

**HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
3 September 2013

**Subject:** COUNCIL PLAN PERFORMANCE 2012-13

**All Wards**  
**Portfolio Holder for Customer Services and Asset Management: Councillor N Knapton**

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**1.0 PURPOSE AND BACKGROUND:**

- 1.1 The purpose of this report is to provide an overview of the Council's performance for 2012/13 against the Council Plan 2011 to 2015 using a selected set of corporate key performance indicators.
- 1.2 Since 2011/12 the Council has measured, at a corporate level, a more focused, smaller number of key performance indicators. These indicators demonstrate a summary overview of the Council's direction of travel in providing the right quality service delivery for its customers and communities that is efficient, value for money and good quality. The set represents the Council's delivery of its aims and objectives as set out in its Council Plan. Indicators are selected because they have the most direct impact on customers and residents and they measure activities over which the Council has a degree of control.

**2.0 MONITORING PERFORMANCE:**

- 2.1 When determining which indicators to monitor and the target levels of performance for the Council, the following is taken into account:
- The impact on customers and residents of service delivery.
  - The financial implications and financial settlement in 2012/13.
  - The state of the economy and the likely impact on demand for services.
  - The Council plan, including matters arising from its review, performance monitoring, risks and the strategic direction of the Council.
- 2.2 Performance is reported quarterly to the Review Boards and then Cabinet.
- 2.3 By following the recommended targets and delivering our corporate projects, the Council will continue to deliver on the priorities set out in its Council Plan 2011-2015.

**3.0 PERFORMANCE AGAINST THE COUNCIL PLAN KEY PERFORMANCE INDICATOR SET 2012/13:**

- 3.1 The in year performance against the Council Plan targets was presented to the quarterly Review Board and reported to Cabinet as part of the Finance Performance report during 2012/13. The detail of performance reported at these meetings is provided in the annual report attached at Annex 'A'.
- 3.2 In summary priorities within the Council Plan were being met in the majority of cases of the 16 indicators monitored 12 were on or above target, 2 were within the tolerance range set and 2 were below target.

- 3.3 The 2 priorities showing under performance during 2012/13 were as follows:
- 3.3.1 The number of enquiries resolved at the first point of contact recorded a performance of 78% for face to face enquiries. However telephone and web resolution of enquiries reduced this to 65%. A project group to look at customer needs and service delivery has produced action plans for improvement and launched the customer service charter. The group also undertook research into the targets and this showed that a target of 80% was above the "norm". The targets for 2013/14 have been set to address this. It was also noted that there was a significant increase in customer contacts during the last quarter. This appears to relate to the Welfare Reform. The Council Plan for 2013/14 has measures in place to ensure early intervention if necessary.
  - 3.3.2 Improving recycling rates to 50% by 2015 is still a challenge with a collection rate of 45.2% for the year which is 1% less than 2011/12; this is partly due to the impacts of extreme weather. Plans to extend the range of paper and card collected are in place and further research into industry developments and local improvements is being undertaken.
- 3.4 There are 2 priorities which fell below the annual target however these are projected to meet the 2015 target : -
- 3.4.1 There were 117 new dwellings and affordable homes completed this year. Although not meeting the in year target of 250, projections are that by 2015 the full Council Plan term target of 1030 will be met. This is due to significant new developments currently being processed.
  - 3.4.2 Although there has been an under achievement of the provision of employment land against the in year target, the projection for 2015 and beyond exceeds the 45 hectares target. This includes the approval of an additional 80 hectares identified in the recently published Strategic Housing and Employment Land Availability Assessment.
- 3.5 Of the indicators which performed well in quarter 1 the following are of note : -
- 3.5.1 Of the 39,500 bins collected each week on average only 3 complaints relating to missed bins were received.
  - 3.5.2 Securing tenants for the Council's workspaces, this continues to improve and is encouraging during the current economic environment.
  - 3.5.3 The level of customer satisfaction with services is high.

#### **4.0 CONCLUSION:**

- 4.1 Performance for the year 2012/13 has been managed and under performance has been recognised and addressed as appropriate with action plans developed to minimise the impact to the Community.

#### **5.0 LINK TO COUNCIL PRIORITIES:**

- 5.1 This report demonstrates the monitoring of performance against the Council Plan Key Priorities for the year 2012-13 and provides an overview of how well Hambleton District Council has performed towards delivering local outcomes.

**6.0 RISK ASSESSMENT:**

6.1 There are financial, reputational, statutory and corporate health risks to the Council and, more importantly, the wider community if the Council does not monitor and manage its performance across all the services. This report mitigates these risks because it ensures that Members have an opportunity to challenge performance.

**7.0 FINANCIAL IMPLICATIONS:**

7.1 There are no significant financial implications leading from this report.

**8.0 LEGAL IMPLICATIONS:**

8.1 There are no legal implications arising out of this report.

**9.0 EQUALITY/DIVERSITY ISSUES**

9.1 Equality and Diversity risks have been considered and there are none to report.

**10.0 RECOMMENDATION:**

10.1 It is recommended to Cabinet that the report for performance against the Council Plan for 2011 to 2015 is accepted.

MARTYN RICHARDS

**Background papers:** Hambleton District Council Plan Annual Performance Report 2012 to 2013

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## **Annual Performance 2012 - 2013**

We are working in times of unprecedented change in local government. We have many challenges to face as we respond to the recession, the Government's agenda and finding ways to improve local services whilst reducing our costs.

Over the coming years we will continue to focus on those issues which are most important to the people who live, work and visit our district. These are described in this Council Business Plan.

We will invest our resources and work with our partners in the district, the county and wider, as well as our local communities to respond to local issues.

We are committed to continuing to deliver high quality services that our local people want. It is our ambition to be one of the highest performing councils which provides services at the lowest cost possible.

*Cllr Mark Robson, Leader of Hambleton District Council*

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## **Hambleton Profile**

A snapshot of lifestyle information captured in the 2011 Census illustrates very well the rural nature of our community.

### **Living in Hambleton:**

Hambleton covers an area of 506 square miles, where 89,600 residents live in 38,117 households, a population density of roughly 177 people per square mile.

82.6% live in a detached or semi-detached property and 76.6% are home owners. Coincidentally, 76.6% are also car owners.

In the ten years since the 2001 Census, the population of England & Wales as a whole grew by 7.3%, in North Yorkshire by 5.5%, in Hambleton itself 6.5%. Of the total Hambleton population 61.5% are of working age, supporting a population aged above 65 of 21.5%.

Health outcomes are more favourable in rural areas generally than urban areas, with lower infant mortality rate and potential years of life lost from common causes of premature death. Life expectancy also compares favourably. Living in Hambleton, women at age 65 can expect to live on average a further 22 years, 2 years longer than the national average, and men reaching 65 can expect to live on average a further 19.5 years, 1 year longer than the national average.

Our crime and anti-social behaviour rates are significantly lower than some neighbouring districts and also below national averages. For example, incidents involving serious violent crime were 0.5 per 1000, the national rate for the whole of England is 0.77 per 1000.

### **Working in Hambleton:**

Over 80% of our 65,255 working age people are in employment, that's 8% above the national average. Of those that are unemployed just 0.8% are classed as long-term, which is half the national average.

Although primarily a rural area just 7.47% of residents work in typically rural occupations such as agriculture, fishing and mining, and 12.12% in manufacturing. The remaining majority are occupied in the wholesale, retail, education, public administration and defence sectors. In other words, it is very much a service based community. There has also been an upsurge in self-employment with 13.4% of the workforce now registered as self-employed compared with 14% nationally.

Some 29.4% of the Hambleton population also volunteer regularly, compared to 22.7% in England as a whole.

### **The Council's Role:**

Classified by Government as a Rural District, most of the area is open space so accessibility and distance must clearly affect the Council's provision of service. Rural residents generally receive lower wages yet average weekly household expenditure is around £100 above the national average, and the larger the area the more vulnerable an authority is considered to be. This is exacerbated in times of economic downturn when cuts in Government funding restrict authorities' ability to provide essential services, whilst increased unemployment further limits individual disposable income.

Almost one third of Hambleton citizens are aged over 60 and some 13.3% of households do not have a car and must rely entirely on public transport for access to essential services. Proportionally more households in rural areas are in fuel poverty than the national average, a typical family car costs an average of £1.27 more to fill the fuel tank than in urban areas, internet access and broadband speeds are poorer. Whilst the district does not have a large range of people from minority ethnic backgrounds compared to some districts, 1.7% of Hambleton households include residents whose main language is not English and some 4,000 citizens were born outside the UK.

In its role as Community Leader, Hambleton District Council reflects the district profile when setting its priorities over the term of the Council Business Plan.

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## **The Council Business Plan 2011 to 2015**

The Council Plan sets out the direction for Hambleton District Council ('the Council') and is updated annually to reflect any changes to community needs, and to policies or services, and gives an overview of our priorities and key actions. The revised Council Plan also takes account of key service indicators that are considered to be of high risk to the Council and community and are to be monitored through the coming year.

The Annual Performance Report provides an overview of how well the Council has performed during 2012-13, summarising progress towards delivering our local outcomes and helping review the priorities and actions for the coming year, 2013-14.

### **Our Priorities**

We now have four improvement priorities, reduced from five in 2012-13. To ensure we bring about significant improvement we will concentrate our efforts on these priorities:

- Customer Services & Asset Management
- Housing, Planning & Waste Management
- Leisure and Health
- Support Services & Economic Development

### **Our Aims**

Our aims define the purpose of the priority for Council services with actions to describe what we do and why.

The Council aims to provide high quality services. The ability to improve services is dependent upon the availability of reliable performance monitoring data. If data is poor, it is impossible to gain a clear picture of performance. Good quality performance data is therefore essential to the success of the Council, enabling Councillors and officers to make well-informed decisions to improve services. In order to meet its commitment to data quality, the District Council

ensures that:

- Data quality is owned and understood across the organisation
- Robust quality control procedures are in place
- Performance information and systems are scrutinised annually by internal audit
- Data from partners is of a high standard and is verified for accuracy
- Actions recommended by system reviews are implemented

### **Risk Assessment**

Key Actions have been risk assessed from 1 to 25 (i.e. likelihood x severity), according to the Council's Risk Management Guide, where a rating of below 6 is classified 'Low' risk, 6 to 12 is 'Medium' risk and above 12 is 'High' risk. *Note: A 'High' score may be due to an action being particularly challenging.*

### **Our Values**

Our values are the key principles that underpin everything we do to achieve our vision.

- **Openness** we work openly with the community to deliver positive outcomes for people throughout the District
- **Transparency** we promote a culture of transparency in everything the Council does
- **Respect** we understand the customer's needs and expectations and go out of our way to meet these
- **Responsibility** we work hard to deliver customer-focused services at best value

### **Our Staff**

Hambleton District Council had 365.95 full time equivalent employees at the end of March 2013, providing over 20 different services. This is a ratio of 4 staff for every 1000 residents which, compared to other councils, is very low.

- 52% employees are female and 48% are male
- 56% work full time and 44% work part time
- the average age of staff is 38 years
- 4% of our employees are disabled or have a limiting long term illness, compared to the 9.1% of the working age population of Hambleton that has a disability

The Council is committed to having well trained and developed staff because they are more able to deliver good quality services.

### **Performance 2012-13**

A snapshot of statistics highlights some of the Council's public services :

<b>In Numbers:</b>	<b>Our Service to Our Customers in 2012/13</b>
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193,678	Visits to our website <a href="http://www.hambleton.gov.uk">www.hambleton.gov.uk</a> .
762,726	Web pages viewed
145,900	Customer Enquiries to our Customer Services Team
76,638	Council tax bills issued
2,897	New and existing benefit claims processed
2,000,000	Waste and recycling bins collected (39,500 every week)
9,893	Tonnes of compostable green waste collected
1060	Planning permission applications considered
1133	Licences issued for taxis, alcohol, events and entertainment, gambling, and street collections
290	Families we helped prevent becoming homeless
57	New affordable homes for local residents
718	Food hygiene interventions
25	Contaminated land assessments
32	Projects in rural Hambleton receiving grant funding
235	Investigated requests for service about noise

A summary of key achievements for each Priority area and the services aligned to them, illustrates the Council's performance during 2012-13 and plans for 2013-14.

## 1. Customer Services and Asset Management

### 1a. Council Plan Aim: Provide excellent and effective services to our customers

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>▪ Customer Services team received 144,940 customer enquiries.</li> <li>▪ Proportion resolved at first point of contact:               <ul style="list-style-type: none"> <li>○ 85% face to face</li> <li>○ 60% telephone</li> <li>○ 50% website</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase the resolution of enquiries at the first point of contact.</li> <li>• There has been an increase in contacts following the introduction of Welfare Reform, which is expected to escalate over the coming year. Options are being developed to ensure we can meet the needs of our customers.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Proportion of customers who contacted us that were satisfied with the service :               <ul style="list-style-type: none"> <li>○ 95% face to face</li> <li>○ 95% telephone</li> <li>○ 50% website</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Monitor customer feedback and satisfaction levels to ensure the delivery of an easy to use, easy to access, responsive service.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Complete review and update of all Customer Services documentation</li> <li>▪ Customer Services Strategy 2013–16 developed and launched</li> <li>▪ Automated customer satisfaction monitoring system introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Customer Services Strategy which has four key objectives:               <ol style="list-style-type: none"> <li>1. Design and deliver high quality services with clear standards focused on meeting customer needs.</li> <li>2. Provide choice and easy access to services through face to face, telephony and web.</li> <li>3. Council Culture to focus on the customer</li> </ol> </li> </ul>

**1b. Council Plan Aim :** Encourage residents to become more involved in making decisions and delivering services which impact on their local communities

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>▪ Completed transfer of the Hambleton Forum and The Forum (Northallerton) Ltd also achieved charitable status.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work has commenced on a range of assets for potential transfer.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Completed River Leven Jubilee Bridge project.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A comprehensive review of the Area Partnerships Action Plans is to be undertaken.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Area Partnerships have been supported to enable them to develop their Local Action Plans. The Annual Report of the partnership provides details of their achievements during 2012-13 which includes the establishment of the Hambleton Foodshare scheme that seeks to help families in crisis.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement with Parish Councils and Elected Members is a key priority to ensure local Action Plans are realistic and achievable.</li> </ul>
<ul style="list-style-type: none"> <li>▪ A total of 32 community-led projects across Hambleton awarded grants including               <ul style="list-style-type: none"> <li>o <i>Rural Arts North Yorkshire,</i></li> <li>o <i>The Carlton Lodge Outdoor Centre,</i></li> <li>o <i>Age UK,</i></li> <li>o <i>Village Hall Committees in Alne, Ingleby Arncliffe, Sutton on the Forest and Morton on Swale</i></li> <li>o <i>Parish Councils in Great Ayton and Appleton Wiske.</i></li> <li>o <i>Other beneficiaries include Thirsk Toy Library, Victim Support, the Hillside Scout Group in Thirsk.</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with our communities so that they can protect and provide local services, facilities and open spaces.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Total value of the 24 projects completed by 31 March 2013 was £115,773</li> <li>▪ Secured LEADER funding for delivery of small rural schemes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide direct support to the five Area Partnerships so that during 2013-14 they can refresh their Local Action Plans and determine community priorities.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Northallerton Home Grown Food Festival</li> <li>▪ Boxing Clubs now running in Great Ayton and Northallerton</li> <li>▪ Upgraded CCTV equipment to provide support to Community Safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide £100k funding to implement the Big Society at a local level. Consult and engage with our communities to identify needs and support them through the delivery of these initiatives.</li> </ul>

**1c. Council Plan Aim :** Reduce the costs of delivering services and improve productivity.

Key achievements 2012 - 13	Plans for 2013-14
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<ul style="list-style-type: none"> <li>▪ We used critical performance indicators in each service to track and improve our productivity levels, reviewed quarterly by Management Team. Performance across the 64 key service indicators was mostly within tolerance.</li> <li>▪ This process identified increasing pressures caused to the Community and Council Services by the changes to Welfare Reform.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key indicators within the Council Plan have been developed to ensure actions can be taken to minimise the impact to the community and services from the changes to Welfare Reform and Council Tax.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Savings continue to be through improved procurement activity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Council has established a contract register to identify efficiencies, including energy and procurement of goods and services</li> </ul>
<ul style="list-style-type: none"> <li>▪ Community Safety Partnership</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Night Marshal patrols work with the Police to reduce town centre crime.</li> </ul>	

## 2. Housing Planning and Waste Management

### 2a. Council Plan Aim : Collecting Household Waste and Recycling

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>▪ We collected waste or recyclable waste from 39,451 households each week. This meant we sent 19,503 tonnes of waste to landfill.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will introduce an enhanced kerbside collection of paper and card.</li> </ul>
<ul style="list-style-type: none"> <li>▪ We collected 6,136 tonnes of materials for recycling.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ We collected 9,861 tonnes of material that went for composting.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ The new on ward transition of recycling material was implemented.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Ten of the general waste trucks were replaced with vehicles fitted with efficiency driving aids which can save up to 8% of fuel and CCTV to ensure the safety of the crew</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Staff worked around the clock to cope with severe flooding, delivering thousands of sandbags to vulnerable homes and opening the depot for those who could collect them. Unfortunately one of the waste lorries fell victim to the flooding with staff having to be rescued as the river burst it's banks.</li> </ul>	

**2b. Council Plan Aim:** To meet Local Housing needs, through the local planning process we will facilitate the provision of 1030 new dwellings by March 2015, (250 in 2012/13), of which 460 will be affordable homes.

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>• New Dwellings - 117 new dwellings and affordable homes were completed this year. Although missing the in-year target of 250, projections are that by 2015 the full Council Plan term target of 1030 will be met.</li> <li>• Schemes which are currently under construction include Sowerby Gateway, with approval for 925 dwellings; and the former Abattoir site on Bedale Road, Aiskew for 89 dwellings.</li> <li>• Permission has also been granted for 283 dwellings on the former York Trailers site in Northallerton, 45 dwellings in East Cowton and a further 93 dwellings in Easingwold.</li> <li>• There are currently over 1980 dwellings with outstanding planning permissions, of which 1435 are on allocated sites.</li> </ul>	<ul style="list-style-type: none"> <li>• We will ensure that there are sufficient deliverable housing sites to meet the needs of the area for market and affordable housing.</li> </ul>
<ul style="list-style-type: none"> <li>▪ The Council is continuing to work with developers, landowners and their agents to ensure that sites which have been allocated for housing come forward and deliver the necessary infrastructure and affordable housing and achieve the expected standards of design.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will proactively facilitate and support the sustainable economic development of the area by working with developers to achieve planning permissions for new homes, businesses and industrial developments, infrastructure and other development that the area needs to thrive. In 2013/14 we will improve how we handle major applications and introduce a new pre-application protocol to improve the service to our customers, the quality of applications on submission and the outcomes for the community.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Two affordable homes were purchased and brought up to standard by Chevin. One of these will be a valuable addition to the young people's accommodation pathway and is being used in partnership with Foundation to provide a 'Crashpad' – a type of breathing space accommodation used to prevent youth homelessness. This brings the total affordable housing delivery in 2012/13 to 57, 18 of which were innovative schemes delivered in the rural settlements of Osmotherley and Swainby with the support of the community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Council has formalised the process of providing pre-application advice to prospective applicants. This should make the whole planning application process more streamlined, provide greater applicant confidence and result in better quality schemes coming forward.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Named "Smarter Planning Champion" by the UK government planning portal for the authority's support for the electronic submission of planning applications to improve the process.</li> </ul>	

**Homelessness Preventions Service Key Performance:**

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>▪ The total homelessness prevention</li> </ul>	<ul style="list-style-type: none"> <li>▪ The impact of Welfare reform is recognised</li> </ul>

<p>performance was 290 against a target of 195 households experiencing homelessness. The sharp increase in those presenting themselves is of concern. The indicator has been reviewed for 2013/14 and future performance reporting will reflect only that within the Council’s direct control e.g prevention activity carried out by Housing staff.</p>	<p>within the refreshed Council Plan for 2013/14.</p> <ul style="list-style-type: none"> <li>▪ We will improve our performance on homelessness preventions to reduce the number of residents who suffer the distress and disruption of being made homeless.</li> </ul>
<ul style="list-style-type: none"> <li>▪ In partnership with Foundation Housing, secured government funding of £40,000 for the “Private Rental Sector Access Scheme” to help secure accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will approve and implement an Investment Plan on homeless prevention, work with our partner landlords to promote their housing options, adopt the ‘No Second Night Out’ protocol for street homeless people and review our allocations policy to ensure the needs of homeless and vulnerable people are addressed.</li> </ul>

**3. Key Priority: Leisure and Health Priority Council Plan Performance**

**3a. Council Plan Aim :** Provide an appealing and varied range of leisure and health opportunities.

<p><b>Key achievements 2012 - 13</b></p>	<p><b>Plans for 2013-14</b></p>
<ul style="list-style-type: none"> <li>▪ In the last quarter the Council approved a further five Public Open Space, Sport and Recreation Plans, bringing the total to 24.</li> <li>▪ These new Plans identify projects totalling:                             <ul style="list-style-type: none"> <li>o £422k in Bedale</li> <li>o £170k in Knayton &amp; Borrowby</li> <li>o £1.36m in Northallerton</li> <li>o £49k in South Kilvington</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ With an ever “ageing” population and the changes to the delivery in Health Services Nationally have highlighted the need to ensure we work in even stronger partnerships to protect the vulnerable in our society to help them live independently in their own homes for as long as possible.</li> <li>▪ A project to identify those who would benefit from support is to be developed.</li> </ul>
<ul style="list-style-type: none"> <li>▪ The Council has also secured over £38k of Section 106 planning gain contributions towards public open space, sport and recreation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In order to promote Council Leisure facilities to encourage attendance from all age groups, activities to encourage attendance matching the demographic profile of the District will be developed.</li> </ul>
<ul style="list-style-type: none"> <li>▪ An eight week consultation on the new Community Infrastructure Levy (CIL) ended on 15 March 2013. The Levy will raise funds for strategic infrastructure including open space, such as the North Northallerton Development Area and the Bedale Renaissance Masterplan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will allocate and release £100,000 of developer contribution money to public open space, sport and recreation projects</li> <li>▪ Another round of consultation on the Community Infrastructure Levy will take place during the year, with the Levy programmed for adoption in Spring 2014.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Through the Leisure Centres provided by the Council and work with partners to support other community facilities, the Council is top quartile nationally for those participating in “rigorous” activity. <i>Data provided via Sport England who conduct a small quarterly survey of residents; the surveys are “random”.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ We will support community and voluntary sector to secure £50,000 of external funding for public open space, sport and recreation projects</li> </ul>

<ul style="list-style-type: none"> <li>▪ The Olympic Torch Relay made its way across the District with thousands turning out in support. Volunteers coordinated by the Council helped ensure it was a successful and safe event for all and organised many supporting events including the “BIG swim” campaign.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and implement an external communications strategy to improve our service delivery by making it easier to contact the Council to do business with us.</li> </ul>
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**4. Support Services and Economic Development Priority Council Plan Performance**

**4a. Council Plan Aim : Supporting local economic growth.**

<b>Key achievements 2012 - 13</b>	<b>Plans for 2013-14</b>
<ul style="list-style-type: none"> <li>▪ We provided workspaces, and facilitated the availability of workspaces by other providers, to foster opportunities for business start-ups and economic growth.                             <ul style="list-style-type: none"> <li>o <i>average occupancy of workspace 90.5% against a target of 89%;</i></li> <li>o <i>average occupancy of managed workspace 77.5% against a target of 57%.</i></li> </ul> </li> <li>▪ Launch of “Lunch and Learn” events for local businesses that feature bite-size business briefings and give like-minded business owners the opportunity to network.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide support to small businesses, in particular micro businesses, for apprenticeships.</li> </ul>
<ul style="list-style-type: none"> <li>▪ A “Business Friendly” agenda and action plan was developed.</li> <li>▪ The Office of National Statistics Census results have provided a more accurate economic picture of the District. The District is ranked 56 out of 201 Rural authorities for “Vulnerability” which shows the importance of supporting business growth in the District.</li> <li>▪ Positive Local Enterprise Partnership engagement and development good practice which is being taken up across the Region e.g. support to the establishment of the Hambleton Business Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of the “Business Friendly” action plan. to help businesses to locate, stay and grow in Hambleton</li> </ul>
<ul style="list-style-type: none"> <li>▪ Further expansion of the successful £100,000 Apprenticeship Scheme to enable young people to get into work by providing apprenticeships within the Council and local businesses.</li> <li>▪ We facilitated £1m “Get Britain Building” investment in Sowerby Gateway.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Despite some under achievement in the provision of employment land against the in-year target, the projection for 2015 and beyond exceeds the 45 hectares target. This includes the approval of an additional 80 hectares identified in the recent Strategic Housing and Employment Land Availability Assessment.</li> </ul>
<ul style="list-style-type: none"> <li>▪ A Business Steering Group was established at which HDC is represented, to progress delivery of the £3.5m business support element of the Superfast North Yorkshire programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Superfast North Yorkshire team is to host a demand stimulation/awareness campaign to promote the benefits of high speed broadband across the Bedale area. This will include a business event to be held at Bedale Hall and drop-in sessions at the library.</li> </ul>

<ul style="list-style-type: none"> <li>▪ £10,000 Town Team Partner funding secured for Bedale businesses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The continual challenges facing local government must be addressed to ensure that we can continue to improve services whilst reducing cost. To do this we must:                             <ul style="list-style-type: none"> <li>o <i>manage our resources effectively.</i></li> <li>o <i>implement arrangements to ensure the Council's financial sustainability throughout the period of the current spending review and beyond</i></li> <li>o <i>implement the local tax scheme &amp; ensure all properties are taxed to minimise impact to the community &amp; Council</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Council Tax was frozen for the third year running.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To ensure the best financial outcome for the council in this and future years:                             <ul style="list-style-type: none"> <li>o <i>to cope with the change from Council Tax Benefits to the new Council Tax Reduction Scheme we will monitor the amount of CT Reduction we pay out vs the amount estimated for the year;</i></li> <li>o <i>monitor the ratio between the total rateable value and the number of businesses in the area to ensure that any changes to this are reflected in the future target set by Government.</i></li> </ul> </li> </ul>

**Revenues & Benefits Service Key Performance:**

Key achievements 2012 - 13	Plans for 2013-14
<ul style="list-style-type: none"> <li>▪ Time taken to process New Claims is 32 days, a deterioration against a target of 16 days.</li> <li>▪ Similarly, time taken to process Change in Circumstances is taking 11 days against a target of 7 days.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The National Agenda for Welfare Reform changes will be substantial, posing significant risks to the Council and the community. To minimise this impact, performance against the following will be stringently monitored and managed :                             <ul style="list-style-type: none"> <li>o <i>ensure we deliver a high quality service to our citizens by improving processing times in line with North Yorkshire authorities;</i></li> <li>o <i>maximise the opportunities to detect and prevent fraud</i></li> </ul> </li> </ul>

**Key Plans & Strategies**

**Putting Customers First**

- Hambleton District Council Customer Charter
- Hambleton Council Business Plan 2011 - 2015
- Hambleton Local Plan and Local Development Framework
- Communications Strategy

**Delivering Value for Money**

- Hambleton District Council Plan 2011 to 2015

- Asset Management Plan
- Capital Programme
- Hambleton's Medium Term Financial Strategy 2011-2015
- Hambleton Local Plan and Local Development Framework
- Hambleton District Council's Equality Policy
- Plan
- tion Programme

Workforce

Transforma

### **Building Stronger, Safer Communities**

- Hambleton District Council Housing Strategy
- Homelessness Strategy
- Affordable Warmth Strategy
- Hambleton Joint Needs Assessment (Health)
- Community Plan
- Community Safety Plan
- Economic Regeneration Strategy
- Hambleton District Local Plan and Local Development Framework
- Food Safety Enforcement Plan
- Health and Safety Enforcement Plan
- Environmental Health Enforcement Strategy
- North Yorkshire Waste Plan
- Hambleton District Council's Equality Policy

### **Working in Partnership**

- Our Significant Partnerships include:
  - Community Safety
  - North Yorkshire Strategic Housing Board & York Housing Board & Rural Enabler
  - Yorkshire Supporting People Partnership
  - York & North Yorkshire Waste Management Partnership
  - North Yorkshire Building Control
  - Veritau Audit