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HAMBLETON
DISTRICT COUNCIL

AGENDA

Committee Administrator: Louise Hancock (01609 767015)

Wednesday, 3 September 2014

Dear Councillor

NOTICE OF MEETING

Meeting **SCRUTINY COMMITTEE**

Date **Thursday, 11 September 2014**

Time **9.30 am**

Venue **Main Committee Room, Civic Centre, Stone Cross, Northallerton, DL6 2UU**

Yours sincerely

P. Morton.

Phillip Morton
Chief Executive

To:

Councillors	Councillors
A Wake (Chairman)	G J F Key
Mrs J Watson (Vice-Chairman)	Mrs I Sanderson
K Billings	Mrs S A Shepherd
Mrs C S Cookman	S Watson
Mrs F M Greenwell	A W Wood
B Griffiths	

Other Members of the Council for information

AGENDA

Page No

1. MINUTES
To confirm the minutes of the meeting held on 10 July 2014 (SC.5 - SC.7), previously circulated.
2. APOLOGIES FOR ABSENCE
3. COUNCIL PERFORMANCE 2014/15 (QUARTER 1) 1 - 16
Report of the Director of Support Services and Deputy Chief Executive
4. POLICY REVIEW - UPDATE 17 - 30
Report of the Management Team
5. 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
11 September 2014

From: Director of Support Services and Deputy Chief Executive

Subject: **COUNCIL PERFORMANCE 2014/15 (QUARTER 1)**

All Wards

1.0 INTRODUCTION:

- 1.1 At the meeting of Cabinet held on Tuesday, 2 September 2014, consideration was given to the Council Performance 2014/15 (Quarter 1) report. Cabinet recommended that in future Performance reports be sent to Scrutiny Committee for consideration.
- 1.2 The Council Plan sets out the direction for the Council until May 2015 and has been updated to reflect changes to community needs. It shows the Council's goals and gives measurable outcomes. 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 The Council's performance and strategic risks are reported quarterly to the Management Team and Performance Review Boards. The public has access to performance information through these quarterly Performance Reports. This report provides details on progress against the Council's priorities and information on actions to address under performance.

2.0 LINK TO COUNCIL PRIORITIES:

- 2.2 An overview of performance against each Council Priority is attached at Annex 'A'.
- 2.3 In summary, performance at Quarter 1 the Council Plan was 90% on target, 3% were within the tolerance range set and 7% did not meet the target at quarter 1.
- 2.4 The indicators not meeting performance in the first quarter are:-
 - 2.4.1 In Customer Services 22,677 calls (36.7%) were taken at Q1 where the indicator was to increase the resolution of enquiries at the first point of contact. The target is 50%. Changes occurring in the Council to assist Customer Services with this target are the review of Business Process Engineering across the Council and the introduction of an improved Customer Relationship Management system.
 - 2.4.2 During Q1 62 dwellings have been completed which is 21% of the Local Development Framework target for 2014/15. There are signs of an increase in house building; there are currently 57 sites under construction in the District which will provide about 1,340 dwellings
 - 2.4.3 The average time taken to process a new benefit claim is 31 days and a change in benefit circumstance is 11 days compared to a target required of 20 days and 7 days respectively. When compared to the position at Q1 in 2013/14 an improvement is seen of 2.4 days and 3.3 days respectively. The problems have arisen due to the introduction of the Council Tax reduction scheme increasing the use of the service, implementation of the new software and a vacant post. Plans are in place to improve performance and this should be seen in Q2.

2.4.4 The indicator to maximise the opportunities to detect and prevent fraud has not met the target at Q1 as it is too soon to reflect the picture of fraud that will be detected during the year. Opportunities and avenues are continually being examined and it is expected that further developments will be seen. In July 2014, a case where fraud has been identified has been taken to court through the Proceeds of Crime process and has resulted in the Council being awarded £50,000. In addition, there is the possibility that a further £20,000 will be obtainable from the defendant's other existing assets in this fraud case.

2.4.5 To support local economic growth, the planning applications for employment land are reviewed and at Q 1 applications remain low with no hectares of additional employment land being approved. A proactive approach in discussion with developers continues to be adopted and the Council pursues many avenues in order to encourage economic growth. The Economic Strategy is at Cabinet in October 2014.

2.5 The Council Plan has been updated for the remaining part of 2014/15 and the Updated Council Plan is also on the agenda at this Cabinet. The updated Council plan is as a result of the Council restructure and how this development can be better reflected towards the need of the community. At Q2 the revised Updated council Plan will be used to report performance.

3.0 CONCLUSIONS:

3.1 Performance against the refreshed Council Plan key priorities is being managed and action plans have been developed to address areas of weak performance. This will assist the Council to progress to meet the priorities through the remainder of 2014/15.

4.0 RECOMMENDATION:

4.1 It is recommended that the Scrutiny Committee consider the progress made against the Council Plan as detailed in Annex 'A'.

JUSTIN IVES

Background papers: Council Plan 2011 to 2015 Performance Report 2014/15 for Quarter 1

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Hambleton District Council
COUNCIL PLAN 2014 to 2015
Performance Quarter 1
(01 April 2014 to 30 June 2014)

Introduction

The following information provides the details of performance against the Council Plan Priorities for the first quarter of 2014/15, as reported at the quarterly Review Boards held in July and August 2014.

Key Priorities:

- Customer & Leisure Services
- Environmental & Planning Services
- Support Services

Customer & Leisure Services

AIM (1) : To put our customers first and provide high quality, value for money services that meet the needs of our communities

We will meet this aim by monitoring customer feedback and satisfaction levels to ensure the delivery of an easy to use, easy to access, responsive service.

Indicator	Target	Quarter 1	Q1 Actions/comment
<p>a) Increase resolution of enquiries at the first point of contact via –</p> <ul style="list-style-type: none"> • Face to face • Telephone 	<p>80%</p> <p>50%</p> <p>Average 65%</p>	<p>81.4% (total footfall 41,219)</p> <p>36.7% (total calls 22,677)</p> <p>Average 59%</p>	<p>Target for face to face enquiries exceeded the target.</p> <p>Target not met - Target for telephone enquiries fell below the threshold at Q1</p> <p>High levels of customer contact have continued throughout the year resulting in a 10.4% increase in telephone calls and 4.8% in visitors to the Council offices on the previous financial year.</p> <p>A new peak in demand was reached in March 2014 with 8,416 telephone calls being received. On 13 March 1,000 calls were received in the day.</p>
<p>b) Improve and ensure consistently high levels of customer satisfaction through –</p> <ul style="list-style-type: none"> • Face to Face • Telephone • Website 	<p>95%</p> <p>95%</p> <p>50%</p>	<p>89% (542 feedback)</p> <p>98% (2,704 feedback)</p> <p>64% (157 feedback)</p> <p>Total 3,403 feedback</p>	<p>Face to Face satisfaction target was within the tolerance range, on the GovMetric system this is classed as Good.</p> <p>Telephone satisfaction levels exceed the target, on the GovMetric system this is classed as Good.</p> <p>Website satisfaction levels exceeded the target, on GovMetric system this is classed as Average</p> <p>Customer satisfaction levels for both telephone and face to face channels are consistently high as reported through the GovMetric customer satisfaction system, with almost 9% of face to face and telephone customers providing a rating of the council's services in Quarter 1. The monitoring system was installed April 2013 as part of Customer Service Strategy 2013-16.</p> <p>GovMetric produce a monthly top 10 of council's satisfaction and recently reported results show HDC at a consistent position in both face to face and telephone league tables. The rating is calculated from over 70 local authorities benchmarked by GovMetric.</p>

c) Upheld complaints leading to service improvements	95%	100% 35 complaints 29 compliments	Target met.
d) Monitor the number of contacts resolved at the first point of contact by web	N/A	To be developed as not possible with current systems	Work is ongoing to increase first point resolution by the use of improved technology and task analysis to expand the number of services provided through the Contact Centre. The ongoing web improvement project will be instrumental in the increased use of automated self-service options. A report goes to Cabinet on 7 October 2014.
e) Improve the total number of contacts by web	N/A	61,631 web hits Q1 2014/15 56,350 Q1 2013/14 53,748 Q2 2013/14 Q3 unavailable new web stats system implemented 65,000 Q4 2013/14	The ongoing web improvement project will be instrumental in the increased use of automated self-service options. A report goes to Cabinet on 7 October 2014. The figures show that in Q1 2014/15 a greater number of web hits occurred compared to Q1 in 2014/15
f) Monitor Customer Services access and channel shift. <ul style="list-style-type: none"> • Face to face • Telephone • Self Serve (excl web) 	2013/14 34.3% 53,994 56.9% 89,373 8.8% 13,760	2014/15 Q1 41,198 contacts Face to face 34.5% 14,213 contacts Telephone 55% 22,659 contacts Self Serve 10.5% 4,326 contacts	2014/15 Q1 shows self serve is increased compared to the final position for 2013/14, face to face staying relatively static and telephone falling slightly. The Customer Excellence Programme involving the web improvement project will be instrumental in channel shift and the increased use of automated self-serve options for simpler interactions will allow for more complex enquiries to be more efficiently dealt with.

AIM (2): Encouraging our residents to become more involved in making decision and delivering services which impact on their local communities. We will meet this aim by :-		
Indicator	Quarter 1	Q1 Actions/comment
Work with our communities so that they can protect and provide local services, facilities and open spaces.	Area Partnerships continue to review local priorities and support community-led projects including the Outdoor Activity Centre at Dawney Bridge and the Northallerton Homegrown Food Festival and village hall enhancement schemes in Huby, Alne, Farlington, Seamer and Sutton on the Forest	Target met.
Provide £50k funding through the Communities Fund to enable communities to identify and meet their own needs at a local level	A total of £40,503.75 has been awarded from the HDC Investing in Communities Supporting Area Action grant to support 35 community-led projects across the District	Target met - The indicator is on target for the year and community projects are underway in each area.

TO

AIM (3) : To support local economic growth.		
To support local economic growth by:-		
Indicator	Quarter 1	Q1 Actions/comment
Implement the Economic Strategy and stimulate economic growth.	The development of the Strategy is ongoing, involving an internal consultation. 12 hectares of employment land through the planning process is being developed to be approved during the year. on target to be approved.	The actions to increase employment in the District forms part of the Economic Strategy and will be incorporated into the action plan that is being developed. Target not met for the planning process of the employment of land
Providing workspaces and improving the average occupancy levels	95.3% occupancy rates on industrial premises has been achieved against the target of 95% and for Managed Workspaces 72.9% against the target of 75%.	Performance was within accepted tolerance. The occupancy levels for work spaces was within accepted tolerance of meeting the target at Q1.
Provide grants to enable young people to get into work.	The target for April 2015 is to facilitate 25 young apprentices in local small business, in Q1 2 apprentices have started and a further 13 businesses have received approval for apprenticeship grants.	Performance is on target.

Remove barriers to encourage businesses to locate, stay and grow through business engagement, networking and communication	Over the Q1 period 8 networking and business forum events have been attended. Promotion has been through the Local Enterprise Partnership events, Superfast Broadband, Tour de France, Business Awards and a Hambleton Strategic Business Forum event.	The indicator is achieving the target at Q1.
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Aim (4) : Promote healthy lifestyles by promoting Council leisure facilities so that more people are participating in physical activity and who feel they are in good health		
Promote the Council leisure facilities to encourage attendance from all age groups such that attendance matches the demographic profile of the District.		
Indicator Monitor the clientele and their product usage at the Council's four Leisure Centres to maximise attendance across all age groups and abilities. 18-24% of all visits by under 16 year olds 10.7 % of all visits from 60+year olds Medical referrals 179	Quarter 1 19.2% 10.6% 45 (25.1% of target)	Q1 Actions/comment The results are currently on target at Q1. The Capital Improvement Schemes at Bedale, thirsk and Stokesley leisure Centres in 2013/14 and the works to the All Weather Pitches planned in the capital programme for 2014/15 will contribute to the improvement and ongoing running of the Leisure Centres.

Aim (5) : Supporting the community to participate in sport and active recreation		
Indicator		
Allocate 85% of Section 106 developer contributions for public open space, sport and recreation.	Quarter 1 At Q1 86.5% of funding has been allocated	Q1 Actions/comment Target exceeded - due to proactive efforts to support parishes to submit a public open space, sport and recreation action plan that allows funding to be allocated. For information at Q1 £193,704 of Section 106 for public open space, sport and recreation has been secured by the Council
Support the community/voluntary sector to secure £75k of external funding for public open space, sport and recreation projects	Quarter 1 At Q1 £114,736 of external funding has been secured	Target exceeded - as a result of officer assistance in securing £45,000 from Sport England's 'Inspired Facilities' fund to develop a driving range facility at Easingwold Golf Club and securing just short of £55,000 from the Football Foundation towards the cost of resurfacing the floodlit pitch in Bedale.

Develop and implement an external communications strategy for the Council.	The external communications strategy was tabled at Cabinet on 10 June 2014 and has been approved by Members	Target met.
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Other activity in Leisure and Health Services Portfolio during Quarter 1:

- The Tour de France successfully passed through the district on the 5th July – 10,000 spectators came to West Tanfield to watch this once in a lifetime event
 - The Council's new Lifestyle Service – Take That Step – was launched. It is anticipated that over 150 people with a health condition will benefit from this scheme over the next 12 months
 - A follow-up of the November consultation for the proposed Sowerby Sports Village was held – the majority of responses of were positive with the community valuing the changes that had been made as a result of their previous concerns
- The 2nd Hambleton Strategic Business Forum Spring conference held on Thursday 15th May 2014 at Bedale Hall was deemed a success with over 80 business delegates attending.
- Established free Wi-Fi in Thirsk with Businesses and Business Association.
 - 14 applications received up to June 2014 for the Business Support Grant (scheme directly linked to Apprentice Scheme) with 11 successful applications awarded a total of £23,794.
 - Incentives to get fit and to 'Shape Up For Summer' were promoted at the leisure centres in May and June. 164 Zest Freedom memberships were sold as a result. A student offer was also available.
 - A social media engagement campaign ran in May on Facebook, resulting in increased interactions with leisure centre customers (347% increase on previous month) and an overwhelmingly positive response from members.
 - The Leisure Centre annual user survey was carried out in April. Over 1200 customers were asked for their feedback on key service provision and overall satisfaction using the Net Promoter Score. The leisure centres have a Net Promoter Score of 37.1 (the industry average is 21 – higher scores are better). 51.4% of people questioned were 'promoters': loyal enthusiasts who will keep buying and referring others, fuelling growth. Full user survey results were analysed in Q2.
 - The leisure centres have each been awarded Quest status. Thirsk & Sowerby Leisure Centre has been rated as 'excellent' with Bedale, Hambleton and Stokesley Leisure Centre all rated as 'good'.

- Community groups across Hambleton have been awarded grants totalling £78,000. This will support 49 different projects.
- The Development Officer post funded by the Council has secured £251,000 of external investment for 36 community groups.
- The Council launched 'take that Step' a brand new exercise & lifestyle referral programme external funding to the tune of £150,000. The programme aims to combat rising obesity in the District.

Environmental & Planning Services

Aim (1) : Meeting Local Housing Needs		
To meet the housing needs of all sections of the local community by providing an adequate amount and range of housing, including affordable housing		
Indicator	Quarter 1	Q1 Actions/comment
New Dwellings - 290 in 2013/14	<p>In Q1 62 dwellings have been completed which is 21% of the LDF (Local Development Framework) target.</p> <p>In Q1 126 permissions for new homes were granted by the Council.</p> <p>There are signs of an increase in house building; there are currently 57 sites under construction in the District which will provide about 1,340 dwellings.</p>	<p>Target not met but performance is improving.</p> <p>Council on 10 December 2013 approved a relaxation of the LDF phasing to enable the Council to be able to demonstrate a robust 5 year supply of deliverable housing sites, (a requirement of the National Planning Policy Framework). This is helping to boost housing construction but it will take some time before the impact is seen.</p>
Affordable Homes – 126 in 2013/14	In Q1 36 affordable homes were completed; 22 were from the Extra Care Scheme at Cherry Garth, Thirsk and the other homes are in Easingwold and Aiskew.	The indicator is on target to be met at year end, there are rural sites not programmed for completion until Q4.
Aim (2) : Homelessness Preventions		
To reduce homelessness by providing direct support to District residents in need.		
Indicator	Quarter 1	Q1 Actions/comment
480 preventions by Council intervention in 2014/18	The number of Council homelessness preventions for Q1 was 90, 60 were instigated by HDC and a further 30 by partners. Using Q1 as an estimate for the whole year would provide an estimated achievement of 360 interventions.	<p>Performance is currently below target but it should be achieved at the year end.</p> <p>Further work is being done to achieve the target of 480 but progress has been slowed at Q1 due to the complexity of current cases</p>

Aim (3) : Collecting Household Waste and Recycling		
To minimise the impact of waste on the environment by increasing the amount of household waste that is recycled.		
Indicator	Quarter 1	Q1 Actions/comment
47% by March 2015	The estimated recycling/composting rate for Q1 is 49.7%.	On track to reach target at year end. The new recycling booklet which was delivered to all residents in May should help improve recycling tonnages.

Aim (4) : Supporting Development		
To ensure that the Planning Service supports the sustainable economic growth and development of the District.		
Indicator	Quarter 1	Q1 Actions/comment
Major applications determined in 13 weeks – 65% in 2014/15 → →	In Q1 10 out of 11 major applications were determined within the agreed timescale which is 90.9%. The full wording of this indicator reads ‘Major applications determined in 13 weeks, or as agreed with the applicant’ to better reflect the collaborative approach and the reality that some applications involve extensive work which cannot be completed within the 13 week timeframe	Target exceeded In addition, a new structure has been introduced to streamline the workflow through the service removing the need for one senior officer to sign off every application. It is expected that this will relieve the validations bottleneck, enhancing efficiency and turnaround times.

Other activity in Quarter 1:

- Waste strategy review is underway and the first member workshop is planned.
- Current recycling contract expires January 2016 and work which will lead to a new contract is underway, as well as reviewing potential joint procurements with other authorities.
- The proposed Community Infrastructure Levy Charges (CIL) that would be charged on new developments has been to consultation and was reviewed by the external examination process at the beginning of August 2014. An update will be provided at Q2.
- The repatriation of Environmental Health services in under review for consolidation back into the Council at the beginning of April 2015. The service planning documentation will therefore be included at Q2.
- New Environmental Health structure has been agreed and early implementation is anticipated

Support Services & Economic Development

Aim (1) : To provide financial sustainability.

We will meet this aim by implementing arrangements to ensure the Council's financial sustainability throughout the period of the current spending review and beyond.

Indicator	Quarter 1	Q1 Actions/comment
Collection of Business Rates	35.88% collected compared to 36.55% in Q1 for 2013/14. For the year 2013/14 98.47% was collected; a target of 99% has been set for 2014-15.	Target met
Council Tax Collection	In Q1 30.68% was collected compared to 30.86% in Q1 2013/14. For the year 2013/14 98.68% was collected; a target of 99% has been set for 2014-15.	Target met
Capital Programme	100% of the in-year capital programme has been approved.	Target met

Aim (2) : To minimise the impact to the Council and community of the changes to Welfare Reform.

The changes will be significant and pose significant risks to the Council and the Community. In order to monitor and manage this impact performance against the following will be monitored and managed.

Indicator	Quarter 1	Q1 Actions/comment
To ensure we deliver a high quality service to our citizens we will improve processing times to be in line with North Yorkshire Authorities.	<p>Housing Benefits</p> <ul style="list-style-type: none"> ▪ Number of days taken to process New Claims at Q1 is 31 days, compared to 33.37 days at Q1 last year. The target set for 2014-15 is 20 days. ▪ Number of days to process Change in Circumstances at Q1 is 11 days compared to 14.34 days reported at Q1 last year. The target set for 2014-15 is 7 days 	<p>Processing times are not on target and this is due mainly to:</p> <p>a) Heavy volume of enquiries through April & May regarding annual billing and the 20% payment required by all CTR recipients</p> <p>b) a benefit assessor vacancy</p>

<p>a) Processing time targets:</p> <ul style="list-style-type: none"> • 16 days for new claims • 7 days for changes in circumstances <p>b) Compare our performance to other Districts in North Yorkshire</p>	<p>Council Tax Reduction:</p> <p>At Q1 the number of days to process :</p> <ul style="list-style-type: none"> ▪ new claims is 44 days ▪ changes in circumstances is 9 days. ▪ Data from North Yorkshire Authorities is not available at Q1 	<p>c) teething problems from implementation of Risk based assessment software</p> <p>A plan is being put in place to identify how other district council's in the area process their claims effectively, assess areas of knowledge weakness on processing claims and re-training in specific errors.</p>
<p>To maximise the opportunities to detect and prevent fraud</p>	<p>Q1: £22,000 has been identified with respect to Housing Benefit, Council Tax Benefit and Council Tax at Q1, with a target of £200k for 2014/15.</p>	<p>Target not met.</p> <p>At Q1 it is too soon to reflect the picture of fraud that will be detected during the year. Opportunities and avenues are continually being examined and it is expected that further developments will be seen during the year.</p> <p>In July 2014, a case where fraud has been identified has been taken to court through the Proceeds of Crime process and has resulted in the Council being awarded £50,000. In addition, there is the possibility that a further £20,000 will be obtainable from other existing assets in this fraud case.</p>

<p>Aim (3) : To implement the Local Tax scheme and ensure all properties are taxed to minimise impact to the community and Council.</p> <p>To ensure the best financial outcome for the Council in this and following years and cope with the change from Council Tax Benefits to the new Council Tax Reduction scheme, the following measures will be taken:-</p>	
<p>Indicator</p> <p>We will monitor the amount of Council Tax Reduction we pay out versus the amount estimated for the year to ensure the best possible outcome in future years.</p>	<p>Quarter 1</p> <p>Over Q1 the amount paid out in Council Tax Reduction as part of the billing process in April 2014 is £141,550 lower than expected. This can change during 2014/15 as Council tax bills change due to changes in circumstances.</p>
<p>Q1 Actions/comment</p> <p>Target met.</p>	

Annex A

Q1 Council Plan Performance 2014/15

<p>We will 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 target set by Government for future years.</p>	<p>The total rateable value has increased since the last quarter by £419,550K due to changes in property valuations. However, the number of properties also increased by 29.</p>	<p>Target met.</p>
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<p>AIM (4) : To reduce the carbon footprint of the council Develop and implement further actions to deliver the Carbon Management reduction target for the Council.</p>		<p>Quarter 1</p>				<p>Q1 Actions/comment</p>	
<p>Indicator</p>		<p>2008/09</p>	<p>2009/10</p>	<p>2010/11</p>	<p>2011/12</p>	<p>2012/13</p>	<p>2013/14</p>
<p>At Q1 2013/14 final figures are confirmed</p>	<p>Based on the table below, the indicator set for 2014-15 is for a further 2% reduction from 2013/14, which will primarily come from part night lighting taking effect. The Council's carbon emissions in tonnes over recent tax years (2008-9 onwards) are:</p>						
<p>Council's carbon emissions in tonnes</p>		<p>2,187</p>	<p>2,203</p>	<p>2,078</p>	<p>1,948</p>	<p>2,080*</p>	<p>2,187**</p>
<p>Scope 1: Buildings gas & vehicle fuel</p>		<p>2,133</p>	<p>2,027</p>	<p>1,989</p>	<p>1,918</p>	<p>1,735*</p>	<p>1,584</p>
<p>Scope 2: Buildings and public lighting electricity (public lighting on green tariff)</p>		<p>104</p>	<p>107</p>	<p>95</p>	<p>87</p>	<p>71*</p>	<p>58</p>
<p>Total gross CO₂ emissions</p>		<p>4,424</p>	<p>4,337</p>	<p>4,162</p>	<p>3,953</p>	<p>3,886*</p>	<p>3,829</p>
<p>% reduction from 2008/9</p>			<p>2.0</p>	<p>5.9</p>	<p>10.6</p>	<p>1.7</p>	<p>3.8</p>

*2012/13 figures were calculated using 2012 greenhouse gas correction factors, as requested by Department of Energy and Climate Change, whereas all previous figures used 2009 carbon (only) emission correction factors.

** 8 % reduction in carbon emissions from electricity usage. This would have been a higher reduction save for the error discovered in the Northern Powergrid database relating to the classification error relating to the Council's public lighting stock of 70wSON units.

Other activity in quarter 1:

- Council Tax is frozen for 2014-15.
- Single Fraud Investigation Services team knowledge will be retained at HDC (2.5 FTE) to focus on investigation of housing Benefit errors. Employees will however have the option to transfer to the DWP on 1 April 2015 but also have the opportunity to remain at Hambleton until such time that the whole of Housing Benefit is transferred to the DWP.
- Introduction of Pooled NDR funding with other North Yorkshire Council's will increase the income the Council receives from Business Rates.
- Council Plan has been revised for Q2 for the rest of 2014/15 to reflect the restructure changes of the Council and meet with Community needs.
- The Office Move across the Council will introduce improved working patterns and increase efficiency due to relocation of teams.

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HAMBLETON DISTRICT COUNCIL

Report To: Scrutiny Committee
11 September 2014

From: Management Team

Subject: **UPDATE ON PREVIOUS RECOMMENDATIONS**

All Wards

1.0 SUMMARY:

1.1 This report informs Members of action taken to date as a result of a previous policy reviews undertaken by the former Scrutiny Committees.

2.0 BACKGROUND:

2.1 The following policy reviews were completed during 2012 to 2014:-

- Leisure Centres (Scrutiny Committee 1 – completed November 2012)
- Area Forums and Area Partnerships (Scrutiny Committee 2 – completed November 2012)
- Public Lighting Saving Initiatives (Scrutiny Committee 2 – completed February 2012)
- Business Friendly Council (Scrutiny Committee 1 – completed February 2013)
- Ageing Population (Scrutiny Committee 2 – completed February 2014)
- Introduction of Paperless Working within the Council (Scrutiny Committee 1 – completed March 2014)

2.2 Review recommendations were subsequently submitted to Cabinet and decisions were taken.

2.3 It is important that all agreed review recommendations should be monitored on a regular basis.

3.0 RECOMMENDATION:

3.1 The Committee is invited to comment on progress towards previous policy review recommendations.

MANAGEMENT TEAM

Background papers: None

Author ref: LAH

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Democratic Services Officer
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110914 Update Previous Recommendations

POLICY REVIEW – UPDATE ON PREVIOUS RECOMMENDATIONS

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
<p>Leisure Centres</p>	<p>To recommend to Cabinet that:-</p> <p>(1) operational running costs of the Council managed Leisure Centres be driven down by reducing expenditure, and increasing income, to a point which creates an overall profit;</p> <p>(2) the facilities that Hambleton has be consolidated and improved rather than expanded further;</p> <p>(3) the "Sweating our Assets" Action Plan be implemented with particular emphasis on improving ICT:</p>	<ul style="list-style-type: none"> • Close budget monitoring systems are now in place to identify opportunities to reduce expenditure and increase income. • A review of staffing costs is currently underway, beginning with a 'Management Re-structure'. This will be followed by a review of programming and associated staff requirements. • It is very unlikely that the Leisure Centres will operate at a profit, due largely to significant staffing costs and the operating of x4 swimming pools. • The present economic environment has created significant pressure with regards to income generation. An action plan is in place to address this. • Significant capital investment has recently been made at Stokesley Leisure Centre, Thirsk & Sowerby Leisure Centre and Bedale Leisure Centre. The bulk of the investment was used to modernise changing facilities and replace swimming pool filtration systems. • Hambleton Leisure Centre, has been allocated capital funding to improve the health and fitness offering, this work is likely to begin in 2015/16. • Significant capital investment has been allocated and plans are now being prepared to implement a range of ICT software and hardware improvements across the leisure centres in 2014/15. The focus of this investment is to improve the ability to transact with customers digitally and improve the products that we offer with modern use of technology. • A spinning studio has been provided at Stokesley LC as a replacement for a squash court and works are in train for improving the health and fitness offer at Hambleton LC.

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
	<p>(4) new facilities and services for the communities in Thirsk/Sowerby and North Northallerton be delivered by establishing new not for profit management organisations to sustain them;</p> <p>(5) the above recommendations be reviewed each year with a fundamental review in 5 years' time and in light of the Council's overall financial position consideration be given to the need to pursue more radical options such as:-</p> <ul style="list-style-type: none"> ➤ Conversion of poorer performing facilities (or cost centres); ➤ Closure of poorer performing facilities (or cost centres); ➤ Change of management method; ➤ Community Asset Transfer of facilities. 	<ul style="list-style-type: none"> • Significant, well documented partnership works have been, and continue to be, undertaken at Sowerby with comprehensive communications in place to ensure awareness for members, resident and all stakeholders • The North Northallerton project is at an earlier stage with initial concept drawings having been produced. Cabinet are to consider this project shortly. • Action plans are in place to ensure that the above recommendations are reviewed and implemented where appropriate. • A fundamental review is yet to take place.

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
<p>Area Forums and Area Partnerships</p>	<p>To recommend to Cabinet that:-</p> <p>(1) it be acknowledged that the existing Area Partnerships operate very successfully but that Officers explore whether there is interest in re-establishing an Area Partnership within the Thirsk area;</p> <p>(2) a mechanism of raising awareness of the successful work that the Area Partnerships carry out be explored;</p> <p>(3) that greater scrutiny/ monitoring regarding the value for money these Partnerships present to the Council be undertaken;</p> <p>(4) Area Forums cease operating in their present form as soon as practicable provided that there is a mechanism in place for ad-hoc meetings to be called as and when issues of community interest arise and</p> <p>(5) alternative methods of community engagement be explored, including the proposal of a joint County/District/Parish Liaison meeting.</p>	<ul style="list-style-type: none"> • Discussions have been held with Thirsk CCA, as the local development agency for Thirsk, Sowerby and surrounding area, who confirm that there is an interest in creating an Area Partnership in Thirsk however the political will has yet to be determined • It is suggested that HDC be a partner in any such body formed but not take the lead as it does with the Area Partnerships in other areas • An Annual Report is now produced to demonstrate the impact and effectiveness of the Area Partnerships – this is circulated to all key stakeholders, elected members via Council Talk, posted on the website and sent to local media • A timetable of press releases has been agreed with communications to publicise the community grants programme and other Area Partnership projects and successes over the 12 month period • There has been no monitoring of VFM undertaken to date but it is in the Communities work programme for 14/15 • Area Forums have ceased and a range of other community engagement models have been explored including those delivered in other areas of the County • Parish Liaison meetings are now held every 6 months, which are well attended and positively received. The meetings include representation from NYCC, HDC and Parish Councils. Strategic issues are presented and discussed. 2 meetings have been held to date with approximately 30 parishes represented at each. Minutes of the meeting are sent to all Parish Councils for information. There is also a page on the website where the meetings dates and minutes are posted.

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
Public Lighting Energy Saving Initiatives	To recommend to Cabinet that approval be given to progress a joint consultation exercise with North Yorkshire County Council and the implementation of part-nighting generally in accordance with NYCC policies at anticipated capital cost for HDC of £100,000.	<ol style="list-style-type: none"> 1. Joint consultations with North Yorkshire County Council were undertaken during 2013 with proposals for the installation of part night cells presented to the Police, Community Safety, Ward Members, Town and Parish Councils for comments. 2. Following the consultation process installation of the part-night cells was completed to the Council's towns and villages street and footway lighting together with the Civic Centre grounds and car park between September 2013 and May 2014 3. 2,229 of the 3,637 footway lighting units have been part-nighted constituting 61% of the Council's lighting stock. This equates to a carbon emission reduction of 145 tonnes from the pre-works emissions of 540 tonnes and an approximate £37,000 saving on the annual £137,000 pre-works lighting energy costs. We are awaiting confirmations from the electricity company on specific cost amendments as a consequence of this scheme as detailed in item 8 below. 4. Present committed expenditure on the £100,000 scheme stands at £87,500 however there may be further expenditure requirements later in the year once North Yorkshire County Council in conjunction with the Police undertake a review of the scheme 5. Further works may also be undertaken to the Council's car parks however this would require additional considerations to be taken into account in terms of CCTV surveillance; security implications concerning the Council's Pay & Display machines and various other issues. 6. Since the completion of the scheme there have been relatively few complaints. Most of these have been dealt with in reference to the clear policy guidelines agreed with North Yorkshire County Council prior to commencement of the scheme. We are however aware that the full scheme was completed in the summer and we may experience high volumes of change requests during the forthcoming winter months. 7. Implementation of the scheme in the main has gone well although there were built-in delays proposed around the October change over from BST to GMT as NYCC had experience problems in previous installations as a consequence of the sensitivities of the photo cells over this change over period.

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
		<p>8. A formal submission has been submitted to the electricity supply company with the revised lighting stock inventory and we are awaiting a new EAC certificate (Energy Annual Consumption) and cost breakdowns for the new installations together with revised invoicing breakdowns MPANs (Meter Point Administration Number).</p>

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
<p>Business Friendly Council</p>	<p>To recommend to Cabinet that:-</p> <ol style="list-style-type: none"> (1) the overall priority and goals of being Business Friendly be contained within the Council Plan; (2) a succinct Council-wide business friendly guide, a 'how to' deal with businesses be developed and training through workshops and seminars involving the business sector be embedded to ensure that all services understand how to deal with businesses effectively; (3) a new Hambleton Economic Development Study be undertaken in consultation with other partners, which would examine the health of the District and its towns and determine key drivers for the future; (4) a stand alone website to promote the local business offer in the District be developed including promoting, the District as a top class business destination (quality of life, road and rail connectivity, super fast broadband etc.); the high quality local business networks and the variety of elements of Council support on offer; (5) the Council's use of multiple communication channels be improved, including web and social media such as Twitter and LinkedIn to ensure better engagement with businesses; 	<p>Achieved</p> <p>Target – guide to be produced and principles embedded in workshops by April 2014</p> <p>Not Achieved. Needs to be informed by the Economic Strategy to reflect key priorities. Target needs to be revised to April 2015</p> <p>Target – to have study undertaken by April 2014 - Achieved</p> <p>Target – to be tendered for and developed by December 2013. Available resources have not enabled this to be achieved. Whilst the site will be a stand-alone site it has also been suggested that it could use the same platform as the new HDC website when developed and the delivery of this is being monitored to enable this to be considered and best cost efficiencies realised.</p> <p>Targets – internal training in social Media use by summer 2013 Integrate LinkedIn and twitter channels to new website – December 2013</p> <p>As there is no global HDC social media policy in place these targets have not been achieved although the Business & Community Team are utilising social media channels where appropriate to promote the district and assist businesses.</p>

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
	<p>(6) a business contact database be established within the new website structure, utilising a LinkedIn group which will provide a channel to communicate easily with businesses on a regular basis;</p> <p>(7) regular workshops with micro-businesses be undertaken to gain input on issues affecting them and to inform the shape of Council services and develop specific micro business support building on success of the "Lunch and Learn" and "Apprentice Scheme";</p> <p>(8) local business networks be strengthened and developed by utilising local good practice and promoting knowledge exchange;</p> <p>(9) close relationships with the strategic businesses in the district through Key Account Management be developed to raise awareness of their plans and needs;</p>	<p>Targets - Establish and promote LinkedIn Group for Hambleton Businesses by summer 2013 As above – integrate into new website when developed</p> <p>As this is linked to the website development it has not yet been progressed.</p> <p>Targets – By autumn 2013 to have established groups of businesses to target and have a programme of workshops in place and first in series delivered.</p> <p>The Lunch and Learn programme is well embedded and continues to be successful. Sessions are held most months and are well attended.</p> <p>Targets - To have networks in touch with each other and sharing good practice by Autumn 2013 To have a new network established in the Stokesley/Gt. Ayton area by December 2013</p> <p>The existing networks of Easingwold, Thirsk and Northallerton are now well connected and share knowledge and experience. A Stokesley Business Club is in the initial stages of setting up. A group in Bedale has yet to be established.</p> <p>Targets – To identify the top 50 businesses by size (turnover and/or staff) or by strategic importance – by Summer 2013 To establish a programme of individual meetings with the 20 most significant (frequency to be determined) December 2013</p> <p>The key businesses have been identified and good working relationships developed with the majority. A programme of meetings is being established to facilitate regular engagement with strategic employers in order to better understand their requirements moving forward.</p>

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE
	<p>(10) an online Contracts Register & local register of interest be developed to better enable local businesses to compete for Council business; ensuring the system is easily accessible and makes sense to the end user;</p> <p>(11) there is better promotion of the opportunities available to do business with the Council and undertake procurement in a manner which allows smaller businesses to be able to better compete for elements of Council business such as procuring in smaller lots or packages.</p> <p>(12) support to businesses new to Council tendering be provided to assist them with the form filling etc. as required.</p>	<p>No target – unsure with current resource available to procurement when this will be achieved.</p> <p>As above.</p> <p>As above</p>

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE	ACTIONS UNDERWAY
<p>Ageing Population</p>	<p>To recommend to Cabinet that:-</p> <p>(1) it be acknowledged that Leisure Services and other activities for the ageing population provided by the District Council and other partners are very good but that when opportunities for improvement are presented they be explored;</p> <p>(2) the provision of more specialist leisure activities for older people be explored by the Disability Sports Officer;</p> <p>(3) provision of housing options for the ageing population, including provision of single storey dwellings, be considered by the District Council through the relevant policies as appropriate;</p> <p>(4) Voluntary Organisations be commended for the work they do in providing services and support for older people and that continued support be given to Hambleton Strollers and the Hambleton Over 50's Forum;</p> <p>(5) it be acknowledged that current partnership working is very effective but that emphasis on the need for greater collaborative working between different agencies be encouraged and that concern be expressed about the reduction in public transport, particularly in isolated areas;</p>	<ul style="list-style-type: none"> • April 2014 - Review of Hambleton's Older Person's Accommodation and Housing Needs completed. This includes an Older Person's Action Plan. • From April 2014 used evidence gathered in planning negotiations to seek some 2 bed bungalow provision on market housing sites including at North Northallerton • 29th May 2014 - Session with Members held to discuss findings of Review of Hambleton's Older Person's Accommodation and Housing Needs and agree actions. • June 2014 - Discussions commenced with HCA and Broadacres to develop 2 bed bungalow based on Almshouse style developments • July 2014 - Review of Size, Type, Tenure and Quality of New Homes in Hambleton completed.(This includes bungalow provision) • 24 July 2014 findings of Review of Size, Type, Tenure and Quality of New Homes presented to members and actions agreed 	<ul style="list-style-type: none"> • Draft Housing: Size, Type & Tenure SPD being prepared which will seek a percentage of bungalows on larger housing sites (10 or more dwellings) • Timescale - Report to Cabinet 2nd Dec 2014 seeking approval to go out for 4 week formal consultation (January/February 2015). Report to Cabinet 17th March 2015 - Feeding back on Consultation, recommending further changes if required and seeking Adoption of revised SPD • SPD and evidence gathered will inform LDF Review

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE	ACTIONS UNDERWAY
	<p>(6) it be acknowledged that the provision of services for older people by the District Council, together with Partners and voluntary organisations, is considered by others to be best practice but will continue to be reviewed and improved if required; and</p> <p>(7) the District Council's Older Persons' Strategy be reviewed and updated; sufficient funding be provided for this if necessary and that the issue of combating vulnerability, isolation and loneliness remain a priority within the Strategy with particular emphasis on the need to support activities across the district.</p>		

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE	TARGET DATE
<p>Introduction of Paperless Working Within the Council</p>	<p>To recommend to Cabinet that the introduction of paperless working within the Council be supported subject to:</p> <ul style="list-style-type: none"> the introduction being undertaken in a staged approach; adequate back up being in place in the event of system failure; the review of the website ensuring that it can facilitate paperless working for Members; 	<p>The Paperless Working system is being introduced in a phased approach:</p> <p>1) Tablets were provided on a trial bases for Cabinet, Chairs/Vice-Chairs of Committees and members of the ICT Member Panel along with Management Team. This will be extended to full Council following May changes; other Officer issue will be on a strict business case basis.</p> <p>2) The paperless working (or decision management) system is Modern.Gov, the trial for this rolled out public documents only and then broadened to include confidential documents; initially for Cabinet. The ongoing phases for this will be to utilise the system for all committees and full Council, developing further uses such as recording of delegated Officer Decisions.</p> <p>A back up system to revert to paper-based systems is available in the event of any downtime.</p> <p>All Members of the new Council will be offered a printer to enable access to paper-based material.</p> <p>The existing website has had amendments to enable the trial paperless system to operate, these will be carried forward into the new Corporate website.</p>	<p>Initial launch completed</p> <p>Ongoing rollout to cover full Council May 2015</p> <p>May 2015 and Ongoing</p> <p>Complete</p> <p>May 2015</p> <p>Feb 2015</p>

REVIEW	RECOMMENDATION	ACTIONS UNDERTAKEN TO DATE	TARGET DATE
	<ul style="list-style-type: none"> • adequate training being provided in a phased manner; • the provision of hard copies being maintained on a request basis; • consideration being given to the use of a screen to relay the agenda at meetings; and • Town/Parish Councils being supported to operate as they decide. 	<p>Training arrangements will follow those that were provided for trial users: an initial phase of tablet training for all Members, followed by specific training on the Modern.Gov system. Training will be offered in both group and 1:1 format for flexibility and will follow deployment of further devices after changes to Council. Restructure within ICT has defined a role with responsibility for ICT training.</p> <p>Standing arrangements for provision of paper copies to existing committee Members and officers (as necessary) have been retained.</p> <p>Arrangements will be reviewed following changes to Council and will ensure provision of hard copy.</p> <p>The technology is already available within the Council to mirror the tablet to the screen in the Council Chamber.</p> <p>Any further improvements/ replacements to AV in the Council Chamber will be considered in line with paperless working methods.</p> <p>Assess requirements from Town/Parish Councils as they arise and support where possible.</p>	<p>May 2015</p> <p>May 2015</p> <p>Complete</p> <p>Dec' 2014</p> <p>Ongoing</p>

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