

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.
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. 18.2% 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	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:		
<ul style="list-style-type: none"> • 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

<p>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.</p>		
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
<p>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.</p>		
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>

Annex A

Q1 Council Plan Performance 2014/15

<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>Q1 Actions/comment</p>				
<p>Indicator</p>	<p>Quarter 1</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>2008/09</p>	<p>2009/10</p>	<p>2010/11</p>	<p>2011/12</p>	<p>2012/13</p>	<p>2013/14</p>
<p>Scope 1: Buildings gas & vehicle fuel</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 2: Buildings and public lighting electricity (public lighting on green tariff)</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 3: Business mileage (not fully monitored)</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.