



## **AGENDA**

### **Page No**

1. MINUTES  
To confirm the minutes of the meeting held on 27 July 2017 (SC.8 - SC.11), previously circulated.
2. APOLOGIES FOR ABSENCE
3. POLICE AND CRIME COMMISSIONER  
Presentation by the Police and Crime Commissioner, Julia Mulligan, on the local business case and options to improve collaboration between fire and police services in North Yorkshire
4. NORTH YORKSHIRE FIRE AUTHORITY  
Presentation from the Chairman of the Fire Authority, Councillor Andrew Backhouse, on the proposed model of governance for improved collaboration between the Fire Authority and other partners in North Yorkshire
5. REVIEW OF RISK MANAGEMENT 1 - 4  
Report of the Director of Finance (s151 Officer)
6. COUNCIL PERFORMANCE 2017/18 (QUARTER 1) 5 - 18  
Report of the Head of Finance (s151 Officer)
7. UPDATE ON THE CIVIL PARKING ENFORCEMENT  
Verbal update from the Director of Economy and Planning
8. POLICY REVIEW - GRADUATE AND APPRENTICE SCHEME 19 - 22  
Report of the Chairman
9. POLICY REVIEW - ENFORCEMENT POLICY ON FLY-TIPPING 23 - 26  
Report of the Chairman
10. MATTERS OF URGENCY  
Any other business of which not less than 24 hours' prior notice, preferably in writing, has been given to the Chief Executive and which the Chairman decides is urgent.

## **HAMBLETON DISTRICT COUNCIL**

**Report to:** Scrutiny Committee  
7 September 2017

**From:** Director of Finance (s151 Officer)

**Subject:** **REVIEW OF RISK MANAGEMENT**

All Wards

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The Council has a robust risk management process in place which includes a comprehensive risk register. The register captures all risks identified as presenting a threat or opportunity which may impact the Council's service delivery. At Hambleton District Council, risks on the register are recognised as being either strategic or operational in nature; operational risks are those affecting individual services and tend to involve the day to day running of those services, whilst strategic risks affect the whole Council and are wide reaching, both in terms of timescale and potential impact.
- 1.2 All risks are reviewed by the relevant service on a quarterly basis to reflect upon their appropriateness and the adequacy of the mitigating action plan. Strategic risks and high level operational risks are also reviewed by Management Team and Heads of Service.
- 1.3 To ensure that strategic risks are appropriately managed and that suitable actions are undertaken to mitigate the effect of each risk, Scrutiny Committee receive a quarterly report to monitor these. Audit, Governance and Standards Committee also receive reports on strategic risks on an ad-hoc basis if significant changes occur.
- 1.4 The annual risk review was undertaken during Q4 and the full register provided to Management Team for review. This is in compliance with the council's Risk Management Framework and meets the requirements of the Annual Governance Statement.
- 1.5 Annex A summarises Project Strategic Risks and Strategic Risks at Q1 2017/18. It should be noted that some 45 risks were changed during the Q1 review, resulting in a total of 319 active risks currently on the register. No new Project or Strategic risks have been identified during this period.
- 1.6 Veritau conducted an audit of the council's Risk Management during Q1, concluding that whilst arrangements for managing risk are satisfactory with an acceptable control environment in operation, improvements can be made. These requirements were also reiterated by Corporate Peer Challenge team and by Scrutiny Committee at the end of June 2017.
- 1.7 It is proposed to address these findings during the current financial year as part of a major review of the Council's risk management processes and procedures. This will be conducted in stages allowing for thorough discussion and full consideration of potential changes by senior management at each stage. It is proposed to begin with a review of the Council's Risk Management Guide, introducing the new guide through in-house training workshops and culminating in a complete review of the Council's entire risk register during Q4.

### **2.0 RISK MANAGEMENT:**

- 2.1 There are no risks associated with the recommendations of this report.

**3.0 RECOMMENDATION:**

- 3.1 It is recommended that the Committee review Annex A which identifies Project Strategic risks and Strategic risks affecting the Council, together with the actions that are in place to mitigate their potential impact.

LOUISE BRANFORD-WHITE  
DIRECTOR OF FINANCE (S151 OFFICER)

**Background Papers:** Internal Audit Report - Annual Review of the Risk Management Strategy  
Department Quarterly Risk Register Review

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## ANNEX A

**HDC PROJECT STRATEGIC and STRATEGIC RISKS**  
**2017/18 Q1**

Risk ID	Risk Name	Mandatory (cannot be closed)	Project Risk	Org Level	Risk Category	Likelihood : Impact	Score	Risk Level	Service	Service Director / Responsible Officer	Risk Manager	Action Plan
<b>PROJECT STRATEGIC RISKS</b>												
632	North Northallerton Project is delayed or stalls completely, adversely affecting the Council's supply of housing and employment land.		Project	Strat	Economic, Reputational	5x5	25	High	Business & Economy	Helen Kemp	Nicole Patterson & Sam Swinbank	The situation is monitored and regular communication maintained with the developer consortium and stakeholders to ensure delivery of project
615	Inability to deliver Bedale Gateway Car Park project leads to long-term damage to local economy through loss of visitors and trade.		Project	Strat	Economic, Reputational	3x4	12	High	Design & Maintenance (incl Public Lighting)	Helen Kemp	Clive Thornton	Cabinet report March 2017, outcome - pause on project to allow further options to be considered. Bedale, Aiskew and Leeming Bar relief road now operational. Further work being undertaken to understand economic impact and give cost confidence of project for October 2017 cabinet report.
699	Northallerton Sports Village - Funding Plan cannot be resourced sufficiently to develop the village as intended		Project	Strat	Partnership/ Contractual, Customer/Citizen, Reputational	3x3	9	Med	Leisure & Communities	Paul Staines	Steven Lister	National governing bodies to be consulted with a needs driving community supported proposal. 106 Agreement to be implemented to enable suitable funding
703	Sowerby Sports Village - Funding Plan cannot be resourced sufficiently to develop the village as intended		Project	Strat	Partnership/ Contractual, Customer/Citizen, Reputational	3x3	9	Med	Leisure & Communities	Steve Lister	Lisa Wilson	National governing bodies to be consulted with a needs driven, community supported proposal. 106 Agreement to be implemented to enable suitable funding
715	Loan to Broadacres Association fails because the third party no longer requires the loan, or encounters difficulties in their repayments and the income received by the council is reduced		Project	Strat	Financial	3x1	3	Low	Corporate Finance	Louise Branford- White	Louise Branford- White	Ensure other income generating possibilities are being explored to maintain a balanced budget; monitor the third parties financial position to ensure they are in a secure position for the Council to loan the money; maintain good relations
<b>STRATEGIC RISKS</b>												
220	Unable to access HDC services due to ineffective individual business continuity plans leading to loss of service.			Strat	Partnership/ Contractual, Customer/Citizen, Economic, Environmental, Financial, Health & Safety, Legal, Reputational, Social	4x5	20	High	Corporate	Paul Staines	Paul Staines	Following recent audit and working with Veritau an action plan to refresh the Council's Business Continuity Plan at corporate and service level has been identified. This will include, review and challenge of business continuity plans, including risks and targets; provide training to increase understanding of Business Continuity Plan / Disaster Recover and to clarify responsibilities for Management Team, Heads of Service and Service Managers; produce a schedule for authorising, testing and reviewing Business Continuity Plans and Disaster Recovery. Complete an internal review of services, risks and agree operational importance to inform Business Continuity Plans, updating risk register as appropriate. Review and agree Business Continuity Plan support with NYCC. Timeline for delivery is in development. Responsibility transferred to Leisure & Environment Directorate.
677	Cyber attack facilitated by user error leads to loss of key ICT infrastructure resulting in reduced ability to provide ICT Services			Strat	Reputational	5x3	15	High	ICT (inc. Reprographics)	Helen Kemp	Jenny Pan	Compulsary annual Cyber Security training for all users, Cyber Security Incident Management Plan in place, actively monitor and review ICT security policies, participate in WARP (Warning, Advice and Reporting Point) to share knowledge and information with other Councils, arrange ICT staff training to keep up with the latest development
151	Increased direct fitness competition leading to customer migration resulting in less usage/income.			Strat	Customer / Citizen, Financial	4x3	12	High	Leisure & Communities	Steve Lister	Natalie Curgenven	Improve quality of existing provision, improve gym management & improve quality/quantity of frontline gym fees.
153	Economic downturn leads to fewer customers / memberships and therefore reduced income			Strat	Financial	3x4	12	High	Leisure & Communities	Steve Lister	Natalie Curgenven	Improve value and quality of products / services and alternative offerings

## ANNEX A

HDC PROJECT STRATEGIC and STRATEGIC RISKS  
2017/18 Q1

Risk ID	Risk Name	Mandatory (cannot be closed)	Project Risk	Org Level	Risk Category	Likelihood : Impact	Score	Risk Level	Service	Service Director / Responsible Officer	Risk Manager	Action Plan
416	Significant reductions in government grant leading to the inability to sustain council services at the current level.			Strat	Financial, Reputational	3x4	12	High	Corporate Finance	Louise Branford- White	Louise Branford- White	An on-going programme of service delivery and saving reviews that ensures best value is being achieved and income is maximised.
423	Health of local housing market leads to reduced ability to deliver affordable housing through planning, resulting in failure to achieve corporate plan target and to address housing need			Strat	Customer / Citizen, Reputational, Social	3x4	12	High	Strategic Housing	Helen Kemp	Sue Walters- Thompson	Affordable housing targets and thresholds are being reviewed as part of work on new Local Plan and with regard to Government view on Starter Homes and viability considerations. RHE focus on delivery via exception sites that are
139	Failure of the Safer Hambleton Local Delivery Group leads to non-compliance with statutory regulations			Strat	Legal	2x4	8	Med	Leisure & Communities	Steve Lister	Lisa Wilson	The SHLDP is changing its operating model to Integrated Neighbourhood Management during 2016, this will include a pilot phase from Oct 2016 - Mar 2017, at which point a full review will be undertaken.
383	Failure to review and update emergency plans leads to inadequate response.			Strat	Customer/Citizen, Environmental, Financial, Reputational	2x4	8	Med	Corporate	Paul Staines	Paul Staines	HDC to maintain review process with NYCC Emergency Team. Responsibility transferred to Leisure & Environment Directorate.
225	Failure to manage Capital Programme leading to inability to deliver Council Services efficiently and effectively			Strat	Financial, Reputational	2x3	6	Med	Corporate Finance	Louise Branford- White	Saskia Calton	Monthly review and management of Capital Programme
149	An incident resulting in death(s) leads to impact on family/staff & reputational damage resulting in lower usage/income & failure to improve residents health.			Strat	Customer / Citizen, Economic, Environmental, Financial, Health & Safety, Legal, Reputational, Social	1x5	5	Med	Leisure & Communities	Steve Lister	David Ashbridge	Adherence to nationally prescribed safety standards, adherence to site specific safe operating practices, competent staff
226	ICT system(s) failure leads to loss of Council operations & key channels of communication (telephones, email, website, etc.) resulting in inability of the Council to communicate and carry out transactions with Citizens.			Strat	Reputational	1x5	5	Med	ICT (inc. Reprographics)	Helen Kemp	Jenny Pan	ICT to revise, test and maintain a Disaster Recovery plan according to identified business needs
407	Failure to develop and maintain an effective Business Continuity plan leads to lack of resilience or inability to access HDC services resulting in loss of service or failure of service delivery.	M		Strat	Customer / Citizen	1x5	5	Med	ICT (inc. Reprographics)	Helen Kemp	Jenny Pan	ICT Disaster Recovery Policy procedure is in place and will work with Business Areas to provide resilience in line with the business needs. Emergency Kit is in place, being reviewed and backed up on regular basis
705	Failure to provide timely legal advice and assistance regarding key strategic projects results in delays to the projects with potential adverse partnership effects and reputational damage.			Strat	Partnership/ Contractual, Legal, Reputational	2x2	4	Low	Legal Services	Gary Nelson	Laura Venn	Ensure prioritisation of work and working in project deadlines for the key strategic projects to promote the Council's priorities.
709	Failure to set annual Budget to reflect the Financial Strategy and the budgeted Council Tax.			Strat	Financial	1x3	3	Low	Corporate Finance	Louise Branford- White	Saskia Calton	Complete and challenge the Budget setting process

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
7 September 2017

**From:** Director of Finance (s151 Officer)

**Subject:** **COUNCIL PERFORMANCE 2017/18 (QUARTER 1)**

All Wards

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The revised Council Plan for 2015-2019 was adopted by Council on 18 July 2017.
- 1.2 The Council Plan shows the Council's goals with measurable outcomes in the form of Council Key Performance Indicators (KPIs). The Council's approach to performance management is designed to ensure that priorities are effectively implemented, monitored and managed to achieve real improvements in the quality of life in the local community.
- 1.3 This report provides the Scrutiny Committee with details on progress towards the Council's aims together with information on indicators performing exceptionally well, and actions to address areas of under-performance at 2017/18 Quarter 1.
- 1.4 Progress is reported on a cumulative year-to-date basis, with actual results achieved during Q1 also provided to enable a comprehensive review.
- 1.5 The Council's Performance and Risks are also reported quarterly to Management Team.
- 1.6 The public has access to this information through these quarterly performance reports.

### **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 An overview of performance against each Council priority is attached in Annex 'A'.
- 2.2 In summary, 72% or 23 KPIs performed on or above target at Quarter 1.
- 2.3 Of the KPIs successfully meeting their targets, the following achieved notable progress:

#### **2.3.1 Achieve a level of Business Rate collection of 98%**

Target Q1 – 25%. Actual Q1 – 36.39%

Above target. This is an increase on the outturn at the same time last year and is expected to be on target for the year end.

#### **2.3.2 Maintain, each year, a minimum 5-year supply of deliverable housing sites**

Target Q1 – 5yrs. Actual Q1 – 8.7yrs

Position at 30th June 2017: Supply = 2,917 units; 5-yr requirement = 1,680 units (incl 5% buffer), 1-yr requirement = 336 units (incl 5% buffer).  $2,917 / 336 = 8.7\text{yrs}$   
The Council has a positive attitude to development and is keen to facilitate housing. Following publication of the 2016 Strategic Housing Market Assessment (SHMA) the Council is in a position to calculate its 5-year supply using a more robust methodology which excludes low housing rates during the recession i.e. pre- 2014, and using up-to-date population statistics. On this basis we have been able to

clearly calculate the exact figure, previously included in the commentary, and give it prominence in this report.

In the interest of transparency, as advised in 2016/17 Q4, we propose to publish this calculation twice a year.

#### 2.3.3 Ensure 70% homeless enquiries result in preventions.

Target Q1 – 70%. Actual Q1 – 94%

Total of 146 preventions in Q1 as follows: 26 Housing Options team ; 91 Developing Initiatives Supporting Communities (DISC); 29 Citizens Advice Bureau (CAB). Total enquiries dealt with in Q1 = 155

#### 2.4 The KPIs not meeting their target at Q4 are:

##### 2.4.1 Process new housing benefit claims within 20 days in line with North Yorkshire authorities

Target Q1 – 20 days. Actual Q1 – 30.09 days.

The processing times are improving in the right direction with the monthly days of April – 31.78 days, May –36.55 days, June – 24 days

##### 2.4.2 Process new council tax claims within 20 days in line with North Yorkshire authorities

Target Q1 – 20 days. Actual Q1 – 33.3 days.

Processing times each month were April – 36.5 days, May – 33.69 days, June – 30.38 days

##### 2.4.3 Process council tax changes in circumstance within 7 days in line with North Yorkshire authorities

Target Q1 – 7 days. Actual Q1 – 8.22 days.

Processing times each month were April – 6.22 days, May – 8.77 days, June – 9.86 days.

The result in each of the above three KPIs is below expectations. This is due to the combined effects of a backlog in Q4, absence of staff through sickness and delays in Universal Credit information being made available.

##### 2.4.4 Achieve 70% of private sector rented properties compliant following inspection.

Target Q1 - 70%. Actual Q1 – 29%.

Seven reactive housing inspections have been carried out and two were found to be compliant. Action is underway to address the issues in the non-compliant properties.

Inspections of properties are carried out using the Housing Health and Safety Rating System (HHSRS), a risk-based assessment tool that identifies hazards in dwellings and evaluates their potential effects on the health and safety of occupants, particularly of vulnerable people. It is used to assess whether a dwelling meets the statutory minimum standard for housing in England.



Whilst the authority has no direct control over inspection outcomes, we work proactively with Landlords to provide advice and guidance on the regulations and regularly attend the landlords' forums established in 2016 by the Housing Options Team. Further work is in development investigating opportunities for funding bids to assist landlords address energy inefficiencies.

2.4.5 Deliver an effective and efficient refuse and recycling collection service by completing route optimisation by April 2018.

Target Q1 - 10%. Actual Q1 – 5%.

Profile : Q1-10%, Q2-40%, Q3-70%, Q4-100%  
Q1 – staff shortages impacted on progress

2.4.6 Achieve 80% success rate in defending appeals where major developments are refused planning permission

Target Q1 –80%. Actual Q1 – 50%.

Primrose Hill, Dalton: Dismissed

2.4.7 Deliver a total of 120 affordable homes (including 20 rural)

Target Q1 – 30 = 25%. Actual Q1 – 23 = 19%.

2 units at Leeming, and 21 units at Sowerby Gateway all delivered without grant funding through negotiation on market housing sites. (including 2 x 4 bed for shared ownership). Work is ongoing to achieve the target

2.4.8 Deliver a total of 20 affordable homes in rural locations

Target Q1 – 5 = 25%. Actual Q1 – 2 = 10%.

2 units at Leeming delivered without grant funding through negotiation on market housing sites. Work is ongoing to achieve the target.

### **3.0 CONCLUSIONS:**

3.1 Performance against the revised Council Plan 2015-19 key priorities is being managed and action plans have been developed to address areas of weaker performance to assist the Council to progress to meet its priorities.

### **4.0 RECOMMENDATION:**

4.1 It is recommended that the Scrutiny Committee considers the progress made at Q1 against the Council Plan 2015-19, as detailed in Annex 'A'.

LOUISE BRANFORD-WHITE  
DIRECTOR OF FINANCE (S151 OFFICER)

Background papers: None

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## **Council Performance Quarter 1**

**1 April – 30 June 2017**

This report provides information on performance towards the Council Business Plan Priorities for the first quarter of 2017/18, as reported to the Management Team on 9 August 2017.

### **Key Priorities:**

- Driving Economic Vitality
- Enhancing Health & Wellbeing
- Caring for the Environment
- Providing a Special Place to Live

## PRIORITY – Driving Economic Vitality

<b>Purpose:</b> <ul style="list-style-type: none"> <li>- Promote growth of local economy</li> <li>- Support economic growth through planning</li> <li>- Enable businesses to set up and grow</li> <li>- Provide business friendly services</li> <li>- Establish links with education</li> <li>- Maximise private sector investment in the district</li> <li>- Improve market town vitality and viability</li> </ul>	<b>Outcome:</b> <ul style="list-style-type: none"> <li>- New business &amp; commercial openings made available</li> <li>- Increased grant availability and opportunities for young people</li> <li>- Businesses stay, grow and relocate to the area</li> <li>- Support developers to achieve planning permission for new homes, businesses, industrial developments &amp; infrastructure</li> <li>- Community Infrastructure Levy is implemented to assist economic development</li> <li>- Land is allocated to meet employment needs until 2035 through the new Local Plan</li> </ul>			
Indicator	Target / Benchmark	Quarter 1	YTD	Q1 Actions / Comment
Facilitate 25 young people into local small businesses by April 2018 through Apprenticeships	25	11	11	11 approved applications. Of these approvals there are 4 apprentices in place and 1 apprentice will start their training in September 2017. 1 application was declined on the basis the business had previously received funding for 2 apprentices. 17 enquiries have been received. If an application is not received after 1 month contact is made to see if they have any queries/progressing.
Facilitate 7 graduates into Hambleton businesses by April 2018 through the Graduate Scheme	7	0	0	Scheme under review
Support £2m of new business investment in Hambleton	£2m	N/A	N/A	Annual target; to be reviewed at end of Q2
Increase footfall across Hambleton's Market Towns by 5%	5%	N/A	N/A	We will be baselining this for the remainder of 17/18 and looking for the increase in 18/19 - unfortunately this is a longer term target in reality as we would expect 20% increase after 4-5 years of running the programme, so the initial target looks quite small as we expect growth in this area to be on an exponential not linear basis. Monitor only during 2017/18.
Achieve a level of Business Rate collection of 98%	98%	36.39%	36.39%	Above target. This is an increase on the outturn at the same time last year and is expected to be on target for the year end.

Indicator	Target / Benchmark	Quarter 1	YTD	Q1 Actions / Comment
Achieve a level of Council Tax collection of 98%	98%	30.55%	30.55%	This is expected to be on target by the end of the year. Universal Credit may have some impact on customers' ability to pay on time so some monitoring through the recovery process should inform of any problems which may need addressing in the long term.
Ensure the actual amount of Business Rates collected against the budget is £27.2m in 2017/18	£27.2m	£10,174,633	£10,174,633	The target is based on the estimate of rates to be collected.
Increase the number of major planning applications determined within 13 weeks, or as agreed with the applicant, to 80%.	80%	83.3% (5 out of 6)	83.3% (5 out of 6)	Reflects collaborative work with agents and developers
Increase the number of minor planning applications determined within 8 weeks, or as agreed with the applicant, to 85%	85%	85.4% (94 out of 110)	85.4% (94 out of 110)	Reflects collaborative work with agents and developers
Achieve 80% success rate in defending appeals where major developments are refused planning permission	80%	50% (1 out of 2)	50% (1 out of 2)	Primrose Hill, Dalton: Dismissed

#### Other activity and items of interest for this Priority during Quarter 4

Other activity and items of interest for this Priority during Quarter 4		
<b>Business &amp; Economy</b>	Northallerton BID	<ul style="list-style-type: none"> <li>BID – Operating agreement finalised and with BID to sign off. Manager in post and working groups on business plan themes established</li> </ul>
	North Northallerton Development Association (NNDAs)	<ul style="list-style-type: none"> <li>Phase 1 of work on the link road underway, phase 2 designs have been commissioned and meetings with Network Rail held. Currently on track to deliver by December 2018</li> </ul>
	Central Northallerton	<ul style="list-style-type: none"> <li>Connections project is progressing well, further consultations have been held and letters of support gained.</li> <li>Working on a bid with North Yorkshire County Council for Norther Powerhouse Investment Fund (NPIF) funding of £2.3m towards a £3.4m improvement scheme.</li> <li>Work progressing on a revision of the business case for funds from the Local Enterprise Partnership for the prison redevelopment.</li> </ul>
	Dalton Bridge	<ul style="list-style-type: none"> <li>Continued work on project and working closely with North Yorkshire County Council, Local Enterprise Partnership and businesses</li> </ul>
	Leeming Bar	<ul style="list-style-type: none"> <li>Managing the Leeming Bar site 1 feasibility study.</li> </ul>
	Vibrant Market Town Project	<ul style="list-style-type: none"> <li>Primary project research is now largely complete and the testing of research findings / project recommendations with stakeholders is well underway. A number of Economic Development Focus Group member briefings have been held to shape these recommendations.</li> <li>Markets review started in all Hambleton District Council towns and some comparator towns.</li> <li>Business Roundup transferred onto a digital platform</li> </ul>

<b>Other activity and items of interest for this Priority during Quarter 4</b>		
<b>Business &amp; Economy</b>	Business support	<ul style="list-style-type: none"> <li>Stokesley Wi-Fi - Broadband Line been ordered for Town Hall and roll out of capital equipment installation to follow. All legal documents agreed.</li> <li>Federation of Small Business -17 new members joined in this quarter</li> </ul>
<b>Corporate Finance</b>	Visit from Department of Communities & Local Government (DCLG)	<ul style="list-style-type: none"> <li>Department of Communities &amp; Local Government (DCLG) came to visit Hambleton District Council on 26<sup>th</sup> June 2017 as one of twelve councils selected from 480. Louise Branford-White, Saskia Calton and Ian Godfrey met with them to go through the Efficiency plan and to talk through the different projects that the Council has taken on.</li> <li>The visit finished by showing the visitors the Hambleton Leisure extension site, the North Northallerton housing site as well as the Former Prison in Northallerton.</li> </ul>
<b>Planning</b>	GIS and Addressing	<ul style="list-style-type: none"> <li>Attended Geoplace Exemplar Awards/Conference in Leeds on 11<sup>th</sup> May 2017</li> </ul>
	Self & Custom Build Housing	<ul style="list-style-type: none"> <li>A conference was held on 24<sup>th</sup> April 2017 in Easingwold for Small Builders, Custom and Self Builders and communities interested in Community Led Housing</li> </ul>
	Heritage	<ul style="list-style-type: none"> <li>Human Element Leadership and Management (HELM) Course (Assessing significance of historic assets) on 11<sup>th</sup> May 2017</li> </ul>
	Archaeology in practice	<ul style="list-style-type: none"> <li>Conference attended by Development Management planners looking at the implications of archaeology for development.</li> </ul>

## PRIORITY – Enhancing Health & Wellbeing

### Purpose:

- Improve the health and wellbeing of people by providing and supporting community inclusive facilities, activities, events and interventions
- Protect consumers from health risks relating to hazardous food, drink and water supplies.
- Protect residents from hazardous conditions in privately rented housing.

### Outcome:

- Increased physical activity participation rates & therefore improved health
- Reduction in health threatening conditions
- Improved health & wellbeing through community events, initiatives, programmes & activities
- Increased child safety through learning to swim
- Reduced crime and disorder and reduced fear of crime Improved community cohesion & quality of life
- Improved standard of hygiene in food businesses
- Reduced health risk due to non-compliant private water supplies
- Improved quality of private rented sector housing

Indicator	Target / Benchmark	Quarter 1	YTD	Q1 Actions / Comment
Achieve an average health & fitness membership base of 2,765	2,765	2,761	2,761	Slightly below target no significant issues
Achieve £2.7m of leisure centre income	£2.7m	£630,143	£630,143	Profile: Q1 = £621k, Q2 = £719k, Q3 = £655k, Q4 = £705k = Total £2.7m
Achieve 2,632 junior members on the 'learn2 swim' programme	2,632	2,626	2,626	Slightly below target no significant issues
Allocate 100% of £145k community grants	£145,000k	£20,000k	£20,000k	Small grant scheme - £20k fund – 100% allocated in Q1 to 11 projects; Making a Difference Grants - £125k fund – to be allocated in Q3
Complete 345 food hygiene inspections.	345	91	91	To complete 345 of the total 708 by the end of the year. This is a realistic target based on the resources in the team and it is acknowledged that the remainder will require inspection. The target has been exceeded in Quarter 1. Profile : Q1 - 50; Q2 - 80; Q3 - 82; Q4 - 133 = 345
Complete 47 private water supply risk assessments	47	7	7	To complete 47 assessments by the end of the year. The low target set in Q1 was to take into account planned officer leave. Profile : Q1 - 5; Q2 - 12; Q3 - 12; Q4 - 18 = 47

Indicator	Target / Benchmark	Quarter 1	YTD	Q1 Actions / Comment
Achieve 70% of private sector rented properties compliant following inspection.	70%	29%	29%	Seven reactive housing inspections have been carried out and two were found to be compliant. Action is underway to address the issues in the non-compliant properties.

**Other activity and items of interest for this Priority during Quarter 1**

<b>Leisure &amp; Communities</b>	Dance event	<ul style="list-style-type: none"> <li>▪ Celebration of Dance event was held on 11 June – 40 participants took part in a range of dance taster sessions at the Forum, Northallerton</li> </ul>
	Bedale community tidy-up	<ul style="list-style-type: none"> <li>• Bedale Area Partnership organised a Summer Spruce Up with over 20 volunteers and Council Waste and Street Scene, Communities and Business and Economy supporting</li> </ul>
	Making Every Contact Count	<ul style="list-style-type: none"> <li>• 10 staff have completed the Train the Trainer – Making Every Contact Count which is a Public Health initiative to encourage people to support people with low level health interventions</li> </ul>
	Bedale Public Art	<ul style="list-style-type: none"> <li>• Artists have re-designed the Gateway public art piece following the consultation in Jan/Feb. This will be on display in Bedale from 12 July – 21 July.</li> </ul>

## PRIORITY – Caring for the Environment

Indicator	Target / Benchmark	Quarter 1	YTD	Q4 Actions / Comment
<b>Purpose:</b> - Improve efficiency of waste collections and recycling - Improve customer satisfaction - Reduce CO2 and improve energy efficiency	<b>Outcome:</b> - Efficient collection rounds with fit for purpose fleet - Decreased landfill waste - Improve service to customers - Environmental sustainability			
Achieve a minimum customer satisfaction rating of 90% for the Council's waste collection service	90%	93%	93%	Qtr 1: Face to Face 100%, Tel 98%, Web 83%
Maintain overall kerbside collected waste at 412 kg/ph/year	412 kg/ph	103.87 kg est	103.87 kg est	Reported quarterly in arrears. This is very difficult to predict, charges at HWRC and garden waste charges will have an impact, some residents will dispose garden waste via household waste bin
Maintain a recycling rate of 47% (including garden waste)	47%	58% est	58% est	Reported quarterly in arrears. This is very difficult to predict, charges at HWRC and garden waste charges will have an impact, some residents will dispose garden waste via household waste.
Deliver an effective and efficient refuse and recycling collection service by completing route optimisation by April 2018.	100% April 2018	5%	5%	Profile : Q1-10%, Q2-40%, Q3-70%, Q4-100% Q1 – staff shortages impacted on progress
Improve efficiency in public lighting by reducing energy consumption by 30,000 Kwh	30,000 kwh	0 kwh	0 kwh	Achieve or better the energy saving profile through implementation of LED lighting scheme to reduce lighting energy inventory as measured by Estimated Annual Consumption (EAC). Baseline EAC 01 March 2017 – 862,931 Savings profile: Q1 = 0, Q2 = 7,500kwh, Q3 = 7,500kwh Q4 = 15,000kwh = Total £30,000kwh.



## PRIORITY – Providing a Special Place to Live

<b>Purpose:</b> <ul style="list-style-type: none"> <li>- Provide an adequate amount of housing to meet the housing needs of all</li> <li>- Provide support to residents to prevent homelessness</li> <li>- Support people to lead independent lives</li> </ul>	<b>Outcome:</b> <ul style="list-style-type: none"> <li>- Housing sites are made available for market and affordable housing</li> <li>- Achieve affordable housing and appropriate housing mix</li> <li>- Provide financial support for residents to live in the district independently</li> <li>Provide support to residents to prevent homelessness</li> </ul>			
<b>Indicator</b>	<b>Target / Benchmark</b>	<b>Quarter 1</b>	<b>YTD</b>	<b>Q4 Actions / Comment</b>
Maintain each year a minimum 5 year supply of deliverable housing sites	5 yrs	8.7 yrs	8.7 yrs	Position at 30th June 2017: Supply = 2,917 units; 5-yr requirement = 1,680 units (incl 5% buffer); 1-yr requirement = 336 units (incl 5% buffer); 2,917 / 336 = 8.7yrs
Publish the new Local Plan by January 2018	100% Jan 2018	33%	33%	Additional Sites consultation completed and final site assessment underway; majority of policies drafted. Additional work required re: Leeming Bar and housing requirements to be reported to December Cabinet. New Local Development Scheme to be prepared to reflect this.  Potential profile Q1 - Q3 = 33%, Q4 - completed
Deliver a total of 120 affordable homes ( <i>including 20 rural</i> )	120	23	23	2 units at Leeming, and 21 units at Sowerby Gateway all delivered by planning gain (including 2 x 4 bed for shared ownership)
Deliver a total of 20 affordable homes in rural locations	20	2	2	2 units at Leeming delivered by planning gain
Ensure 70% homeless enquiries result in preventions.	70%	94% [146 preventions / 155 enquiries]	94% [146 preventions / 155 enquiries]	Total of 146 preventions in Q1 as follows: 26 HOT; 91 DISC; 29 CAB. Total enquiries dealt with in Q1 = 155

Indicator	Target / Benchmark	Quarter 1	YTD	Q4 Actions / Comment
<p>Ensure a total of £326,000 is committed to disabled facilities applications</p> <p><i>During Q1 additional Government funds were allocated through the Better Care Fund providing a total for 2017/18 of <b>£503,505</b></i></p>	<p>£503,505</p> <p><i>(incr from £326,000 in Q1)</i></p>	<p>£112,103</p> <p>(22%)</p> <p>(£25,153 spent, £86,950 committed)</p>	<p>£112,103</p> <p>(22%)</p> <p>(£25,153 spent, £86,950 committed)</p>	<p>4 adaptations completed.</p> <p>The Council grant allocation has been increased to £409,000 for 2017/18. The Supporting People Commissioning Body is due to de-commission the current Disabled Facilities Grant service on 31st March 2018 and Hambleton needs to put alternative arrangements in place. The forthcoming de-commissioning may impact negatively on service delivery in 2017/18. Achieving target spend is also dependent on the capacity of the service provider and the number of applications received.</p> <p>Profile - Q1 20% Q2 40% Q3 65% Q4 100%</p>
Process new housing benefit claims within 20 days in line with North Yorkshire authorities	20 days	30.09	30.09	The target is below expectations. This is due to the effects of a backlog in Q4, sickness absence which is improving and delays in Universal Credit information being made available. Processing times each month were: April – 31.78 days, May –36.55 days, June – 24 days
Process new council tax claims within 20 days in line with North Yorkshire authorities	20 days	33.30	33.30	The target is below expectations. This is due to the combined effects of a backlog in Q4, backlog of Council Tax discounts and resources and delays in Universal Credit information being made available. Processing times each month were April – 36.5 days, May – 33.69 days, June – 30.38 days
Process housing benefit changes in circumstance within 7 days in line with North Yorkshire authorities	7 days	7.29	7.29	The target is below expectations. This is due to the effects of a backlog in Q4. Processing times each month were April – 5.77 days, May – 7.8 days, June – 8.68 days
Process council tax changes in circumstance within 7 days in line with North Yorkshire authorities	7 days	8.22	8.22	The target is below expectations. This is due to the combined effects of a backlog in Q4, backlog of Council Tax discounts and resources and delays in Universal Credit information being made available. Processing times each month were April – 6.22 days, May – 8.77 days, June – 9.86 days

## NEW CLAIMS PROCESSING TIMES in days *(recorded in arrears)*

North Yorks Region	2015-16		2016-17		Q1		Q2		Q3		Q4	
	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit
Craven	23.80	24.73	26.26	27.52	18.11	24.72						
Harrogate	20.25	18.26	19.52	21.35	23.04	20.32						
<b>HAMBLETON</b>	<b>24.73</b>	<b>20.73</b>	<b>28.43</b>	<b>23.62</b>	<b>33.30</b>	<b>30.09</b>						
Scarborough	14.56	17.24	16.66	18.27	20.25	22.69						
Selby	21.21	20.88	21.14	19.32	24.76	25.60						
Richmondshire	N/A	N/A	22.26	18.32	n/A	N/A						
Ryedale	24.46	19.50	38.11	32.16	37.61	44.30						

## CHANGE IN CIRCUMSTANCES PROCESSING TIMES in days *(recorded in arrears)*

North Yorks Region	2015-16		2016-17		Q1		Q2		Q3		Q4	
	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit
Craven	4.47	4.18	5.61	4.86	4.71	4.41						
Harrogate	5.86	3.97	6.56	5.18	6.34	6.30						
<b>HAMBLETON</b>	<b>3.44</b>	<b>3.26</b>	<b>5.45</b>	<b>5.29</b>	<b>8.22</b>	<b>7.29</b>						
Scarborough	3.78	2.93	4.53	4.39	5.46	5.96						
Selby	3.85	3.49	4.07	4.23	5.01	5.81						
Richmondshire	N/A	N/A	4.58	3.33	n/A	N/A						
Ryedale	2.62	3.23	4.84	5.10	11.49	6.74						

### Other activity and items of interest for this Priority during Quarter 4

<b>Customer Services &amp; Communications</b>	Customer demand	<ul style="list-style-type: none"> <li>Considerable customer support provided to customers and the Electoral Section for North Yorkshire County Council and general election</li> <li>Backlog of work completed following extremely busy 2016/17 Q4 dealt with normal service resuming for back office support</li> </ul>
<b>Design &amp; Maintenance</b>	Events	<ul style="list-style-type: none"> <li>Joint organiser of the Northallerton Mayfair, 2017 event delivered.</li> <li>Supported Northallerton Food festival and vintage car rally 'The Bishop Prince run' from Stokesley</li> </ul>
<b>Environmental Health</b>	Environmental Protection	<ul style="list-style-type: none"> <li>Two environmental permit applications have been received, one of which has been issued.</li> </ul>

Other activity and items of interest for this Priority during Quarter 4		
<b>Environmental Health</b>	Housing	<ul style="list-style-type: none"> <li>Letters and questionnaires sent out to 14 potential licensable Houses in Multiple Occupation.</li> <li>Letter sent out to letting agents within the District advising on the Minimum Energy Efficiency Standards for domestic privately rented properties.</li> <li>Residential team leader attended a landlord forum and gave a briefing on fire safety in rental properties in conjunction with the Fire Service.</li> </ul>
	Communications	<ul style="list-style-type: none"> <li>Articles published in Insight relating to Energy Repayment Loans, works in default that were carried out to secure disused water tanks that were open for access, and a filthy and verminous property.</li> </ul>
<b>Human Resources</b>	Equality and Diversity	<ul style="list-style-type: none"> <li>Hambleton have retained status as a Disability Confident Employer - this is until 7/6/2019</li> </ul>
<b>ICT</b>	Election support	<ul style="list-style-type: none"> <li>General Election ICT support was delivered with extra information security measure in place</li> </ul>
	HR support	<ul style="list-style-type: none"> <li>Digitized Learning and Development Booking process went live in May, much easier for staff to book training courses and enable HR to manage the requirement.</li> </ul>
<b>Legal</b>	Elections	<ul style="list-style-type: none"> <li>Successfully conducted the North Yorkshire County Council Election in May (despite a number of staff vacancies within the department)</li> </ul>
	Elections	<ul style="list-style-type: none"> <li>Successfully conducted the snap Parliamentary Election in June despite having only 5 weeks between the May election and a number of staff vacancies within the department</li> </ul>
	Legal & Licensing	<ul style="list-style-type: none"> <li>Successfully defended an appeal at the Magistrates Court of a decision to revoke a taxi driver's badge (appealed to Crown Court to be heard in August)</li> </ul>
	Legal	<ul style="list-style-type: none"> <li>Completed sale and transfer of Easingwold depot</li> </ul>
<b>Strategic Housing</b>	Housing	<ul style="list-style-type: none"> <li>24th April – Housing and Planning Policy Manager and Rural Housing Enablers hosted a Conference for small builders, self and custom builders and communities wishing to progress a community Led Housing scheme</li> </ul>
	Housing	<ul style="list-style-type: none"> <li>Housing Options attended Housing Reduction Bill training on 14<sup>th</sup> June 2017.</li> </ul>
	Housing	<ul style="list-style-type: none"> <li>Landlords Forum held 28<sup>th</sup> June 2017</li> </ul>

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
7 September 2017

**From:** Chairman of Scrutiny Committee

**Subject:** **POLICY REVIEW – GRADUATE AND APPRENTICE SCHEME**

All Wards

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### **1.0 SUMMARY:**

1.1 The purpose of this report is to gather evidence from appropriate individuals in order to progress the Review.

### **2.0 BACKGROUND:**

2.1 The Committee has previously agreed to undertake this Review and identified information and issues that it would like to consider. The Project Plan for the review is attached as Annex A.

2.2 The Terms of Reference of the review are as follows:

To review the work already delivered by the Council and its partners to support the Graduates and Modern Apprentices Schemes in Hambleton.

### **3.0 INFORMATION AND ISSUES:**

3.1 The following Hambleton District Councils officers will be in attendance at the meeting:

- Helen Kemp, Director of Economy and Planning

### **4.0 RECOMMENDATION:**

4.1 It is recommended that the Committee determines information that it would like officers to report upon to the next meeting of the Committee and other issues which they would like considered in respect of the Graduate and Apprentice Scheme.

COUNCILLOR STEPHEN DICKINS

**Background papers:** Scrutiny Committee Minutes, 27 July 2017

**Author ref:** LAH

**Contact:** Louise Hancock  
Democratic Services Officer  
Direct Line No: (01609) 767015

**SCRUTINY COMMITTEE****POLICY REVIEW – GRADUATES AND MODERN APPRENTICES SCHEMES**

## TERMS OF REFERENCE:

To review the work already delivered by the Council and its partners to support the Graduates and Modern Apprentices Schemes in Hambleton.

**SCOPE**

To review the Graduates and Modern Apprentices Schemes and to evaluate:

- how successful the current schemes are;
- whether the current schemes are fit for purpose;
- whether the current schemes provide good value for money to the Council;
- opportunities for improvement;
- further opportunities for joint working.

**OBJECTIVES**

To ensure that the Graduates and Modern Apprentices Schemes are effective and fit for purpose; are providing good value for money to the Council and operating effectively, in line with Council priorities; to identify whether there are any areas for improvement and explore if there are any further opportunities for joint working.

**WITNESSES**

- Helen Kemp, Director of Economy and Planning
- Sam Swinbank or Nicole Patterson, Business and Economy Manager

DOCUMENTS/EVIDENCE

- Graduate and Apprentice Schemes – policies and associated documents
- Council Plan 2015-19
- Testimonials from graduates and apprentices

OTHER METHODS/CONSULTATION/RESEARCH

Task and Finish Groups.

OFFICER SUPPORT

Louise Hancock, Democratic Services Officer  
Gary Nelson, Director of Law and Governance

TIMESCALE

Commencing September 2017 – Concluding February 2018  
(Report to April 2018 Cabinet)

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## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
7 September 2017

**From:** Chairman of Scrutiny Committee

**Subject:** **POLICY REVIEW – ENFORCEMENT POLICY ON FLY-TIPPING**

All Wards

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### **1.0 SUMMARY:**

1.1 The purpose of this report is to approve the project plan for the Policy Review of the Fly-Tipping Enforcement Policy.

### **2.0 BACKGROUND:**

2.1 At its meeting on 27 July 2017 the Committee agreed to undertake a review on the Fly-Tipping Enforcement Policy.

### **3.0 INFORMATION AND ISSUES:**

3.1 The Committee is now asked to provide details of the information it wishes to receive and issues it wishes to consider at the initial stages of this review and how it would like the review conducted.

3.2 A draft project plan is attached at Annex A.

### **4.0 RECOMMENDATION:**

4.1 It is recommended that the Committee approves the project plan and determines information that it would like officers to report upon to the next meeting of the Committee.

COUNCILLOR STEPHEN DICKINS

**Background papers:** Scrutiny Committee Minutes, 27 July 2017

**Author ref:** LAH

**Contact:** Louise Hancock  
Democratic Services Officer  
Direct Line No: (01609) 767015

**SCRUTINY COMMITTEE**

**POLICY REVIEW – ENFORCEMENT POLICY FOR FLY-TIPPING**

**TERMS OF REFERENCE:**

To review the Council’s enforcement policy on fly-tipping to ascertain whether it is fit for purpose and effective.

**SCOPE**

- To review the Council’s enforcement policy on fly-tipping.
- To consider whether the enforcement policy on fly-tipping is fit for purpose and effective.
- To explore how successful the Council’s enforcement policy is in reducing fly-tipping.

**OBJECTIVES**

- To investigate whether the Council’s enforcement policy on fly-tipping is still fit for purpose.
- To explore whether the policy is effective in reducing fly-tipping within the District.
- To explore whether the policy requires any updating to bring it into line with the Council’s priorities.

**WITNESSES**

- Director of Leisure and Environment
- Waste and Street Scene Manager

DOCUMENTS/EVIDENCE

- Council's Enforcement Policy for Fly-Tipping
- Council Plan 2015-19
- Statistics on Fly-Tipping enforcement (historical and recent)
- Benchmarking statistics (if appropriate)

OTHER METHODS/CONSULTATION/RESEARCH

Task and Finish Groups.

OFFICER SUPPORT

Louise Hancock, Democratic Services Officer  
Gary Nelson, Director of Law and Governance, Lead Chief Officer

TIMESCALE

Commencing October 2017 – Concluding February 2018  
(Report to April 2018 Cabinet)

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