

HAMBLETON DISTRICT COUNCIL

Report To: Scrutiny Committee
19 November 2015

Subject: COUNCIL PERFORMANCE 2015/16 (QUARTER 2)

All Wards

1.0 PURPOSE AND BACKGROUND:

- 1.1 The new Council Plan for 2015-2019 was adopted by Council in September and has been published. This is the second 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 2. 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.
- 1.5 Hambleton Highlights, the Council's annual performance review of 2014/15 was approved by Cabinet in September 2015 and published on the new website.

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, 91.2% of KPIs performed on or above target for Quarter 2, 8.8% fell significantly below target.
- 2.3 Of the KPIs successfully meeting their targets, the following three had the greatest level of achievement:

2.3.1 Enable 300 targeted people to participate in new activities or initiatives offered from community venues

At Q2 a total of 323 people from the key target groups of disabled people, older people, women and girls have participated in new activities and initiatives, surpassing the annual target.

2.3.2 To achieve a minimum customer satisfaction rating of 90% in respect of the Council's waste collection services.

The survey conducted in Q2 returned results of Good - 66%, Satisfactory - 29% a total of 95% against the target of 90%. Customer satisfaction will be measured again during 2016/17 once the new service is bedded in.

2.3.3 To detect and prevent the amount of housing benefit and council tax fraud & error against a target of £50,000.

Dept. for Work & Pensions (DWP) investigations identified £37,070 of Housing Benefit overpayments and £3,863 in Council Tax Benefit, with figures for error under the Fraud and Error Reduction Incentive Scheme (FERIS) for Q1 recorded as £32,000. This gives a total to date of £72,933, well in excess of the full year target. Figures are notified in arrears and not yet available for Q2.

2.4 Those KPIs not meeting their targets in Q2 are:

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

Target Q2 = 50% or 85 Actual Q2 = 43 or 25.3%

Total of 9 extra delivered in Q2 = Northallerton (5), Aiskew(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.

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

Target Q2 = 20 days Actual Q2 = 25 days

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

Target Q2 = 20 days. Actual Q2 = 27 days

The targets for both 2.4.2 and 2.4.3 have been impacted by

- larger volume of cases processed
- staff vacancy from April until mid-July 2015 when a new employee was recruited
- new staff member in training
- long-term sickness for the period June / August

In September processing time was reduced to 24 days for both Housing Benefit and Council Tax new claims. 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 Q2 against the Council Plan 2015-19, as detailed in Annex 'A'.

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Background papers:

Extended Management Team Report 2015/16 Quarter 2

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Council Performance Quarter 2 01 July – 30 September 2015

This report provides information on performance towards the Council Business Plan Priorities for the second quarter of 2015/16, as reported to the Extended Management Team on 2 November 2015.

Key Priorities:

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

Q2 Council Business Plan Performance 2015/16

| PRIORITY – Driving Economic Vitality | | | |
|---|--|---------------------------|---|
| Purpose: | Outcome: | Target / Benchmark | Q2 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 | | |
| Indicator | Quarter 2 Cumulative | Target / Benchmark | Q2 Actions / Comment |
| 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 | 9 | 15 | Continuing to promote graduate scheme, steady interest shown. |
| 100% of projects implemented this year in the Economic Strategy compared to target | 40% | 100% | 17 Projects in the Economic Strategy Delivery Plan for 2015/16 are being implemented. Q2 target 40%, Q3 target 30% and Q4 30%. |
| 100% of milestones met in key infrastructure project (Dalton Bridge). | 33.3% | 100% | 1 project milestone - Scheme Development completed 6th August. Q2 target 33%, Q3 target 33% and Q4 33% |

Q2 Council Business Plan Performance 2015/16

| Indicator | Target / Benchmark | Quarter 2 Cumulative | Q2 Actions / Comment |
|---|--------------------|----------------------|---|
| 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 will be reviewed in December |
| To achieve a level of Business Rate collection of 98% | 98% | 60.93% | This is an increase of 0.60% compared with 2014/15. In monetary terms the amount collected is £286,555 more as at this period in 2014. |
| To achieve a level of Council Tax collection of 98% | 98% | 59.19% | This is an increase of 0.03% compared with 2014/15. However in monetary terms the amount collected is £912,359 more than that collected in September 2014. Please note that taxpayers now have the option to pay over 12 months rather than the standard 10 months. |
| To ensure the actual amount of Business Rates collected against the budget is £26.9m in 2015/16 | £26.9m | £16.99m | The amount collected in Q2 is £6,696,865. The cumulative total of £16,987,412 represents an increase of £286,555 or 1.71% compared with Q2 September 2014 of £16,700,857. |
| To increase the number of major planning applications determined within 13 weeks, or as agreed with the applicant, to 70% | 70% | 90% | Increased use of extensions of time and better discussions with applicants / agents. |
| To increase the number of minor planning applications determined within 8 weeks, or as agreed with the applicant, to 85% | 85% | 92% | Increased use of extensions of time and better discussions with applicants / agents. |

Other activity and items of interest for this Priority during Quarter 2

| | |
|-------------------------------|---|
| Business & Economy | <p>Thirsk Industrial Estate Signage</p> <ul style="list-style-type: none"> 14 businesses agreed to contribute to the second sign, all artwork now agreed, sign to be erected first week in October 2015. |
|-------------------------------|---|

Q2 Council Business Plan Performance 2015/16

| Other activity and items of interest for this Priority during Quarter 2 | |
|--|---|
| Business & Economy | <p>Dalton Bridge</p> <ul style="list-style-type: none"> ▪ The following key activity has been completed: <ul style="list-style-type: none"> - Various press releases, community newsletters and a Community Engagement Event in August 2015. - Secured £288,000 from the Environment Agency July 2015 - Significant work done on establishing a Business Improvement District for Dalton Industrial Estate – Secretary of State Notification, analysis of business rates, geographical boundary defined, business plan prepared, businesses consulted and implementation programme developed - Detailed site investigation complete - Planning submission prepared, to be submitted in w/c 5 October 2015. - Significant work with the Environment Agency to agree design principles for the scheme. - Significant work with NYCC to manage the tender process for the construction phase ▪ Prospectus presented to Teesside University can work together to support local economic growth across the District. Teesside University have agreed to jointly bid with HDC for ERDF funding, first bid to be submitted 26 September 2015 |
| | <p>Teesside University Prospectus</p> <ul style="list-style-type: none"> ▪ Legal documents prepared on behalf of the Parish Council to set up agreements with landlords, supplier and businesses to implement the scheme. |
| | <p>Stokesley Wi-Fi</p> <ul style="list-style-type: none"> ▪ 16 businesses have taken up the offer of a subsidised membership with the Federation of Small Businesses (FSB), a partnership between HDC and FSB. |
| Planning | <p>Appeals</p> <ul style="list-style-type: none"> ▪ Tanton Road Housing Development appeal was upheld and the development will now proceed. |
| | <p>Neighbourhood Planning</p> <ul style="list-style-type: none"> ▪ A number of Neighbourhood Plan Areas have been designated, these are: <ul style="list-style-type: none"> - Appleton Wiske - consultation is underway on two possible sites - Huby - meeting took place on 24 August and draft plan is being prepared - Easingwold - currently consulting on Draft Plan - Ingleby Arncliffe – work has recently re-started ▪ Stokesley is due to be designated as a Neighbourhood Plan Area by Cabinet in October 2015 ▪ In addition meetings have taken place with Northallerton and East Harlsey in September 2015 |

PRIORITY – Enhancing Health & Wellbeing

| Purpose: <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 | Outcome: <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 | Target / Benchmark | Quarter 2 Cumulative | Q2 Actions / Comment |
| Generate 2,450 leisure centre health & fitness memberships | 2,450 year | 2,568 | The profile for Health & Fitness memberships fluctuates throughout the year; the target for March '16 is 2,450. We anticipate drop-off between now and Dec '15 and growth Jan to March '16. Our membership base is 193 higher than this time last year. |
| Achieve £2.69m of leisure centre income (fees & charges) | £2.69m | £1.256m | Income is on target – improving from Q1's 1.2% shortfall against target. |
| Achieve 2,540 learn to swim children memberships | 2,540 year | 2,624 | 3.3% up against target. 68% of members are now on Direct Debit. Work has started across all leisure centres to further develop this product and programme. |
| Enable 300 targeted people to participate in new activities or initiatives offered from community venues | 300_year | 323 | Targeted groups: disabled people (43); older people (29); women and girls (251). Exceeded target with women due to 'first time' runners with parkrun. New targets to be set for Q3 and Q4. |
| Achieve 556 referrals signed up to Take That Step programme | 556 | 298 | Referrals continue to be made at a rate of 15-20 per week following scheme remodelling |
| Allocate £0.125m to sustainable initiatives | £125,000 | £125,000 | The full grant budget was allocated and agreed by Cabinet on 7 July 2015 |
| Ensure that 85% of Section 106 Agreement funds are allocated at any given time | 85% | 86% | The Q2 allocation percentage is lower than in Q1 but still above target. 2 significant amounts have not been allocated from developments in Linton on Ouse and Bedale. An action plan is required for Linton on Ouse and a refreshed action plan is imminent for Bedale |
| Determine the planning application for the North Northallerton Sports Village by October 2015 | 100% Oct 2015 | N/A | To be reported in Q3 |

Q2 Council Business Plan Performance 2015/16

| Other activity and items of interest for this Priority during Quarter 2 | | |
|---|---------------------|---|
| Leisure & Communities | Safeguarding Policy | The Council's Safeguarding Policy has been reviewed and approved by Management Team |

Q2 Council Business Plan Performance 2015/16

PRIORITY – Caring for the Environment

| Purpose: <ul style="list-style-type: none"> - Improve efficiency of waste collections and recycling - Improve customer satisfaction - Reduce CO2 and improve energy efficiency | Outcome: <ul style="list-style-type: none"> - Efficient collection rounds with fit for purpose fleet - Decreased landfill waste - Improve service to customers - Environmental Sustainability | | |
|--|--|-----------------------------|---|
| Indicator | Target / Benchmark | Quarter 2 Cumulative | Q2 Actions / Comment |
| To achieve a minimum customer satisfaction rating of 90% in respect of the Council's waste collection services. | 90% | 95% | Result represents ratings of Good - 66%, Satisfactory - 29%; customer satisfaction will be measured again during 2016/17 once the new service is bedded in. |
| Reduce kerbside collected residual waste to 400 kg/pef head/year by 2017. (405kg 14/15). | 400kg | 213.9kg est | Reported quarterly in arrears. Recycling Officer confirmed Q1 at 109.9kg, with an estimated 104kg for Q2. |
| Increase the recycling rate to 53% by 2017 (including composting) | 53% | 52% est | Reported quarterly in arrears. To be achieved by new collection method. |
| All existing households (100%) to receive a service by the end of March 2016. | 100% | 98% | Includes communal sites e.g. flats and more rural and difficult to access properties eg A1, A19 |
| Reduce the Council's carbon footprint year on year | 1% | N/A | High level strategy to manage Council's carbon footprint being developed during Q3 and Q4 |

Other activity and items of interest for this Purpose during Quarter 2

| Design & Maintenance | Environment |
|---------------------------------|---|
| Event Support | <ul style="list-style-type: none"> ▪ Installation on trial basis, low energy LED (White) lighting in Bullamoor Park, Northallerton ▪ Support to the Northallerton High Street Festival held in September ▪ Support to the Former Northallerton Prison community visits |
| Waste Survey | <ul style="list-style-type: none"> ▪ Survey of residents undertaken and returns analysed with action plan developed where appropriate |

Q2 Council Business Plan Performance 2014/15

PRIORITY – Providing a Special Place to Live

| Purpose: <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 | Outcome: <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 | | |
|--|---|-----------------------------|---|
| Indicator | Target / Benchmark | Quarter 2 Cumulative | Q2 Actions / Comment |
| Maintain, each year, a minimum 5-year supply of deliverable housing sites | 5 yrs | 5.44 yrs | |
| Deliver a total of 170 affordable homes (<i>including</i> 12 rural) | 170 (100%) | 43 [25.3%] | Q1 total 34, Q2 total 9 - Northallerton (5), Aiskew(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%) | 15 (125%) | Q1 total 11, Q2 total 4 - Aiskew (4). |
| 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 |
| Achieve 480 homelessness preventions | 480 | 295 | Q1 total 165, Q2 total 130 - 81 by Housing Options Team, 18 by CAB & 31 by Foundation |
| Achieve 100% financial year spend on Disabled Facilities Grants applications | 100% (£271,101k) | 46.7% (£125,656) | The Q2 spend of £107,212 represents a major increase on the Q1 spend of £18,444 and further spend has been committed during Q2. Spend fluctuates through the year but monitored via quarterly meeting with the Home Improvement Agency (HIA). |

Q2 Council Business Plan Performance 2015/16

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|--|---------|---------|--|
| Process new housing benefit claims within 20 days in line with North Yorkshire authorities | 20 days | 25 days | <ul style="list-style-type: none"> ■ Both these targets have been impacted by <ul style="list-style-type: none"> - larger volume of cases processed - staff vacancy from April until mid-July 2015 when a new employee was recruited. - new staff member in training - long-term sickness for the period June / August. ■ In September processing time was reduced to 24 days for both Housing Benefit and Council Tax new claims ■ The National Average is 24 days. |
| Process new council tax claims within 20 days in line with North Yorkshire authorities | 20 days | 27 days | <ul style="list-style-type: none"> ■ In September processing time was reduced to 24 days for both Housing Benefit and Council Tax new claims ■ The National Average is 24 days. |
| Process housing benefit changes in circumstance within 7 days in line with North Yorkshire authorities | 7 days | 6 days | Despite the vacancy and long term sickness (which has now been resolved) changes of circumstance remained above target at 6 days during Q2, the same as in Q1. In the month of September performance was at 5 days which is an improvement on the previous month |
| Process council tax changes in circumstance within 7 days in line with North Yorkshire authorities | 7 days | 5 days | Despite the vacancy and long term sickness (which have now been resolved) changes of circumstance remained above target during Q2. |
| To detect and prevent the amount of housing benefit and council tax fraud & error against a target of £50,000. | £50,000 | £72,933 | <p>Department for Work & Pensions (DWP) investigations have identified £37,070 of Housing Benefit overpayments and £3,863 in Council Tax Benefit.</p> <p>Council Tax Reduction investigation with Veritau has only recently commenced so no outcomes as yet.</p> <p>Figures for error under the Fraud and Error Reduction Incentive Scheme (FERIS) for Q1 are recorded as £32,000. Figures are notified in arrears and not yet available for Q2.</p> <p>Total as at Q2 is inclusive of Q1 figure.</p> |

Q2 Council Business Plan Performance 2015/16

| Other activity and items of interest for this Priority during Quarter 2 | |
|--|---|
| Revenues & Benefits | <p>Landlord's Forum</p> <p>Supporting residents</p> <ul style="list-style-type: none"> ▪ Two members of staff attended the Landlords' forum in September to provide advice and information. ▪ Two cases where vigilance by members of staff has helped customers: <ul style="list-style-type: none"> a) A report of a suspected victim of financial abuse totalling £90,000 has resulted in formal action against the perpetrators b) the award of an unclaimed state benefit going back over a couple of years amounting to £3,500 which removed the need to grant discretionary housing payment and helped customer clear some debts |
| Strategic Housing | <p>Rural Housing Enabler</p> <ul style="list-style-type: none"> ▪ Rural Housing Enabler attended Parish Council Meetings at Hutton Rudby (14 Sept 2015) and Kirkby Fleetham (17 Sept 2015) ▪ Participated in 'Meeting the Challenge' Rural Housing Enabler sub-regional event Duncumbe Park on 23 Sept 2015 <p>Refugees</p> <ul style="list-style-type: none"> ▪ Migration Yorkshire and central Govt reviewing options regarding dispersal of Syrian refugees and asylum seekers; a joint press release was issued with other North Yorkshire local authorities 17 Sept 2015 and a Members briefing held. <p>Housing Options Team</p> <ul style="list-style-type: none"> ▪ Two members of the Housing Options Team participated in Gold Standard National Practitioners Conference 1-2 September 2015 including leading a best practice workshop. HDC awarded Bronze certificate and has now achieved three of the total 10 standards. ▪ Re-launched Hambleton's Landlords' Forum 29 Sept 2015 <p>Housing Strategy</p> <ul style="list-style-type: none"> ▪ Attended North Yorkshire, York and East Riding Housing Strategy Launch on 14 Sept 2015 |