, to fully assess and scrutinise performance effectively.

4.2 As part of ongoing enhancements to the Council's performance management framework, it is proposed that when performance is next reported to this committee in January 2023, a new suite of KPI's will be presented.

4.3 The new KPI's are presently being developed in conjunction with the Hub Committee and will focus primarily on service volumes and performance, customer experience and overall Council effectiveness.

4.4 In addition, it is proposed that there will be additional narrative setting out the description, direction of travel, history and how the KPI is calculated which is vital to ensure data quality is maintained.

4.5 Appendix B provides an example of the proposed format for future performance management reports to this committee.

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 implications to include reference to value for money	N	There are no direct financial implications of this report although it does set out Council Tax collection rates.
Risk	Y	The provision of KPI's and an effective performance management framework reduces the risk of Council services not being delivered effectively.
Supporting Corporate Strategy	N	
Climate Change - Carbon / Biodiversity Impact	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 – 2021/22 Full Year Performance

Appendix B – Proposed format for future performance reports.

Background Papers:

None

Process checklist	Completed
Portfolio Holder briefed/sign off	Yes/No
SLT Rep briefed/sign off	Yes/No
Relevant Heads of Practice sign off (draft)	Yes/No
Data protection issues considered	Yes/No
Accessibility checked	Yes/No

Appendix A - 2021/22 Performance Data

The following sets out the performance against key performance indicators for the whole of the 2021/22 financial year.

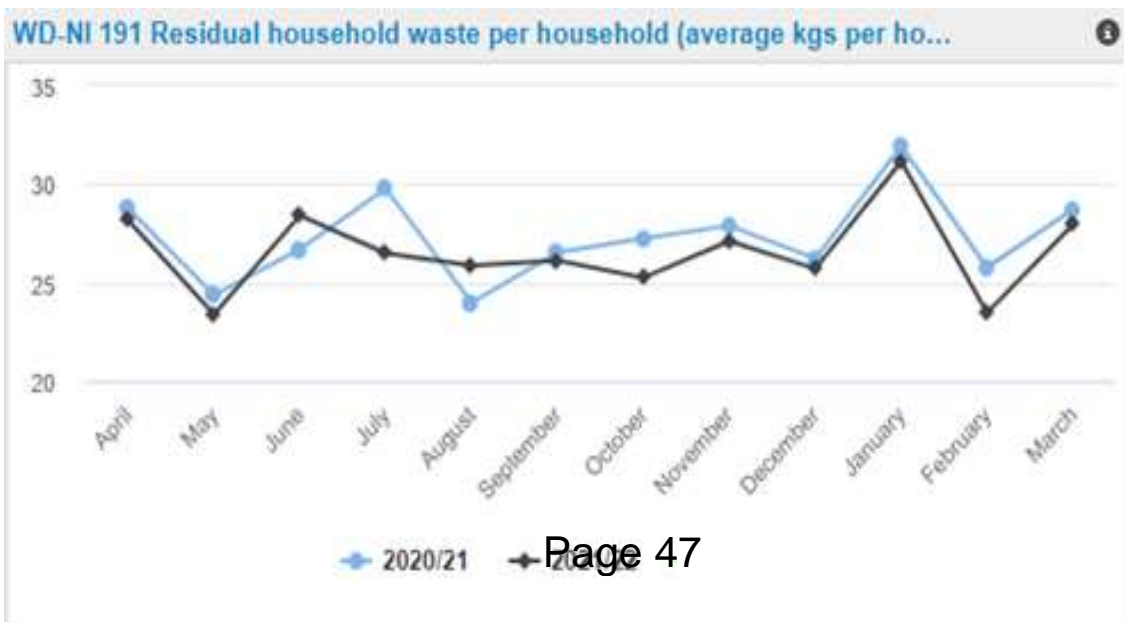
Waste and Recycling

Percentage of household waste sent for reuse, recycling and composting



Explanation of Trend	Mitigation Measures
<p>Driver shortages in March may have impacted on collection rates. Refuse rounds prioritised over recycling.</p> <p>The SuperRecycler was launched in 2020-2021 to increase the materials that could be collected on the kerbside. The impact of COVID (working at home) will have increased the amount of waste generated.</p>	<p>Robust Contract management implemented.</p>

Residual household waste per household (average kgs per household)



Explanation of Trend	Mitigation Measures
The past two years have been fairly consistent, and there has been no service changes to create any spikes in trends.	We will continue to work with FCC and the crews on education and reduce black bag waste and communications with residents to promote recycling.

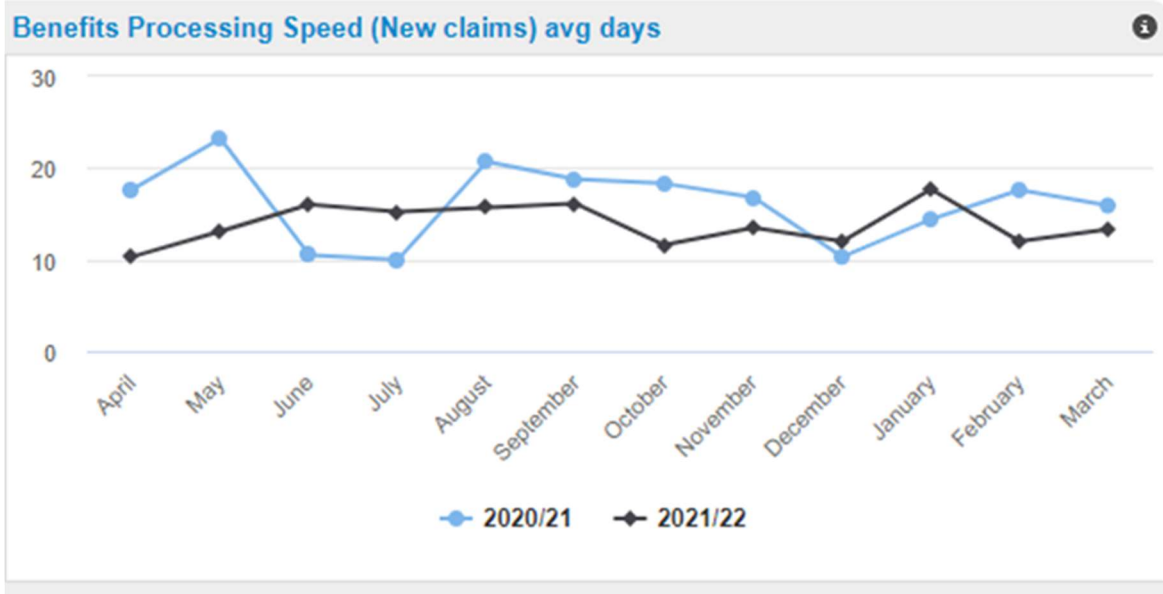
Average number of collections missed per 100,000 collections of household waste



Explanation of Trend	Mitigation Measures
There was a peak early this year when there was an increase in staff sicknesses and the driver shortages affected the collections.	Robust Contract management implemented.

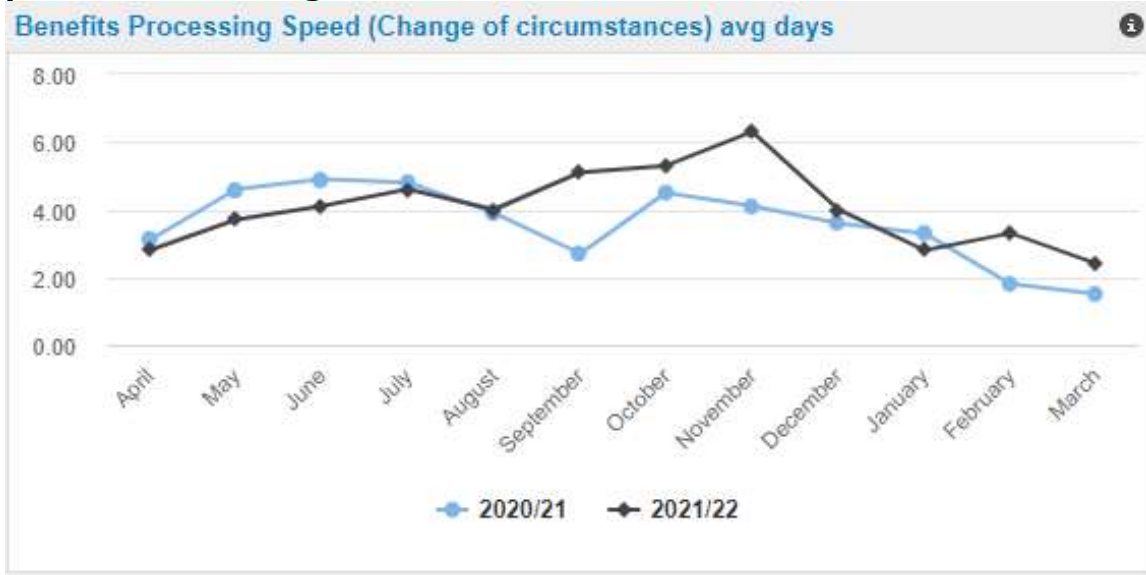
Benefits Service

Processing Speed (new claims) average number of days to process a claim



Explanation of Trend	Mitigation Measures
Similar or better performance than historic trends. New claims are currently taking an average of 14 days to process.	The implementation of the Revs & Bens Service Review includes the implementation and monitoring of individual and team performance targets.

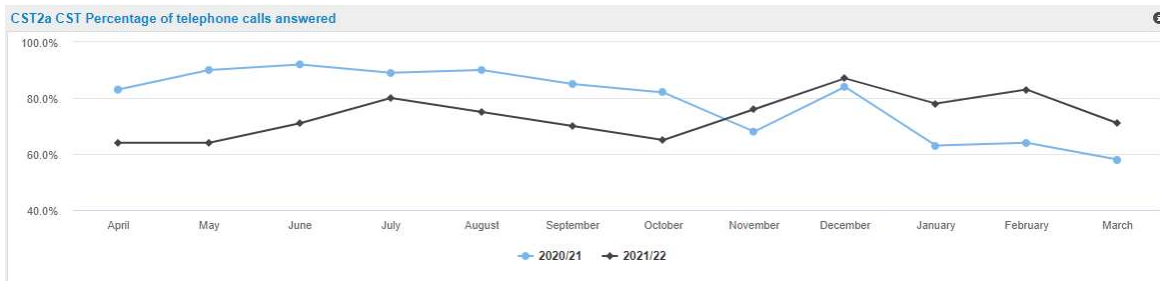
Processing Speed (change of circumstances) average number of days to process an existing claim



Explanation of Trend	Mitigation Measures
Peaks in workload in Q3 brought back under control during Q4. Change of circumstances are currently taking an average of 4 days to process.	The implementation of the Revs & Bens Service Review includes the implementation and monitoring of individual and team performance targets.

Customer Contact and Call Centre

Percentage of telephone calls answered

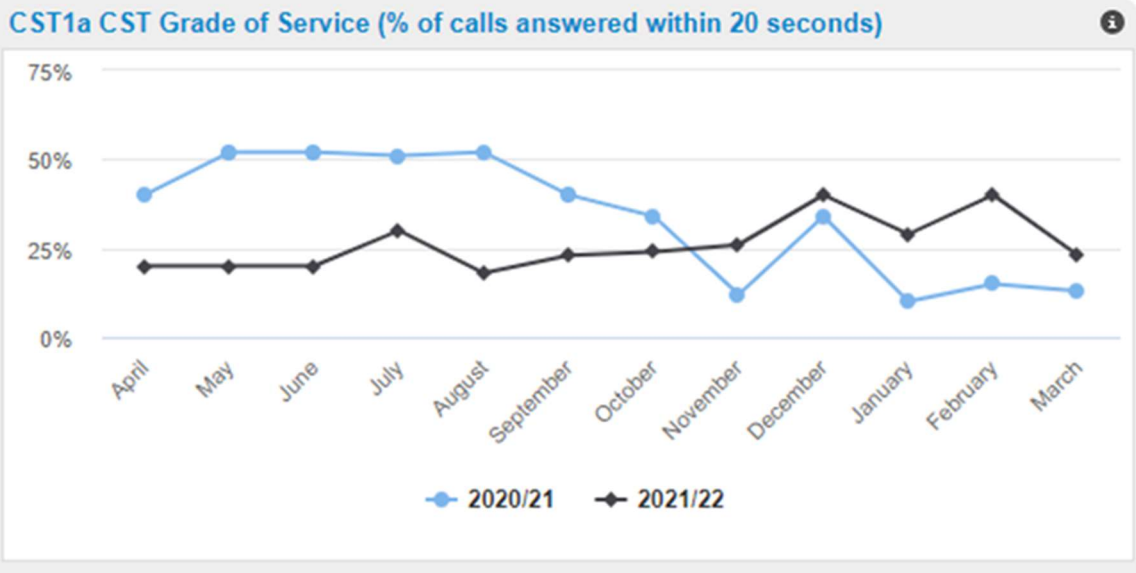


Explanation of Trend	Mitigation Measures
Calls were still high as the covid grant period approached the final deadline. Usual end of year increase in calls. News	Customer service improvement plan in place and evolving over time. Positive outcomes include: increased staffing on busiest days of the week,

of the £150 council tax rebate late in March added to the peak.

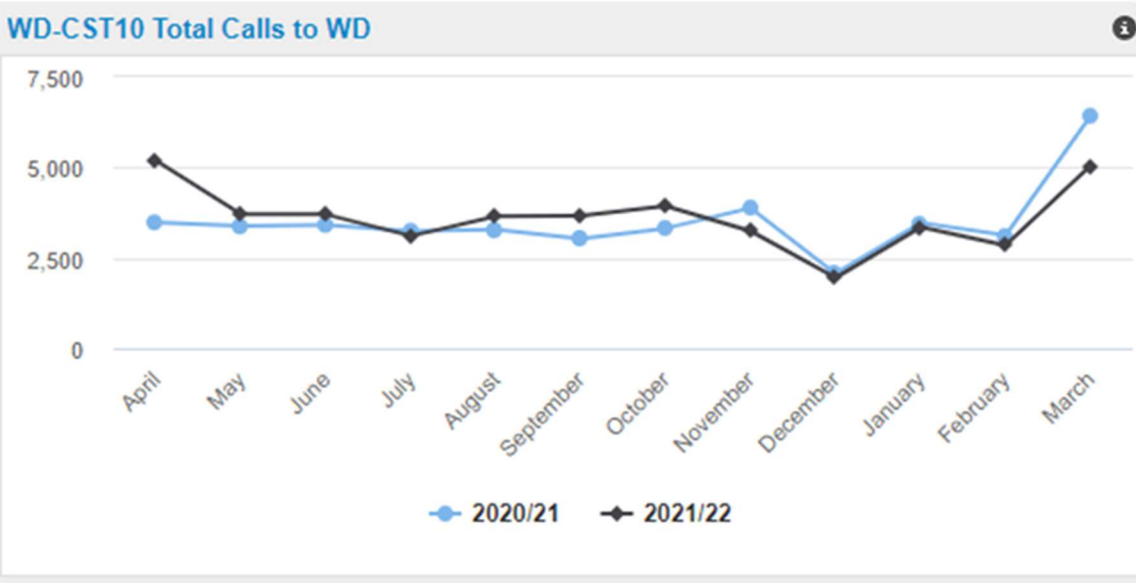
reduced wrap times, text messages to customers.

% of calls answered within 20 seconds



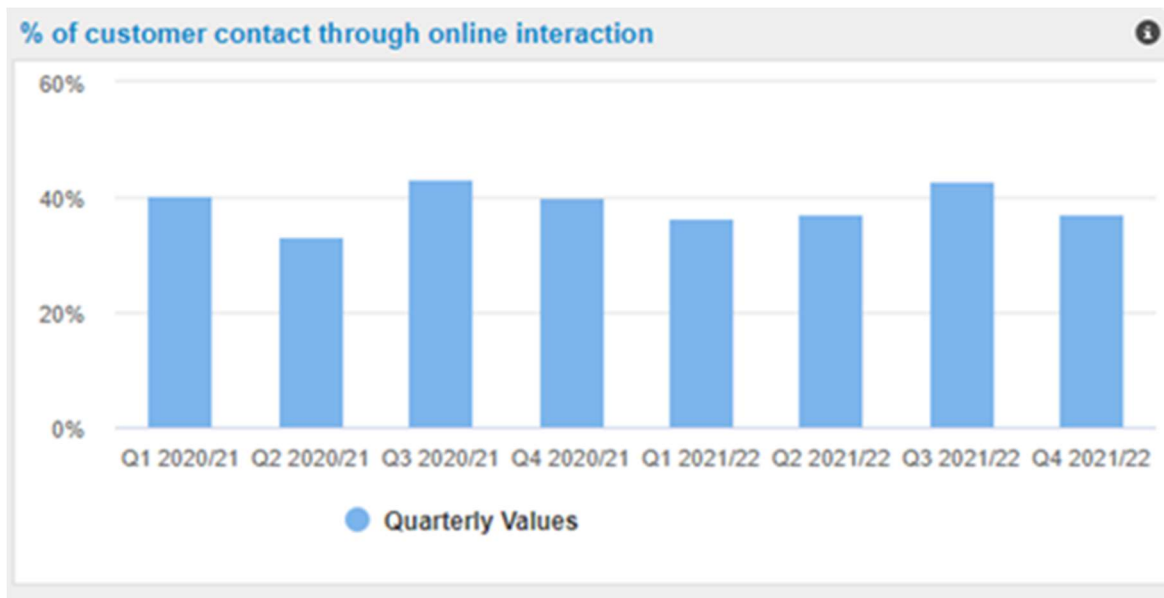
Explanation of Trend	Mitigation Measures
<p>Calls were still high as the covid grant period approached the final deadline. Usual end of year increase in calls. News of the £150 council tax rebate late in March added to the peak. The ideal range is between 25-50% to ensure maximum efficiency.</p>	<p>Customer service improvement plan in place and evolving over time. Positive outcomes include: increased staffing on busiest days of the week, reduced wrap times, text messages to customers.</p>

Total number of calls to West Devon



Explanation of Trend	Mitigation Measures
Lower call volumes on average due to end of covid grants.	Continued focus on channel shift to reduce call volumes including text messaging and more online processes.

% of customer contact through online interaction



Explanation of Trend	Mitigation Measures
Dropped as a % as the high volume covid grant applications reduced over the quarter.	Continued channel shift should deliver a slow improving trend.

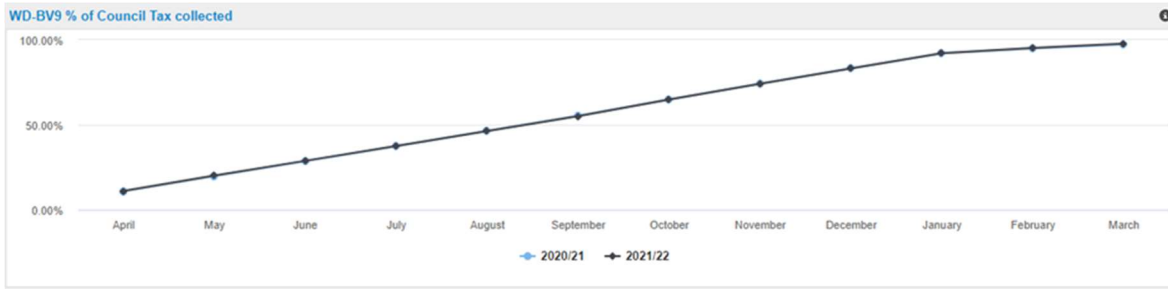
Total number of online submissions



Explanation of Trend	Mitigation Measures
Fewer Covid grants submitted in Q4, base workload was similar.	No mitigation less overall workload is good.

Revenues

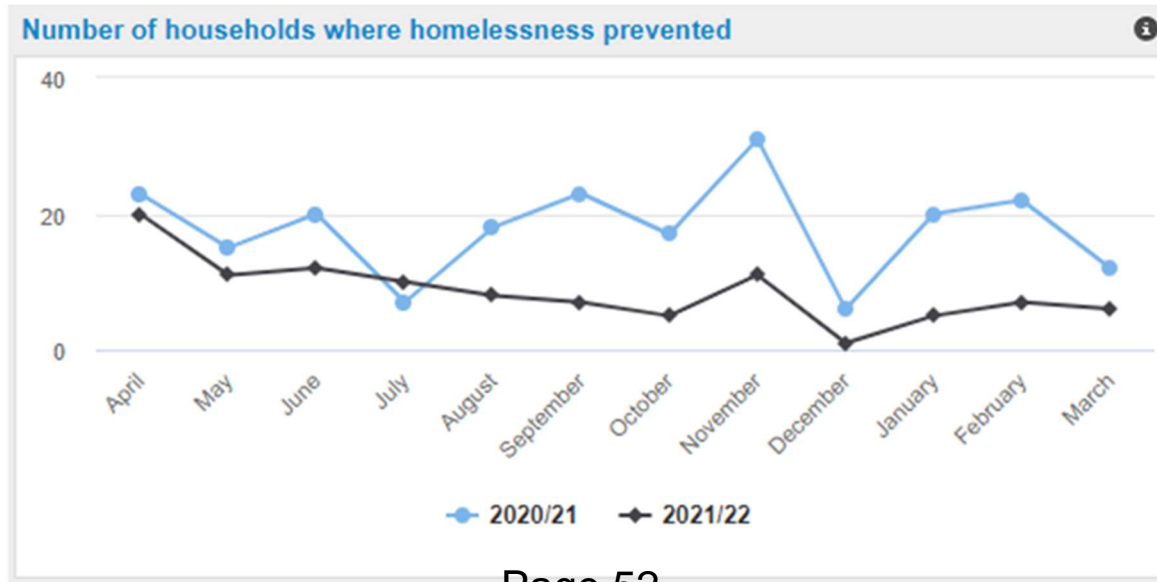
% of Council Tax collected (cumulative %)



Explanation of Trend	Mitigation Measures
<p>Consistent collection means that trends on graph are hard to differentiate between years.</p> <p>The collection rate for Council Tax for West Devon was 97.8% for 2021/22. This was 1.9% higher than the national average of 95.9%.</p> <p>A council tax collection rate of 98% has been set for the 2022/23 performance target.</p>	<p>Increased focus on recovery should further increase collection rates.</p> <p>Consultation on Council Tax Reduction Scheme to support eligible residents.</p>

Housing

Local SH Preventions – Number of cases where homelessness prevented



Explanation of Trend	Mitigation Measures
<p>The current housing crisis has resulted in a significant impact on our ability to successfully prevent homelessness.</p> <p>The current supply of affordable rented accommodation in the private sector is negligible. This has resulted in us being unable to secure alternate accommodation within a reasonable timeframe and instead, the household becoming homeless and requiring temporary housing.</p> <p>The resulting increased pressure on the social rented sector is resulting in further delays in suitable housing being allocated.</p>	<p>Working with landlords to extend notice periods.</p> <p>Increased focus on payments of rent arrears or rent top ups where rent has become unaffordable.</p> <p>Using powers available to us through the Devon Home Choice system to ensure households threatened with homelessness are prioritised for social housing.</p> <p>Focussed projects in development to support households with cost of living crisis to include a focus on prevention/resolution of rent arrears.</p>

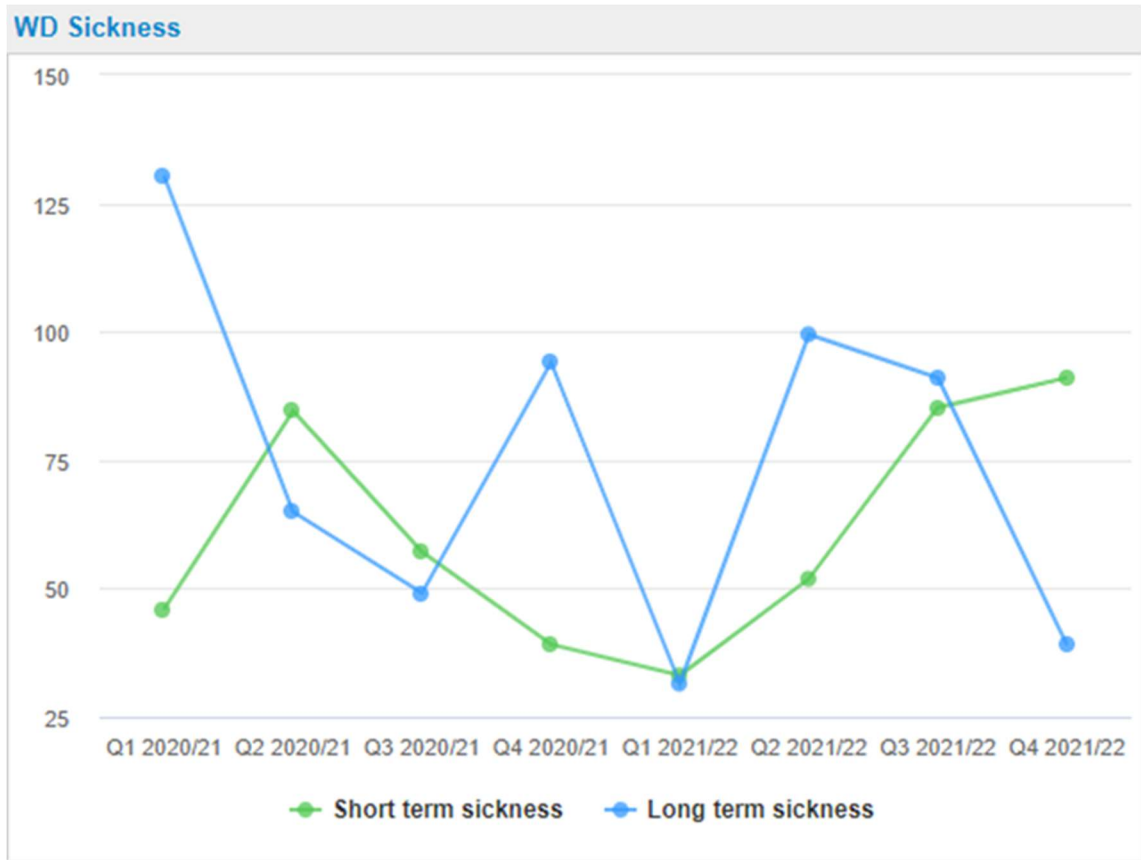
Level of temporary accommodation use (average over the month)



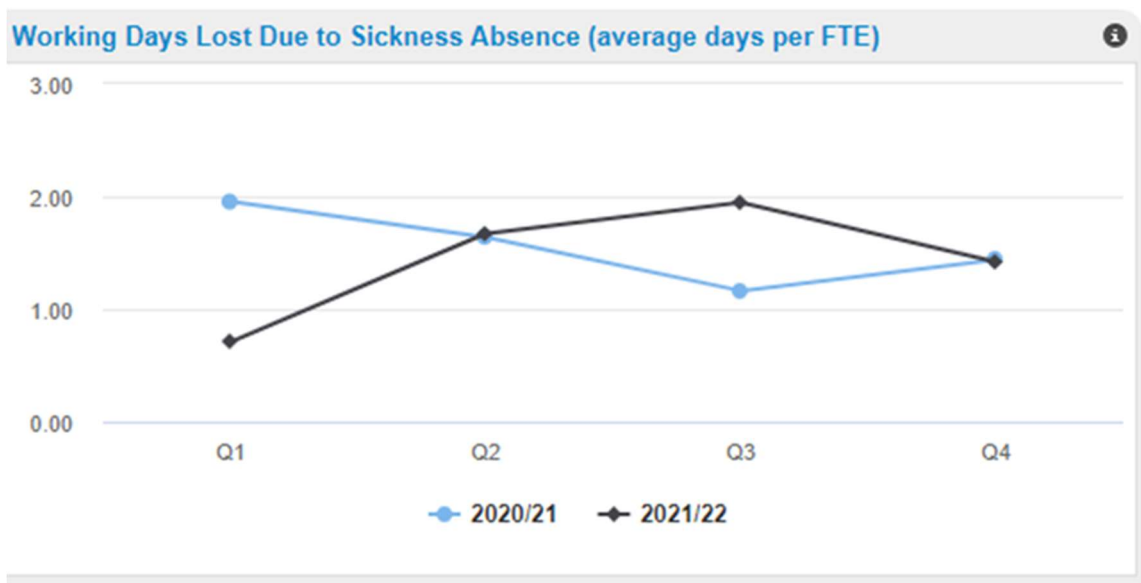
Explanation of Trend	Mitigation Measures
<p>We have experienced an increase in the numbers of households requiring temporary accommodation and time spent due to lack of private rented sector housing offers.</p>	<p>Negotiation with landlords to extend notice periods.</p> <p>Introduction of two temporary accommodation support officers who will be working with customers to find ways to access housing options in the private rented sector.</p>

Employee Sickness Absence

Working days lost due to sickness absence



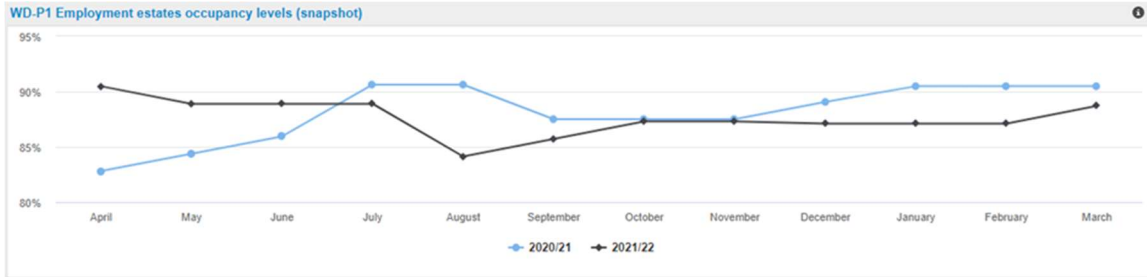
Working days lost due to sickness absence (average days per full time employee)



Explanation of Trend	Mitigation Measures
Sickness levels remained below 2 days per fte	No mitigations required – sickness levels within acceptable levels

Assets

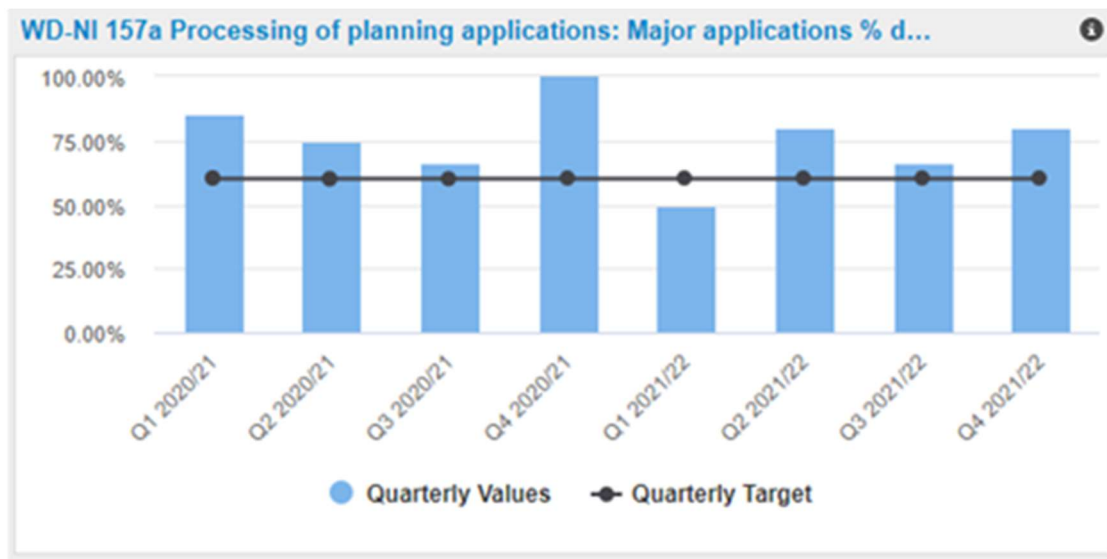
Employment Estates Occupancy Level



Explanation of Trend	Mitigation Measures
<p>Upward Trend: 96.12%</p> <p>Prioritisation of revenue generating asset portfolio.</p> <p>Timely action of lease events for example rent reviews and renewals.</p> <p>Property Services ensuring a well-managed, attractive offer of business units.</p>	<p>Continued effective management of and investment in our existing employment estate</p> <p>Timely action of lease events.</p>

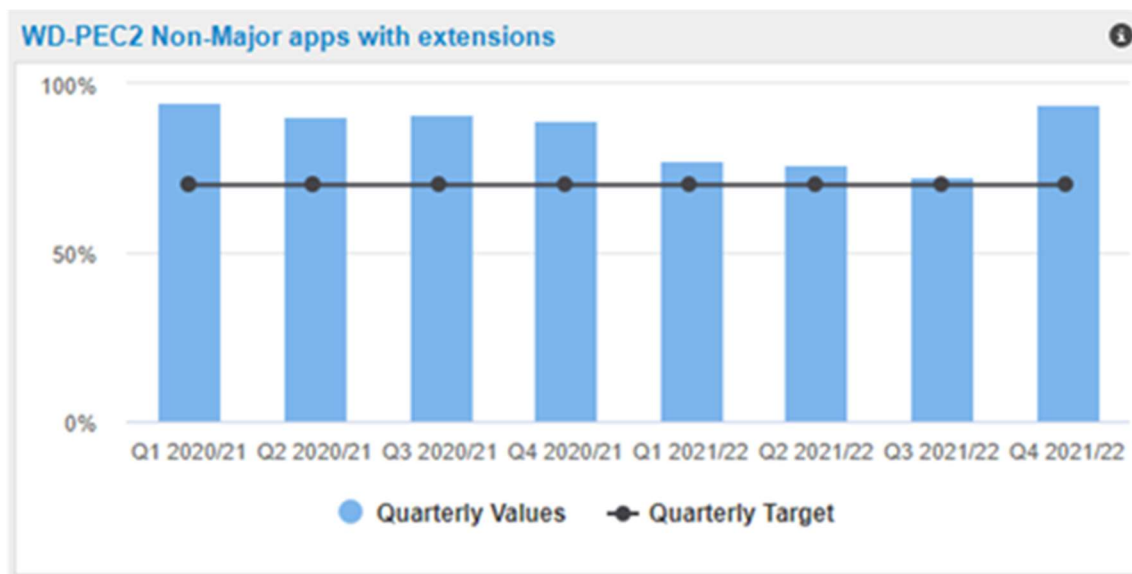
Planning Service

Processing of planning applications: major applications % determined with extensions



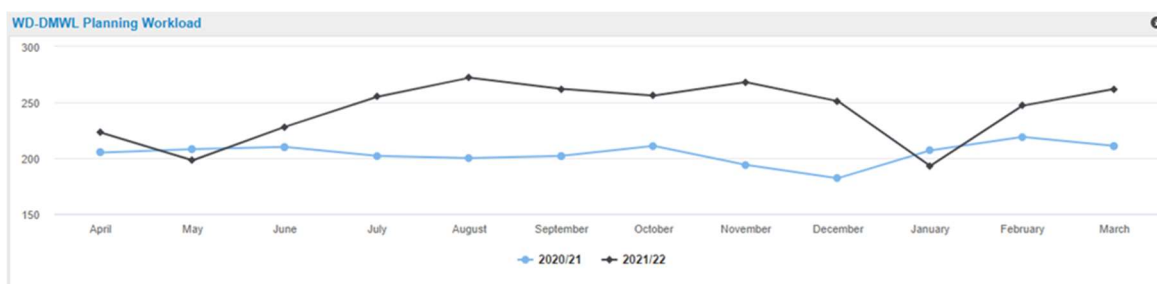
Explanation of Trend	Mitigation Measures
Continuing to determine majors in line with national targets and no drop in overall performance.	Need to continue to monitor individual major applications to ensure determination asap, with limited principal planning officers due to current vacancies. Recruitment process underway.

Non-major apps with extensions



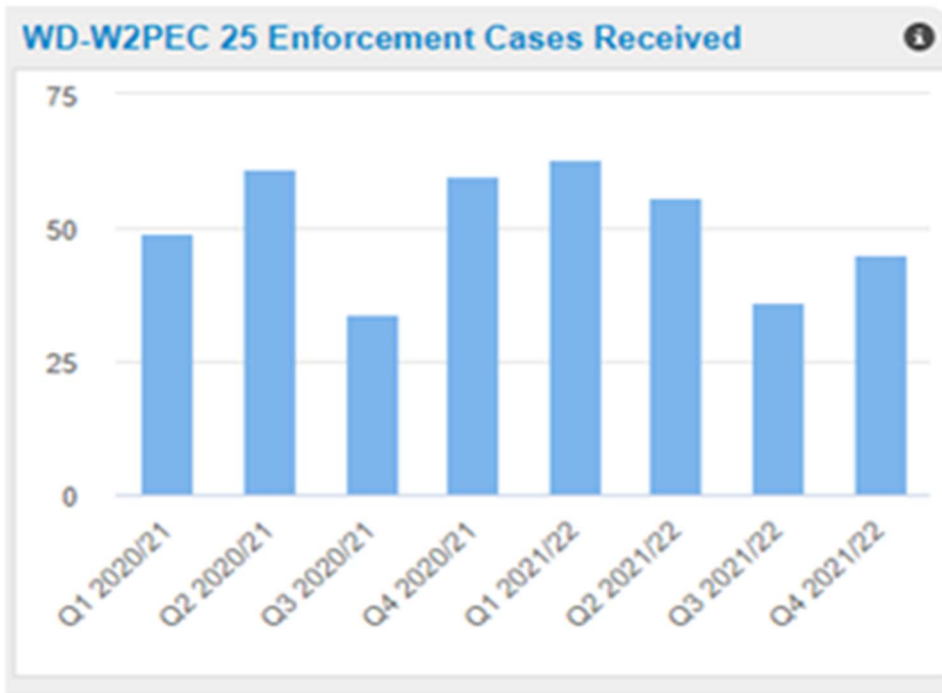
Explanation of Trend	Mitigation Measures
On target. Slight dip in Q2-3 due to staff shortages.	Continue to monitor. Recruitment process underway alongside Planning Improvement Plan.

Planning workload



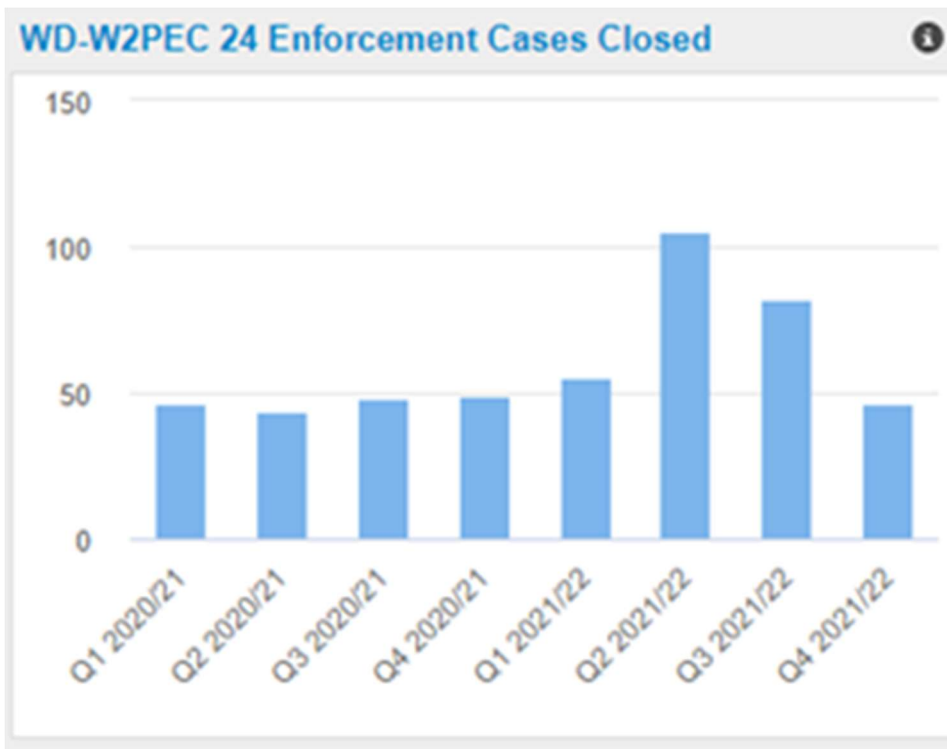
Explanation of Trend	Mitigation Measures
Staff shortages have meant that planning workload has increased.	Recruitment of more staff agreed by Members, Planning Improvement Action Plan being implemented.

Planning Enforcement Cases received



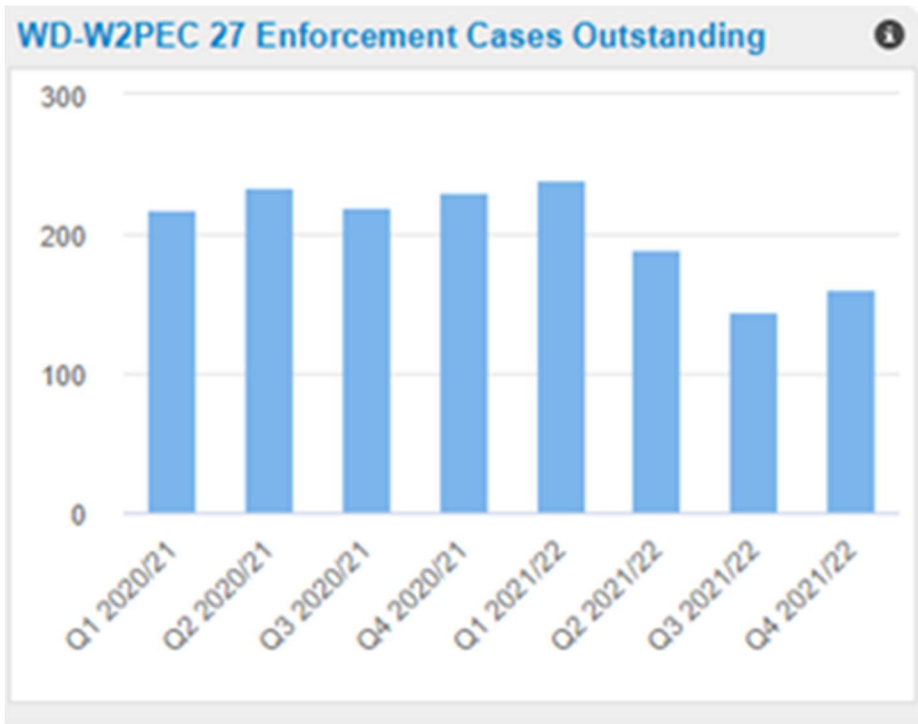
Explanation of Trend	Mitigation Measures
The number of enforcement cases is in line with expectations.	N/A

Planning Enforcement Cases closed



Explanation of Trend	Mitigation Measures
There was a slight dip in performance in Q4 due to some staff changes.	Staff recruitment and training

Planning Enforcement Cases Outstanding



Explanation of Trend	Mitigation Measures
Number of cases outstanding has reduced over the year due to recruitment	Staff recruitment and training



West Devon
Borough Council

Key Service Performance

Six monthly update – April – Sept 2022
Overview and Scrutiny

EXAMPLE ONLY



*A Plan for
West Devon*

Introduction

The Council reports on performance in a number of ways as set out in our performance management framework. This report updates members on performance at the second tier – Service Level Performance.

This performance is also considered by the Senior Leadership Team on a regular basis as part of ongoing service performance review discussions.

Over the coming pages, we set out an overview of key service performance by directorate



EXAMPLE ONLY



Section 1 – Strategy and Governance






















A couple of service measures are currently off-track:-

- 1) Performance measure A is off track primarily due to x y and z, during the coming period we will a,b and c to bring this back on track
- 2) Performance measure B is off track due to unexpected x,y,z and we are already seeing this come back on track.

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summary of performance for the directorate is set out the right, with a deep dive into each of the measures the coming pages.

EXAMPLE ONLY

Measure	How are we doing compared to target?
% of FOI requests handled within timescales	  
10% increase in engagement across all digital content channels	  
% of major planning applications determined within 13 weeks or with an agreed EOT	  
% of non major planning applications determined within 8 weeks of with an agreed EOT	  
% of planning appeals lost	  
Overall % of working days lost to absence (across all Council Services)	  
Average number of days lost to absence per FTE (across all Council Services)	  



Section 1 – Strategy and Governance

KPI Description	Good Looks Like	2022/23		Direction of travel (compared to last period)	How its calculated	Performance History
		Target	This Period			
% of major planning applications determined within agreed time extensions	Higher than target	>60%	82%	Last period 91% 	Divide the number of applications determined in line with agreed extension of time by total number determined over the measurement period.	 <p>NI 157a Processing of planning applications: Major applications % deter...</p>
Explanation	Continuing to determine majors above national targets. Need to continue to monitor individual major applications to ensure determination in line with 13 week target and reduce reliance on extensions of time. Recruitment process underway to fill vacancies at Principal Officer level.					

EXAMPLE ONLY

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WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS – 2022/23

Date of Meeting	Report	Lead Officer
17 January 2023	Task and Finish Group Updates <i>(if any)</i>	
	Council Delivery against Corporate Theme: Environment	
	North Devon Biospheres to include water shortages, water pollution prevention and climate change.	North Devon Biospheres, SW Water and/or River Authorities
	Draft Budget 2023/24	Lisa Buckle
	Customer Access Strategy and Contact Centre Review	Steve Mullineaux and Jim Davis
	O&S Annual Report: 2021/22	Janice Young
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
14 February 2023	Task and Finish Group Updates <i>(if any)</i>	
	Community Safety Partnership	
	Council Delivery against Corporate Theme: Community Wellbeing and Economy	
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
21 March 2023	Task and Finish Group Updates <i>(if any)</i>	
	Council Delivery against Corporate Theme: Homes	
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
<i>To be considered for scheduling:</i>	NFU involvement in Devon Carbon Plan	

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