

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'.

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Background papers:	Extended Management Team Report 2015/16 Quarter 3
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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

Q3 Council Business Plan Performance 2015/16

PRIORITY – Driving Economic Vitality				
Purpose:	Outcome:	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 	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 25 young people into local small businesses by April 2016 through Apprenticeships		15	11	Continuing to promote graduate scheme, steady interest shown.
Facilitate 15 graduates into Hambleton businesses by April 2016 through the Graduate Scheme		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.
100% of projects implemented this year in the Economic Strategy compared to target				

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 Northallerlerton 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

<p>Purpose:</p> <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 	<p>Outcome:</p> <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 				
<p>Indicator</p>	<p>Target / Benchmark</p>	<p>Quarter 3 Cumulative</p>	<p>Q3 Actions / Comment</p>		
<p>Generate 2,450 leisure centre health & fitness memberships</p>	<p>2,550 (target revised from 2,450 at Q3)</p>	<p>2,620</p>	<p>The profile for Health & Fitness memberships fluctuates throughout the year; good performance has led to a revised annual target of 2,550 at Q3</p>		
<p>Achieve £2.69m of leisure centre income (fees & charges)</p>	<p>£2.69m</p>	<p>£1,702m</p>	<p>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.</p>		
<p>Achieve 2,540 'Learn2Swim' children memberships</p>	<p>2,600 (target revised from 2,540 at Q3)</p>	<p>2,654</p>	<p>Continued growth has led to a revised target of 2,600. Direct Debit members account for 68% of total numbers</p>		
<p>Enable 300 targeted people to participate in new activities or initiatives offered from community venues</p>	<p>500 (target revised from 300 at Q3)</p>	<p>455</p>	<p>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.</p>		
<p>Achieve 556 referrals signed up to Take That Step programme</p>	<p>556</p>	<p>413</p>	<p>Referrals continue to be made at a rate of 15-20 per week following scheme remodelling. Also meeting weight loss targets.</p>		
<p>Allocate £0.125m to sustainable initiatives</p>	<p>£125,000</p>	<p>£125,000</p>	<p>The full grant budget was allocated and agreed by Cabinet on 7 July 2015</p>		

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

Q3 Council Business Plan Performance 2015/16

PRIORITY – Caring for the Environment			
Purpose:	Indicator	Outcome:	Q3 Actions / Comment
		Target / Benchmark	Quarter 3 Cumulative
<ul style="list-style-type: none"> - Improve efficiency of waste collections and recycling - Improve customer satisfaction - Reduce CO2 and improve energy efficiency 	To achieve a minimum customer satisfaction rating of 90% in respect of the Council's waste collection services.	90%	95%
Reduce kerbside collected residual waste to 400 kg/per head/year by 2017. (405kg 14/15).		400kg	304.9 kg est
			<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>Reported quarterly in arrears - Recycling Officer confirmed Q1= 109.9kg, Q2 = 104kg est, Q3 = 91kg est.</p> <p>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>
Increase the recycling rate to 53% by 2017 (<i>including composting</i>)		53%	49% est
All existing households (100%) to receive a service by the end of March 2016.		100%	98%
			<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>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: <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 3 Cumulative	Q3 Actions / Comment
Maintain, each year, a minimum 5-year supply of deliverable housing sites	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

	Local Plan
Customer Services & Communications	<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
ICT	<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
Strategic Housing	<ul style="list-style-type: none"> Partnering <ul style="list-style-type: none"> Attended Regional and sub regional briefing re: refugees (9th October & 6th November) Attended Hambleton /Richmondshire Domestic Violence Forum (Nov)
	<ul style="list-style-type: none"> Events <ul style="list-style-type: none"> Attended National Housing Federation Rural Housing Conference (Nov)