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HAMBLETON
DISTRICT COUNCIL

AGENDA

Committee Administrator: Democratic Services Officer (01609 767015)

Wednesday, 17 February 2016

Dear Councillor

NOTICE OF MEETING

Meeting **SCRUTINY COMMITTEE**
Date **Thursday, 25 February 2016**
Time **9.30 am**
Venue **Main Committee Room, Civic Centre, Stone Cross, Northallerton, DL6 2UU**

Yours sincerely

J. Ives.

Dr Justin Ives
Chief Executive

To: Councillors Councillors
 A Wake (Chairman) R W Hudson
 Mrs C S Cookman (Vice-Chairman) D Hugill
 M A Barningham Ms C Palmer
 S P Dickins Mrs I Sanderson
 G W Ellis S Watson
 A W Hall

Other Members of the Council for information

AGENDA

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1. MINUTES
To confirm the minutes of the meeting held on 19 November 2015 (SC.10 - SC.13), previously circulated.
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Report of the Executive Director and Deputy Chief Executive
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Report of the Executive Director and Deputy Chief Executive
6. 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
25 February 2016

Subject: COUNCIL PERFORMANCE 2015/16 (QUARTER 3)

All Wards

1.0 PURPOSE AND BACKGROUND:

- 1.1 The new Council Plan for 2015-2019 was adopted by Council in September 2015 and has been published. This is the third quarter reporting against the newly developed strategic Key Performance Indicators (KPIs) that reflect the new Council Plan aims and priorities.
- 1.2 The Council Plan shows the Council's goals with measurable outcomes in the form of these 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 Quarter 3. The public has access to this information through these quarterly performance reports.
- 1.4 The Council's Performance and Risks are also reported quarterly to the Extended Management Team.

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, 85% or 29 KPIs performed on or above target for Quarter 3 and 15% or 5 fell below target.
- 2.3 Of the KPIs successfully meeting their targets, the following four had the greatest level of achievement:
 - 2.3.1 To increase the number of major planning applications determined within 13 weeks, or as agreed with the applicant, to 70%
Target = 70% Actual Q3 = 85.7%
Against a target for the full year of 70%, a cumulative year to date result of 85.7% is reported, with 100% applications received during Q3 determined within the time frame.
 - 2.3.2 Generate 2,450 leisure centre health and fitness memberships
Target = 2,450 Actual Q3 = 2,620
Whilst the profile for Health & Fitness memberships fluctuates throughout the year, good performance has led to a revised annual target of 2,550 at Q3
 - 2.3.3 Enable 300 targeted people to participate in new activities or initiatives offered from community venues
Target = 300, Actual Q3 = 455
Targeted groups: disabled people (8); older people (40); women and girls (78) in Q3. Exceeded original target with women due to 'first time' runners participating in 'parkrun' therefore annual target revised to 500 at Q3.

2.3.4 Deliver a total of 12 affordable homes in rural locations

Target = 12, Actual Q3 = 27

A cumulative number of 27 rural affordable homes have been delivered this year so far, well in excess of the original target for the full year.

The year's target of 12 was achieved during the Q3 period to 30 Nov, with a further 4 properties in Aiskew and 8 in Carlton Miniott.

2.4 The five KPIs not meeting their target in Q3 are:

2.4.1 100% of projects implemented this year in the Economic Strategy compared to target

Target Q3 = 70%, Actual Q3 = 40%

17 Projects in the Economic Strategy Delivery Plan for 2015/16 are being implemented and it is projected that 53% of projects will be delivered by the end of the financial year. The revised target of 53% is due to projects extending their scope, no longer being required or being influenced by other sources. Key projects required by the Council will continue to be developed in 2016/17.

2.4.2 Deliver a total of 170 affordable homes (including 12 rural)

Target Q3 = 75% or 127, Actual Q3 = 42.35% or 72

Total of 29 extra delivered in Q3 to 30 Nov = Northallerton (13), Aiskew (4), Carlton Miniott (8), Easingwold (4)

The majority of affordable homes are delivered by Section 106 and the market and developers' build rates therefore impact delivery rates. Investigations are in progress with Legal Services to determine whether Section 106 clauses can be developed to help increase delivery rates.

2.4.3 Achieve 100% financial year spend on Disabled Facilities Grants applications

Target for 2015/16 = £271,000 or 100%, Actual Q3 = £151,721 or 55.99%

Spend has slowed in Q3 but the Home Improvement Agency (HIA) has given assurance that 100% spend will be achieved in 2015/16. £101,866 has been committed as at 31/12/15 and the position is being monitored via quarterly meetings with the HIA.

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

Target Q3 = 20 days, Actual Q3 = 22.8 days

Targets have been impacted by:

- larger volume of cases processed
- staff vacancy from October 2015

Since September, processing time for new claims has continued to reduce month on month with November seeing the best in-month achievement of 17.6 days for Housing Benefit, within the 20 days target. The National Average is 24 days.

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

Target Q3 = 20 days, Actual Q3 = 20.8 days

Targets have been impacted by:

- larger volume of cases processed
- staff vacancy from October 2015

Since September processing time for new claims has continued to reduce month on month with November seeing the best in month achievement of 19.54 for Council Tax, within the 20 days target. The National Average is 24 days.

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 Q3 against the Council Plan 2015-19, as detailed in Annex 'A'.

JUSTIN IVES

Background papers:	Extended Management Team Report 2015/16 Quarter 3
Contact:	Justin Ives Director of Support Services & Deputy Chief Executive Direct Line No: (01609) 767022
Author ref:	Louise Branford-White Head of Resources Direct Line No: (01609) 767024

250216 Scrutiny Performance 2015-16 Q3

Council Performance Quarter 3

01 October – 30 November 2015

This report provides information on performance towards the Council Business Plan Priorities for the third quarter of 2015/16, as reported to the Extended Management Team on 8 February, 2016. It should be noted that as in previous years due to the Christmas period, and unless otherwise stated, services have reported figures for the two months to the end of November with provisional estimates for the full quarter provided where possible.

Key Priorities:

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

PRIORITY – Driving Economic Vitality

Purpose:	Outcome:		
Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
<ul style="list-style-type: none"> - Promote growth of local economy - Support economic growth through planning - Enable businesses to set up and grow - Provide business friendly services - Establish links with education - Maximise private sector investment to the District - Improve market town vitality and viability 	<ul style="list-style-type: none"> - New business & commercial openings made available - Increased grant availability and opportunity for young people - Businesses stay, grow and relocate to the area - Support developers achieve planning permission for new homes, businesses, industrial developments & infrastructure - Community Infrastructure levy is implemented to assist economic development - Land is allocated to meet employment needs until 2035 through the 2018 Local Plan 		
Facilitate 25 young people into local small businesses by April 2016 through Apprenticeships	25	25	Excellent uptake on apprentice grant. 25 businesses applied for grants in the first two quarters and are in the process of appointing apprentices. Some further places will become available if businesses cannot find an apprentice.
Facilitate 15 graduates into Hambleton businesses by April 2016 through the Graduate Scheme	15	11	Continuing to promote graduate scheme, steady interest shown.
100% of projects implemented this year in the Economic Strategy compared to target	100%	40%	17 Projects in the Economic Strategy Delivery Plan for 2015/16 are being implemented. It is estimated 53% of projects will be achieved with the remaining projects continuing in 2016/17. This is due to the projects extending their scope, no longer being required or being influenced by other sources.

Q3 Council Business Plan Performance 2015/16

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
100% of milestones met in key infrastructure project (Dalton Bridge).	100%	66%	3 project milestones – 1. Scheme Development completed 6th August 2015, 2. Planning application completed December 2015, 3. Completion of design scheme – this is likely to complete August 2016 due to the project involving the cooperation of other organisations. The Council remains committed to the completion of this project.
Work with the business community to agree and develop 5 market town investment plans by March 2016	5	0	Following a decision by Elected Members this project has been put on hold and the position is under review.
To achieve a level of Business Rate collection of 98%	98%	78.37%	This is a decrease of 0.03% compared with 2014/15. In monetary terms the amount collected is £169,981 which is 0.78% more than at this period in 2014.
To achieve a level of Council Tax collection of 98%	98%	78.24%	Whilst the % rate has remained around the same level as in previous years (78.17%) the actual money collected has increased by 3.0% on the same time last year, which equates to £1,203,202 more.
To ensure the actual amount of Business Rates collected against the budget is £26.9m in 2015/16	£26.9m	£21.69m	The amount collected in Q3 is £4,704,562. The cumulative total of £21,691,974 represents an increase of £169,980 or 0.79% compared with Q3 2014 of £21,521,994. Whilst this is expected to be on track the recent closure of some business in the area such as Morrison's, B&Q alongside the revaluation of health centres will reduce the level of business rates to be collected.
To increase the number of major planning applications determined within 13 weeks, or as agreed with the applicant, to 70%	70%	85.7% (24 of 28)	10 out of 10 (100%) for Q3 to date.

Q3 Council Business Plan Performance 2015/16

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
To increase the number of minor planning applications determined within 8 weeks, or as agreed with the applicant, to 85%	85%	84.7% (256 of 302)	68 out of 78 (78.1%) for Q3 to date.

Other activity and items of interest for this Priority during Quarter 3 to 30 Nov	
Business & Economy	<p>Erection of Thirsk sign completed 21st October 2015. Since completion a further 4 businesses have come forward and want to have their name boards added. These additional name boards will be added in January 2016.</p> <p>The following key activity has been completed:</p> <ul style="list-style-type: none"> ▪ Detailed design tender evaluation complete and recommendation made to Cleveland Steel and Tube. ▪ Planning application submitted and due for determination at planning committee on the 10th December 2015 ▪ First draft of articles of association for the establishment of the land holding company developed by Dalton Businesses. ▪ NYCC agreed to provide £20,000 as a one off contribution towards the detail design stage and confirmed their acceptance to utilise the remaining Section 106 funding of £17,210 for the detailed design phase. ▪ On 1st Dec 2015 Cabinet agreed to provide further funding of £102,000 to allow the detailed design to be progressed. ▪ Development of Governance issues and roles and responsibilities of all parties moving through the design, land acquisition and construction phases. ▪ External legal services procured to develop the funding agreement to enable transfer of grant to Cleveland Steel and Tube. ▪ Initial discussions with the LEP about gaining access to ERDF Climate Change funding. Maybe a possible source of future grants funding. ▪ Environment Agency have agreed to re-profile funding profile with all funding available for 2016/17 financial year. Discussions have also taken place and further information has been provided to the EA to try and secure additional grant based on future scenarios for growth and flood risk costs averted. <p>Joint bid for ERDF funding submitted 26th September as an expression of interest. Outcome expected to be communicated to bidders in December 2015.</p> <p>Legal documents with Stokesley Parish Council Solicitor. Advised solicitor who is hoping to look at legal documents before Christmas 2015.</p> <p>9 businesses have taken up the offer of a subsidised membership with the Federation of Small Businesses, a partnership between HDC and FSB.</p>
Legal Services	<p>Completed the transfer of 105 High Street Great Ayton to Parish Council for use as a community hub.</p> <p>Assisted with entering the demolition consultancy contract for Northallerlton prison (to be effected once planning permission is obtained for the demolition).</p>

Q3 Council Business Plan Performance 2015/16

Planning	Appeals	Gladman appeal at Easingwold (October)
	Events	<ul style="list-style-type: none"> ▪ Opening of Crathorne Hall after fire- (1st October) ▪ North Yorkshire Conservation Officers visit to Northallerton Prison (4th Nov) ▪ Meeting with volunteers from Yorkshire Gardens Trust and other local volunteers to investigate identifying designed landscapes of historic interest (21st Nov) ▪ Attendance at York & Humber LLPG Custodian Meeting November 2015 ▪ Attendance at the PSMA (Public Sector Mapping Agreement) Regional Event October 2015 ▪ Hosting of the Yorkshire and Humber Public Sector Network GIS (Geographic Information Service) Network Group November 2015
	Staff Training	<ul style="list-style-type: none"> ▪ Royal Town Planning Institute conference series- legal update ▪ Attendance at Planning Advisory Service Proactive Enforcement Conference November 2015

Q3 Council Business Plan Performance 2015/16

PRIORITY – Enhancing Health & Wellbeing

Purpose:	Outcome:	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
<ul style="list-style-type: none"> Improve the health and wellbeing of our people by providing and supporting community inclusive facilities, activities, events and interventions 	<ul style="list-style-type: none"> Increased physical activity participation rates & therefore improve health Reduction in health threatening conditions Improved health & wellbeing through community events, initiatives, programmes & activities Increased child safety through learning to swim Improved community cohesion & quality of life 			
Indicator				
Generate 2,450 leisure centre health & fitness memberships	2,550 (target revised from 2,450 at Q3)	2,620	The profile for Health & Fitness memberships fluctuates throughout the year; good performance has led to a revised annual target of 2,550 at Q3	
Achieve £2.69m of leisure centre income (fees & charges)	£2.69m	£1,702m	Income is slightly below cumulative Q3 target (approx. -£12k), however due to forecasted growth in health and fitness and 'Learn2Swim' we are expecting to achieve annual targets.	
Achieve 2,540 'Learn2Swim' children memberships	2,600 (target revised from 2,540 at Q3)	2,654	Continued growth has led to a revised target of 2,600. Direct Debit members account for 68% of total numbers	
Enable 300 targeted people to participate in new activities or initiatives offered from community venues	500 (target revised from 300 at Q3)	455	Targeted groups in Q3: disabled people (8); older people (40); women and girls (78). Exceeded target with women due to 'first time' runners with parkrun, therefore target revised to 500 at Q3.	
Achieve 556 referrals signed up to Take That Step programme	556	413	Referrals continue to be made at a rate of 15-20 per week following scheme remodelling. Also meeting weight loss targets.	
Allocate £0.125m to sustainable initiatives	£125,000	£125,000	The full grant budget was allocated and agreed by Cabinet on 7 July 2015	

Q3 Council Business Plan Performance 2015/16

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
Ensure that 85% of Section 106 Agreement funds are allocated at any given time	85%	82.50%	Allocation to date Q1 = 91%, Q2 = 86%, Q3 = 82.5% The allocation percentage has slightly dropped as 3 significant amounts have not been allocated from developments in Linton on Ouse, Bedale and Easingwold. Refreshed action plans for Easingwold and Bedale have been produced and go to Cabinet on 1 Dec and 12 January respectively. An action plan is required for Linton on Ouse. Achievement of annual target is envisaged.
Determine the planning application for the North Northallerton Sports Village by October 2015	100% Oct 2015	To be reported in Q4	Dealt with as part of hybrid planning application at committee on 12th November. Post committee processes have not been completed. We have a Planning Committee resolution and are trying to complete a legal agreement with the applicants so we can grant permission in January.

Other activity and items of interest for this Priority during Quarter 3		
Legal Services		Assisted Communities and Leisure in facilitating the legal documentation for the Santa Fun Run fundraising event for Herriot Hospice Homecare Charity on Stone Cross recreational land.
Leisure & Communities	Sports Awards	130 people attended the event with Chris Tomlinson as guest speaker and Kate Fox, performance poet
	Parish Liaison	Meeting held on 19 November attended by 32 parish councils

PRIORITY – Caring for the Environment

<p>Purpose:</p> <ul style="list-style-type: none"> - Improve efficiency of waste collections and recycling - Improve customer satisfaction - Reduce CO2 and improve energy efficiency 	<p>Outcome:</p> <ul style="list-style-type: none"> - Efficient collection rounds with fit for purpose fleet - Decreased landfill waste - Improve service to customers - Environmental Sustainability 		
<p>Indicator</p>	<p>Target / Benchmark</p>	<p>Quarter 3 Cumulative</p>	<p>Q3 Actions / Comment</p>
<p>To achieve a minimum customer satisfaction rating of 90% in respect of the Council's waste collection services.</p>	<p>90%</p>	<p>95%</p>	<p>Result represents ratings of Good - 66%, Satisfactory - 29%; customer satisfaction will be measured again during 2016/17 once the new service is bedded in.</p>
<p>Reduce kerbside collected residual waste to 400 kg/per head/year by 2017. (405kg 14/15).</p>	<p>400kg</p>	<p>304.9 kg est</p>	<p>Reported quarterly in arrears - Recycling Officer confirmed Q1= 109.9kg, Q2 = 104kg est, Q3 = 91kg est. Waste Data Flow / NYCC reporting procedure was under review to determine whether or not street sweepings collected using our mechanical sweepers can be re-used to cover landfill sites. Waste Data Flow have now confirmed the tonnages can be included within our declaration. This will take some time to recalculate but aim to report revised, potentially increased, figures in Q4.</p>
<p>Increase the recycling rate to 53% by 2017 (<i>including composting</i>)</p>	<p>53%</p>	<p>49% est</p>	<p>Reported quarterly in arrears. Q1 = 53.6%, Q2 = 52% est, Q3 = 49% est. To be achieved by new collection method. Waste Data Flow / NYCC report procedure under review</p>
<p>All existing households (100%) to receive a service by the end of March 2016.</p>	<p>100%</p>	<p>98%</p>	<p>Includes communal sites e.g. flats and more rural and difficult to access properties e.g. A1, A19</p>

Q3 Council Business Plan Performance 2015/16

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
Reduce the Council's carbon footprint year on year	1%	N/A	Current strategy focus is on reducing energy usage. Await outcome of Government consultation on renewables to develop future strategy and initiatives.

Other activity and items of interest for this Purpose during Quarter 3

Customer Services & Communications	Recycling scheme	<ul style="list-style-type: none"> Communications plan commenced and customer queries received concerning new recycling scheme. Majority being dealt with at first point of contact. Resourcing report with Management Team for approval as expected spike in contacts during implementation will impact on Customer Services service levels and potentially customer satisfaction levels.
Design & Maintenance	Environment	<ul style="list-style-type: none"> Installation of first tranche (50 lanterns) of low energy LED lighting being installed throughout the District, with plan being developed for further installation.
	Markets	<ul style="list-style-type: none"> Additional markets arranged for Christmas Eve in Northallerton and Bank Holiday Monday (28th Dec) in Thirsk
	Car Parking	<ul style="list-style-type: none"> Free parking in District Council car parks arrangements planned for Thursdays in December and all days 25th Dec to 1st Jan inclusive
Waste & Street Scene	Events	<ul style="list-style-type: none"> Support to the Northallerton Bonfire at the Applegarth and Christmas lights switch on at Thirsk
	Culture Survey	<ul style="list-style-type: none"> Survey (Behavioural analysis) completed, awaiting report.
	HSE table-top audit	<ul style="list-style-type: none"> Audit completed (back office), frontline staff to be seen in December 2015 by Health & Safety Officer and will be reported in Quarter 4.

Q3 Council Business Plan Performance 2015/16

PRIORITY – Providing a Special Place to Live

Purpose:	Outcome:	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
<ul style="list-style-type: none"> - Provide an adequate amount of housing to meet the housing needs of all the local community - Provide support to residents to prevent homelessness - Support people to lead independent lives 	<ul style="list-style-type: none"> - Housing sites are made available for market and affordable housing - Achieve affordable housing and appropriate housing mix - Provide financial support for residents to live in the district independently 	5 yrs	5 yrs	This reflects the Council's position as a result of the Easingwold appeal October 2015. For the future, a Strategic Housing Market Assessment has been commissioned which will provide an Objectively Assessed Need figure as a starting position from which we will then agree a Housing Target for the Local Plan. This will have regard to the Council's economic growth aspirations for inclusion in the Preferred Options Document which is due to go to consultation in September 2016.
<p>Indicator</p> <p>Maintain, each year, a minimum 5-year supply of deliverable housing sites</p>		5 yrs	5 yrs	This reflects the Council's position as a result of the Easingwold appeal October 2015. For the future, a Strategic Housing Market Assessment has been commissioned which will provide an Objectively Assessed Need figure as a starting position from which we will then agree a Housing Target for the Local Plan. This will have regard to the Council's economic growth aspirations for inclusion in the Preferred Options Document which is due to go to consultation in September 2016.
Deliver a total of 170 affordable homes (<i>including 12 rural</i>)		170 (100%)	72 (42.35%)	Q1 total 34, Q2 total 9, Q3 to 30 Nov total 29: Northallerton (13), Aiskew (4), Carlton Miniott (8), Easingwold (4) The majority of affordable homes are delivered by Section 106 and the market and developers' build rates therefore impact delivery rates. Investigations are in progress with Legal Services to determine whether Section 106 clauses can be developed to help increase delivery rates.
Deliver a total of 12 affordable homes in rural locations		12 (100%)	27 (225%)	Q1 total 11, Q2 total 4, Q3 to 30 Nov total 12 Aiskew (4) and Carlton Miniott (8)
Complete consultation on issues and options for the new Local Plan by March 2016		100% Mar 2016	N/A	To be reported in Q4 Consultants appointed and work underway with target 1 December Cabinet for approval of document

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
Achieve 480 homelessness preventions	480	402	Q1 total 165, Q2 total 130, Q3 total to 31/12/15 107 preventions achieved - 39 by Housing Options Team, 18 by Citizens Advice Bureau & 50 by Foundation
Achieve 100% financial year spend on Disabled Facilities Grants applications	100% (£271,101k)	£151,721 (55.99%) @ 31/12/15	Spend has slowed down significantly to date in Q3 but the Home Improvement Agency has given assurance that 100% spend will be achieved. £101,866 committed at 31 Dec. Spend fluctuates through the year but monitored via quarterly meeting with the Home Improvement Agency (HIA).
Process new housing benefit claims within 20 days in line with North Yorkshire authorities	20 days	22.8 days	Both these targets have been impacted by - larger volume of cases processed - staff vacancy from October 2015 Since September processing time for new claims has continued to reduce month on month with November seeing the best in month achievement of 17.6 days for Housing Benefit (Q1 = 22, Q2 = 25 days) and 19.54 for Council Tax Reduction which is within the 20 days target. (Q1 = 24, Q2 = 27 days) The National Average is 24 days.
Process new council tax claims within 20 days in line with North Yorkshire authorities	20 days	20.8 days	Despite the vacancy, changes of circumstance remained above target and static at 6 days.
Process housing benefit changes in circumstance within 7 days in line with North Yorkshire authorities	7 days	6 days	Despite the vacancy, changes of circumstance remained above target during Q3. It should be noted that staff time is still required to process changes in circumstances relating to 'old' Council Tax benefit i.e. prior to 1/4/2013. To date in this current financial year 2015/16, just under 1500 days has been spent on processing these 'old' changes, time which is not accounted for within this KPI.
Process council tax changes in circumstance within 7 days in line with North Yorkshire authorities	7 days	4 days	

Indicator	Target / Benchmark	Quarter 3 Cumulative	Q3 Actions / Comment
To detect and prevent the amount of housing benefit and council tax fraud & error against a target of £50,000.	£50,000	£140,186	<p>Department for Work & Pensions (DWP) investigations have identified £37,255 of Housing Benefit (HB) overpayments and £4,575 in Council Tax Benefit, which links to £4,796 Council Tax Reduction (CTR).</p> <p>The national fraud initiative has identified overpayments worth £21,828</p> <p>The Housing benefit-matching referrals identified £14,864 HB and £4,518 CTR overpayments.</p> <p>The Fraud and Error Reduction Incentive Scheme (FERIS) which measures the reduction in weekly HB entitlement as opposed to overpayments, records performance for the period April - Aug 2015 as £52,800. Figures for September are not released by DWP until December 2015. Quarter 3 performance will therefore not be reported until March 16.</p> <p>Please note this target was an estimate due to the transfer of investigation services to DWP and the embedding of the new process.</p>

NEW CLAIMS PROCESSING TIMES in days (recorded in arrears)

North Yorks Region	2014-15		Q1		Q2		Q3		Q4	
	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit
Craven	21.69 (Q3)	25.13 (Q3)	22.78	51.87	26.46	26.12	26.13	28.93		
Harrrogate	37.05	28.40	39.19	24.52	44.62	23.10	20.48	20.20		
HAMBLETON	24.80	25.19	23.84	22.23	27	25	20.25	20.55		
Scarborough	18.31	20.74	19.69	21.47	16.63	19.63	14.86	17.11		
Selby	22.50	21.42	20.14	19.53	15.03	14.36	19.64	16.10		
Richmondshire	45.53	34.73	41.31	35.80	50.11	45.44	40.80	32.88		
Ryedale	35.83	35.24	24.15	21.46	27.37	26.02	24.13	22.0		

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

North Yorks Region	2014-15		Q1		Q2		Q3		Q4	
	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit	C/Tax	H/Benefit
Craven	7.11 (Q3)	9.01 (Q3)	7.88	10.10	9.51	12.39	11.34	16.49		
Harrogate	6.46	5.76	6.88	6.85	5.43	5.98	6.8	7.70		
HAMBLETON	5.16	7.10	4.74	5.57	5	6	3.88	5.13		
Scarborough	5.81	5.63	7.05	7.69	6.15	6.97	5.08	5.84		
Selby	5.71	5.29	4.48	4.96	3.54	4.04	3.63	4.19		
Richmondshire	6.49	5.82	10.48	10.9	8.36	8.99	12.86	13.39		
Ryedale	7.07	8.24	4.85	5.80	6.75	7.74	5.23	5.87		

Other activity and items of interest for this Priority during Quarter 3

Customer Services & Communications	Local Plan
ICT	<ul style="list-style-type: none"> Work commenced to support Planning Policy with the replacement Local Plan – considerable graphics, web and communications support resource provided
Strategic Housing	<ul style="list-style-type: none"> Became one of the leading Councils to migrate database infrastructure from SQL Server 2005 to SQL 2012; this enables HDC to utilize the latest technology including Disaster Recovery facility Attended Regional and sub regional briefing re: refugees (9th October & 6th November) <ul style="list-style-type: none"> Attended Hambleton /Richmondshire Domestic Violence Forum (Nov) Attended National Housing Federation Rural Housing Conference (Nov)

HAMBLETON DISTRICT COUNCIL

Report to: Scrutiny Committee
25 February 2016

Subject: REVIEW OF RISK MANAGEMENT

All Wards

1.0 PURPOSE AND BACKGROUND:

- 1.1 The Council has a robust risk management process in place which includes a comprehensive risk register. The risk register contains both operational and strategic risks; 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 timescales and 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 measured and that suitable actions are undertaken to mitigate the effect of each risk, Scrutiny Committee will receive a quarterly report to monitor these. Audit, Governance and Standards Committee will receive reports on strategic risks on an ad-hoc basis only if a change occurs.
- 1.4 An extract from the risk register showing the current schedule of strategic risks together with their score and mitigating actions is presented in Annex 'A'.

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 and note the strategic risks affecting the Council and the actions that are in place to mitigate the impact upon the Council of each risk.

JUSTIN IVES

Background Papers: Annual Review of the Risk Management Strategy – Audit
Department Quarterly Risk Register Review

Ref: JI

Contact: Justin Ives
Director of Support Services and Deputy Chief Executive
Direct Line No: (01609) 767022

Author ref: Louise Branford-White
Head of Resources
Direct Line No: (01609) 767024

Scrutiny Review of Risk Management 2015-16 Q3

Risk ID	Risk Name	Mandatory (cannot be closed)	Org Level	Risk Category	Status	Likelihood / Impact	Score	Risk Level	Service	Service Director	Risk Manager	Action Plan
394	The Shared Services exit strategy needs to take account of difficulties faced when separating individual shared services to avoid unexpected cost and complications to both councils.		Strat	Customer / Citizen, Reputational	Active	5x5	25	High	Corporate Finance	Justin Ives	Phil Morton	Programme of repatriation of Service Level Agreements. Case by case examination of costs and impact. 1 Service Level Agreement remains : Disabled Facility Grants (DFG) administration until 29 February 2016.
227	Unable to access HDC services due to ineffective individual business continuity plans leading to loss of service.		Strat	Partnership/ Contractual, Customer/Citizen, Economic, Financial, Health & Safety, Legal, Reputational, Social	Active	4x5	20	High	Cust Services & Comms	Dave Goodwin	Dave Goodwin	Following recent audit and working with Veriteau 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 Section 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.
617	The operation of Waste Management does not support opportunities for an improved service, failing to achieve the anticipated benefits of improved recycling, customer satisfaction, Health & Safety and cost efficiencies.		Strat	Customer / Citizen, Environmental, Health & Safety, Reputational	Active	4x5	20	High	Waste & Street Scene	Mick Jewitt	Gary Brown	Engage technical expert support to undertake detailed modelling and options appraisal for the Council so that decisions taken on future service design are in the best interests of the Council & tax payers
115	Market conditions or ineffective spatial planning leads to a reduction in new homes completions and results in the Council not meeting its new homes target and consequently New Homes Bonus & Council Tax receipts.		Strat	Reputational	Active	5x3	15	High	Planning	Mick Jewitt	Mark Harbottle	Progress a new Local Plan for the period up to 2035 that reflects current government guidance and provides a good range of deliverable housing sites. Also work closely with developers to bring sites forward. Regular performance monitoring and good project management.
638	The Council is not prepared for future developments that will impact on Waste Management such as increased dwelling stock, changes to Waste Regulations and Allerton Waste Recovery Park, leaving Council exposed to higher costs for its waste management services; failure to follow a process that demonstrates regulatory compliance also puts the Council at risk of challenge.		Strat	Customer / Citizen, Environmental, Financial, Reputational	Active	3x5	15	High	Waste & Street Scene	Mick Jewitt	Gary Brown	These aspects will form part of the project brief to mitigate as far as possible these risks to the Council
416	Significant reductions in government grant leading to the inability to sustain council services at the current level.		Strat	Financial, Reputational	Active	3x4	12	High	Corporate Finance	Justin Ives	Justin Ives	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	Active	3x4	12	High	Strategic Housing	Mick Jewitt	Sue Walters-Thompson	Affordable housing targets and thresholds to be reviewed as part of work on new Local Plan. RHE focus on delivery via exception sites that are not reliant on market
600	The introduction of Universal Credit and transfer to DWP- payments leads to a likely reduction in Govt admin grant revenue.		Strat	Financial	Active	4x3	12	High	Revenues & Benefits	Justin Ives	Louise Branford-White	Closely monitor developments to gauge rollout timing & impact; employ project planning & close budget monitoring.

Risk ID	Risk Name	Mandatory (cannot be closed)	Org Level	Risk Category	Status	Likelihood : Impact	Score	Risk Level	Service	Service Director	Risk Manager	Action Plan
615	Cancellation of Bedale Gateway Car Park project leads to long-term damage to local economy through loss of visitors and trade.		Strat	Economic, Reputational	Active	3x4	12	High	Design & Maintenance (incl Public Lighting)	Justin Ives	Clive Thornton	Risk assessment reported to Cabinet 2 Dec 2014. The risk remains until the Bedale Learning Bar bypass is constructed and Council has reviewed the need for a Gateway Car Park, timescale end 2016
81	Financial double drop recession/further credit crunch and further legislative change leads to fewer planning applications and therefore reduced income		Strat	Financial	Active	5x2	10	Med	Planning	Mick Jewitt	Mark Harbottle	Regular budget monitoring and reporting of the position.
443	Failure to implement the Councils Information Strategy leads to violation of Data Protection Act resulting in possible fine by the Information Commissioner and/or failure to make decisions leading to legal challenge	M	Strat	Customer / Citizen, Financial, Legal, Reputational	Active	3x3	9	Med	ICT (inc. Reographics)	Justin Ives	Justin Ives	Existing action plan and information strategy being reviewed, includes: Policies being updated & redistributed; published on the intranet; All staff retrained on Data Protection, Members training sessions
556	Ministerial Statement 28 Nov 2014 amending & extending Section 106 planning obligations, reduces ability to secure affordable housing on small sites.		Strat	Customer/Citizen ,	Active	3x3	9	Med	Strategic Housing	Mick Jewitt	Sue Waiters-Thompson	Decision ruled unlawful by the High Court so currently can have no effect. However, Government has lodged appeal which will be heard in March 2016.
139	Failure of the Safer Hambleton Local Delivery Group leads to non-compliance with statutory regulations		Strat	Legal	Active	2x4	8	Med	Business & Economy	Dave Goodwin	Helen Kemp	Review effectiveness of plan and partnership during 2015/16
383	Failure to review and update emergency plans leads to inadequate response.		Strat	Customer/Citizen, Environmental, Financial, Reputational	Active	2x4	8	Med	Cust Services & Comms	Dave Goodwin	Dave Goodwin	HDC to maintain review process with NYCC Emergency Team
388	Lack of investment in ICT infrastructure causes inability to maintain systems leading to inability to deliver services effectively.		Strat	Economic, Reputational	Active	2x4	8	Med	ICT (inc. Reographics)	Justin Ives	Justin Ives	The Capital programme for investment in ICT infrastructure has been reviewed.
461	Failure to implement the Councils Equalities and Diversity Policy leads to potential discrimination and legal action which could have adverse publicity and fines to the Council		Strat	Legal, Reputational	Active	2x4	8	Med	Corporate Finance	Justin Ives	Saskia Calton	The majority of HDC staff undertook and completed the Equality & Diversity eLearning module during 2015. HR is reviewing future Equality & Diversity training delivery as part of a comprehensive learning & development review.
225	Failure to manage Capital Programme leading to inability to deliver Council Services efficiently and effectively		Strat	Financial, Reputational	Active	2x3	6	Med	Corporate Finance	Justin Ives	Justin Ives	Monthly review and management of Capital Programme
619	Partner(s) pulling out during the affordable homes programme and/or completion of fewer homes than expected increasing the unit cost and some providers reaching the 'cap', leading to potential shortfall in contribution		Strat	Partnership/ Contractual, Customer/Citizen, Reputational	Active	2x3	6	Med	Strategic Housing	Mick Jewitt	Sue Waiters-Thompson	Funding partners signing up to a formal 3-year Service Level Agreement with option to leave with 12 mths notice; scope to generate more income through increased consultancy work. Programme widened to East Riding to secure further funding through LEP.
78	Accident/incident involving staff whilst on site leads to work backlog and possible insurance claim against the Council		Strat	Health & Safety	Active	1x4	4	Low	Planning	Mick Jewitt	Mark Harbottle	Site visit protocols, appropriate training and issue PPE (Personal Protection Equipment).
377	Failure to ensure that Risk Management is undertaken results in failure to manage risks resulting in negative outcome for the Council.		Strat	Customer / Citizen, Reputational	Active	1x4	4	Med	Corporate Finance	Justin Ives	Louise Branford-White	Annual review of Risk Management Guide including feedback from insurance broker on suitability of process and contents of register.
142	Failure of Veritau Audit Partnership resulting in loss of internal audit coverage at Hambleton leading to potential exposure to risk		Strat	Partnership/ Contractual	Active	1x2	2	Low	Corporate Finance	Justin Ives	Justin Ives	Option to bring the service back in-house
522	Failure of the Council's website removes the principal communication and compliance tool, blocks transparency and denies residents' payment facilities and emergency information resource, leading to reputational, legal and financial loss.	M	Strat	Customer/Citizen, Financial, Legal, Reputational	Active	1x2	2	Low	Cust Services & Comms	Dave Goodwin	Sandra Hall	Website hosted and supported offsite to minimise risk.

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HAMBLETON DISTRICT COUNCIL

Report To: Scrutiny Committee
25 February 2016

Subject: HEALTH AND SAFETY QUARTER 3 2015/16

All Wards

1.0 PURPOSE AND BACKGROUND:

- 1.1 The Council's Health and Safety Policy was revised in May 2015 and is reviewed on an annual basis. It details the health and safety roles and responsibilities within the Council and it states that Scrutiny Committee scrutinises the District Council's health and safety performance when appropriate.
- 1.2 Therefore Scrutiny Committee, within the management of effective health and safety, is provided with:
- a copy of the Corporate Health & Safety Plan to be monitored and reviewed on a quarterly basis
 - a copy of the Health & Safety Annual Report to be monitored and reviewed at the end of each year.
- 1.3 The Corporate Health & Safety Action Plan is attached at Annex A.
- 1.4 The Plan shows that most issues have started and milestones are being achieved. There are three areas which register that there is no progress at zero and these are explained below:
- 1.4.1 Health and Safety Arrangements – 2.4 – A priority based programme for the development of a documented safety management system is in progress and all arrangements are being allocated to a responsible person for review and a schedule of completion dates is being collated. This will be reported to the next Corporate Health and Safety Group meeting in May 2016. A gap analysis has also occurred in order to bring this system up to date.
- 1.4.2 Inspection and monitoring – 3.1 – An inspection monitoring programme is being set up by Heads of Service in quarter 4 to assess the implementation of Departmental plans across the authority and to ensure they are being achieved. The Public and Employer Liability Insurers are also carrying out a risk assessment review in February 2016 on health and safety to explore how the organisation manages employee health and safety. This will be reported back to Scrutiny Committee.
- 1.4.3 Continuous Improvement – 4.2 – The 2015/16 Health and safety Annual report will review the corporate health and safety plan and report progress to Scrutiny Committee.

2.0 LINK TO COUNCIL PRIORITIES:

- 2.1 The Health and Safety Executive, the enforcement body for Health and Safety, recommends that the Council reports on Health and Safety on a regular basis.

3.0 CONCLUSIONS:

3.1 The Council continues to have an on-going emphasis on a sensible, risk-based approach to health and safety which minimises the risks to staff but is also mindful that Council services need to be delivered in a cost effective way. Effective health and safety management can have financial benefits due to reduced sickness absence, lost time and minimised damage to equipment.

4.0 RECOMMENDATION:

4.1 It is recommended that the Scrutiny Committee considers the Health and Safety Action Plan at Quarter 3 2015/16.

JUSTIN IVES

Background papers: Health and Safety documents from 2015/16

Contact: Justin Ives
Executive Director & Deputy Chief Executive
Direct Line No: (01609) 767022

Author ref: Louise Branford-White
Head of Resources
Direct Line No: (01609) 767024

The initials of the person or persons leading the action are first. The initials of persons assisting are in brackets.

Item	Issue	OUTCOME	ACTION	DATE Due by	LEAD RAG	Milestones Achieved Monitoring 0-4 (1-started; 4 - completed)	Resources / Comments
1. PLAN – DETERMINING HEALTH AND SAFETY POLICY AND PLANNING FOR ITS IMPLEMENTATION IN HAMBLETON DISTRICT COUNCIL							
1.1	Health & Safety Policy	Revised health and safety policy developed and adopted	CX/CD to sign and adopt revised policy	05/15	CX (CMT)	4	Signed off by PM 27/5/15
1.2	Planning for Health & Safety	Plans are in place to deliver this plan and any additional health and safety requirements at Directorate/service level	Directorate plans are developed and implemented	05/15	CD HS	4	Sub Group plans in place and being implemented
1.3	Organising for Health & Safety	Revised health and safety policy communicated ensuring staff and others are aware of the objectives and individuals' responsibilities	Briefings held at all management team meetings	06/15	CD HS	4	Policy communicated through email (HS), first Friday managers meeting, manager briefings, insight article and poster displayed
			Briefing held at first Friday managers meeting	06/15	DP	4	
1.4	Measuring Health & Safety	Clear approach to the measurement of health and safety performance	Health and safety to be incorporated in appraisal process	06/15	CD HS (HR H&S)	2	May still need to be progressed
			Agree how health and safety performance will be measured.	10/15	HSG	4	HSG agreed to assess performance including delivery of plans, H&S policy objectives and accident data.
1.5	Emergency arrangements and co-ordination and co-operation with others who share our workplaces	Emergency procedures are in place for all property and protocols are in place for co-operation and co-ordination with other employers sharing HDC properties	Review and test procedures in place to cover all significant emergencies (e.g. Fire, asbestos release, gas release, power cut etc.)	10/15	HS PM (D&M)	2	Sub Groups to address. On-going revision of fire procedures. Fire safety management arrangement agreed HSG 19/8/15
			Communicate and co-ordinate emergency procedures with other occupiers of property	10/15	HS PM (D&M)	2	Draft Asbestos arrangement on HSG 1/2/16

Item	Issue	OUTCOME	ACTION	DATE Due by	LEAD RAG	Milestones Achieved Monitoring 0-4 (1-started; 4 - completed)	Resources / Comments
1.6	Planning for changes in HDC and new legal requirements that apply to HDC	HDC is aware of all legal requirements affecting health and safety for their operations, including any new or revised requirements Health and safety is considered during changes to HDC services where there could be significant impact on health and safety.	Develop a health and safety legal register and update every April and October as new/revised legislation comes into force Identify significant changes, assess health and safety implications and implement change and management plan.	06/15 10/15 04/16 10/16 On-going	DP DP DP DP CD HS	4 4	Register on HSG agenda 19/8/15 Link to risk registers and reports to CMT and Council. On-going
2. DO – DELIVERING HEALTH AND SAFETY IN HAMBLETON DISTRICT COUNCIL							
2.1	Leading Health & Safety at work	Strong and effective leadership of health and safety within HDC	Corporate Directors to review their health and safety leadership actions with their Heads of Service using the IOD/HSE 'Leading health and safety at work' guidance Implement system to ensure escalation of risk to enable specific leadership actions to be considered and delivered.	10/15 06/15	CD HS (H&S) CD HS (H&S)	2 4	LGA Local Authority Effective Leadership Evaluation Matrix used by CDs and HS Link to risk assessment programmes and monitoring. In place through line manager to Head of Service to CD
2.2	Risk assessment programme	All significant health and safety risks are assessed in all services, with an annual review carried out Model office health and safety risk assessment developed for implementation in lower risk service areas	All service areas have a risk assessment programme that ensures all significant risks are assessed and reviewed in last 12 months Develop a model risk assessment for implementation in office services in HDC.	On-going 10/15	HS SM (H&S) DP LBW	2 4	Sub-groups to lead Model Assessment distributed at Support Services Sub group.

Item	Issue	OUTCOME	ACTION	DATE Due by	LEAD RAG	Milestones Achieved Monitoring 0-4 (1-started; 4 - completed)	Resources / Comments
2.3 Page 25		Fire safety risk assessment in place for all workplaces, with an annual review carried out	Actions from Fire safety risk assessments being implemented in all workplaces with reviews conducted in last 12 months	On-going	HS PM (D&M H&S)	2	Fire risk assessments dates being scheduled (Leisure and Business Centres agreed)
		Asbestos management plans (AMP) are in place for all workplaces with an annual review carried out.	Actions from AMP being implemented in all workplaces with reviews conducted in last 12 months.	On-going	HS PM (D&M H&S)	2	Asbestos management arrangement under discussion. D&M working on implementation.
		Legionella risk assessments in place for all workplaces, with an annual review carried out.	Actions from Legionella risk assessments being implemented in all workplaces with reviews conducted in last 12 months	On-going	HS PM (D&M H&S)	2	Legionella management arrangement under discussion. D&M working on implementation.
2.4		Employees are involved in risk assessments and decisions about H&S that affect them	Implement a system to engage employees in the risk assessment review process and implementation of H&S arrangements in their service area.	On-going	HS SM	2	Employee engagement in health and safety groups. Leisure employees more involved in H&S issues.
		Revised existing set of health and safety arrangements.	Review progress made against the health and safety arrangements review programme.	10/15	JL (H&S D&M HR)	3	Programme for review of H&S arrangements has been prioritised.
		Development of a documented safety management system	Conduct a gap analysis of the current safety management system. Establish priority based programme for the development of a documented safety management system	06/16 06/16	H&S JL (H&S D&M HR)	0 0	

Item	Issue	OUTCOME	ACTION	DATE Due by	LEAD RAG	Milestones Achieved Monitoring 0-4 (1-started; 4 - completed)	Resources / Comments
		Development and implementation of revised safeguarding arrangements	Review and update safeguarding arrangements	10/15	SL (HS)	2	Safeguarding panel developed.
2.5	Provision and maintenance of safe premises and equipment	Premises and equipment are maintained in a safe condition	Ensure a suitable inspection and maintenance programme is in place to ensure safe premises and equipment, which is subject to a dip sample.	On-going LBW to agree dates	D&M PM (H&S)	2	D&M to lead and report to Support Services sub group Procurement on-going
		All works are carried out by competent contractors in a safe manner	Ensure suitable contractor management arrangements are in place, which is subject to a dip sample.	On-going LBW to agree dates	D&M PM (H&S)	2	Procurement on-going contractors being monitored. Draft arrangement on HSG 1/2/16
2.6	Employee competence	All employees are competent to carry out their work safely and have adequate supervision	Conduct a health and safety training needs analysis in each service. Deliver the outcomes from the health and safety training needs analysis.	10/15 onwards	HS SM (H&S HR)	2	Support from HR training function HS training matrix Training delivered in CDM and Contractor Management March/April 2015
2.7	Access competent advice on Health & Safety	Comply with Management at Work Regulations and provide health and safety advisory service across HDC	Ensure competent advisory service is in place Ensure all directorates have access to competent advice	On-going	JL (H&S)	4	SLA in place with NYCC till September 2016
3. CHECK – MEASURING HEALTH AND SAFETY PERFORMANCE IN HAMBLETON DISTRICT COUNCIL							
3.1	Inspection and monitoring	Assessment of how well plans are being implemented, HS Policy objectives achieved and risks controlled	Establish inspection monitoring programme commensurate with risks in premises/services Collect data from inspection/monitoring to help review performance	09/15	HS SM PM (H&S)	0	Report in to HSG

Item	Issue	OUTCOME	ACTION	DATE Due by	LEAD	Milestones Achieved Monitoring 0-4 (1-started; 4 - completed)	Resources / Comments
3.2	Accidents, incidents and near misses	Ensure investigation of the causes of all accidents, incidents and near misses	All accidents, incidents and near misses to be investigated by manager and findings reported to Head of Service	On-going	HS SM (H&S)	2	Report in to HSG
3.3	Health & Safety auditing	HDC approach to health and safety auditing developed	Develop common approach to health and safety auditing in HDC	10/15	Jl HS H&S	1	HSG to consider via a task and finish group (consider external audit) Leisure audits being conducted.
4. ACT – REVIEWING HEALTH AND SAFETY PERFORMANCE IN HAMBLETON DISTRICT COUNCIL AND ACTING ON LESSONS LEARNED							
4.1	Health & Safety performance	Health and safety performance reviewed and reported	Review health and safety performance against plans, objectives and H&S arrangements. Report on health and safety performance	05/15 05/16 06/15 06/16	Jl CD HS (H&S) Jl (H&S)	4 4	2014/15 report to MT 20/5/15 and Scrutiny 2015/16 Q1,2 and 3 reports delivered On-going reports to HSG and sub-groups Annual H&S report to CMT and Scrutiny Committee
4.2	Continuous improvement	Improvements made to the health and safety management system	Agree actions to improve the health and safety management system Review corporate health and safety plan	06/15 06/15 06/16	Jl CD HS (H&S) Jl H&S	4 4 0	Incorporated in this plan and sub-group plans

Abbreviations **CX** Chief Executive **CD** Corporate Directors **Jl** Justin Ives **DP** Dominic Passman **HS** Heads of Service **SM** Service Managers **PM** Premises Managers
CMT Corporate Management Team **HSG** Health & Safety Group **H&S** Health & Safety Team **D&M** Design & Maintenance Team **HR** Human Resources

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