

THE OVERVIEW AND SCRUTINY COMMITTEE

28 OCTOBER 2013

PERFORMANCE MONITORING UPDATE – CHANGE PLANS MID YEAR 2013/14

REPORT OF THE LEADER

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RECENT REFERENCES:

[CAB2069](#) Adoption of the Winchester District Sustainable Community Strategy 2010 - 2020, 13 October 2010

[CAB2449](#) Revised Change Plans 2013/14, 13 February 2013

[CL86](#) Change Plans 13/14 – Revised Introduction, 20 March 2013

EXECUTIVE SUMMARY:

This report provides an update on the progress made against the actions that contribute to achieving the three outcomes of the Winchester District Community Strategy and also the corporate outcome of being an Efficient and Effective Council.

Attached as Appendix 1 is an update on the progress achieved so far in 2013/14 against the outcomes and areas important to the Council that are included in the Change Plans.

Appendix 2 provides an update on the data for a series of performance indicators that measure the progress being made in significant areas of work under the four outcomes and covers the period to the end of September 2013.

RECOMMENDATION:

That The Overview and Scrutiny Committee raises with the Leader or other relevant Portfolio Holder any issues arising from the performance information in this report and considers whether any items of significance be drawn to the attention of Cabinet.

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REPORT OF THE LEADER

1. Introduction

- 1.1 The Committee is asked to consider this report as part of its role in holding Portfolio Holders to account and monitoring the progress the Council is making towards the outcomes of the Winchester District Community Strategy and its corporate outcome of being an Efficient and Effective Council.
- 1.2 This report forms part of the regular performance and financial monitoring processes designed to check progress in delivering the Change Plans and performance against identified indicators.
- 1.3 The information provided in the appendices has been drawn from the Council's performance management system Covalent, with input from the officers accountable for specific projects and indicators.
- 1.4 The format and content of this report is regularly reviewed and refined to assist Members in maintaining a clear overview of the Council's performance in delivering agreed outcomes, and in those areas of its work which Members consider to be of particular importance to our residents. Feedback from the Committee is encouraged, to inform future improvements.

2. Appendix 1 – Change Plans 2013/14 Progress update

- 2.1 Appendix 1 to the report presents a brief update on the progress that has been made during the first half of 2013/14 against the priorities included in Change Plans. The Change Plans consists of a number of areas of importance under each of the Community Strategy outcomes which is supported by a small number of significant change actions and projects which were agreed at Council in February 2013 (Report CAB2449 21 February 2013 refers).

3. Appendix 2 - Key Performance Indicators 2013/14 update

- 3.1 Attached as Appendix 2 is an update on the performance against these indicators to the end of September 2013.
- 3.2 Regular updates to the performance indicators that are included in the Appendix are published on the Council's website and considered by the internal officer Performance Management Team

OTHER CONSIDERATIONS

4. COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

4.1 This report forms part of a system of performance and financial monitoring processes designed to check progress being made against Change Plans, which are the delivery programmes for the Community Strategy, and identified performance indicators which track progress in the three outcome areas.

5. RESOURCE IMPLICATIONS

5.1 As referred to within Appendix 1 to the report.

6. RISK MANAGEMENT ISSUES

6.1 This report provides Members with an update on the progress that has been made against the projects and programmes that contribute to achieving the outcomes of the Community Strategy. Scrutiny of this progress forms part of the wider corporate approach to risk management, by enabling Members to identify and explore areas where performance is below acceptable levels or difficulties which are preventing progress in delivering important projects. The Council's project management process requires a full risk assessment, providing further controls over risks associated with Change Plan activities.

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendix 1 Progress update against Change Plan outcomes 2013/14

Appendix 2 Performance Indicators – Update to 30 September 2013

Progress against 2013/14 Change Plans

The following pages summarise progress made against the significant areas under each of the outcomes included in the Community Strategy and that contribute to achieving the outcomes included in the Change Plans during the period ending 30 September 2013.

ACTIVE COMMUNITIES OUTCOME***Meeting housing need in our district***

- The New Homes Delivery programme has 3 schemes (13 units) on site. The Programme is currently focussing on 3 major developments to deliver up to 100 units by 2016. An update on programme is planned for Cabinet in December.

Proposals for general needs developments at Victoria House, Winchester and Stanmore Lane (old New Queens Head site) are currently being worked up with potential start on site planned for mid 2014.

Proposals for new 50 unit Extra Care housing scheme will be submitted to Cabinet in December. Government grant has been received (via Sentinel Housing) for the scheme, which will also be part funded by HCC.

- In response to the National “No Second Night Out” campaign to address rough sleeping, £120k Government grant was received to address “single non statutory homelessness”. The Trinity Centre has been commissioned to develop a “personalised budget” programme which has helped 30 individuals to avoid rough sleeping this year.

Also, 5 severe weather emergency bed spaces have been made available in partnership with Winchester Churches Nightshelter.

- Programmes to maintain existing Council homes are all on track. Spend on kitchens/bathrooms and heating systems both on budget.
- As part of the Loft Conversion/Extension programme, 9 conversions have been commissioned although some works may continue into 2014/15.

Helping communities plan their future

- The Stanmore Planning Framework was completed, and Cabinet endorsed the vision in September, as well as committing the three new housing schemes recommended in the Framework. Further developments now taking place with community groups in Somers Close and the former library building on Wavell Way.
- Denmead Neighbourhood Plan – City Council officers continue to offer assistance to the Neighbourhood Plan Steering Group which has been progressing various areas of work and consultation. There was a joint workshop regarding potential site allocations in September and the Steering Group expect to consult on proposed site allocations in November 2013.

- Other community plans for Chilcomb, Wickham, Northington and St Barnabas & Harestock have been finalised with support from the Council.
- Winchester Area Community Action has been commissioned to set up North of Winchester Community Forum to provide a channel through which to discuss responses to current local issues such as the development of Barton Farm and the need for community facilities.
- Market Towns Development programme has begun very positively, with funding from the Council, Government and three parishes. Local action plans are being shaped by local business communities, working with amenity groups such as residents' associations.

Creating mixed communities which support people at all stages throughout their lives

- In response to the Welfare Reform changes, a Money/Benefits Advice service has been developed for Council tenants. Specific targeted advice and support has been offered to all affected. The "Wise Move" scheme to promote downsizing has been very effective with 30 moves already supported and 9 more in the pipeline.
- Voluntary sector support needs study commissioned in-hand to determine how best to help the community groups who provide much of this front line support for residents. Comprehensive qualitative consultation underway, with Cabinet report planned for December.
- Fully booked event for voluntary organisations organised by officers in April, offering practical help for securing funding to make them more resilient and better able to respond to growing need from the community.

Supporting our communities by:

- Encouraging healthy and active citizens
 - Working with others to support troubled families
 - Supporting old people
 - Helping residents feel safe at home and on our streets
- **Street Briefs** – the aim of a street brief is to respond to public concerns about crime & ASB by providing public reassurance and high Vis patrols to residents in specific areas. The above team joined other partners in Bishops Waltham, Hambledon, Old Park Farm (West of Waterlooville) to speak to local residents by knocking on doors, setting up a gazebo on the street and providing surveys for completion.
 - **Targeted Patrols/ Operations** – In response to identified crime & disorder 'hot spots' the team has supported police operations in relation to a number of issues to include; Rural crime, Anti-Social Behaviour and Neighbourhood issues. The operations have been undertaken in a variety of areas; Compton Lock, Stanmore, City Centre, Denmead, Kingsworthy, Harestock and Winnall
 - **Environmental Visual Audits (EVA)** - the aim of an EVA is to identify and agree a partnership plan of action to try and resolve emerging problems in ASB,

environmental and housing related issues. A number of Community walkabouts have been undertaken in partnership with housing, elected members and community representatives in a variety of areas which include Whiteley, Knowle, Denmead, Stanmore, Weeke, Winnall & Highcliffe.

- **Attendance at Community events** with the overall aim of putting in place adequate resources to alleviate problems that may lead to ASB, crime & disorder by offering professional crime prevention advice and also to encourage communities to engage with partner agencies and take responsibility for the area that they live in. Example's of the activity include; Stanmore Party in the park, Protect your pooch (in Winnall, Stanmore, Whiteley, Cheriton and Weeke), A summer activity event for young people in Whiteley (Whestival), Love where you live in Stanmore, Winnall Community Games and supporting key village events e.g. Bishops Waltham show

Leaving a sporting legacy from 2012

- 2012 Legacy Framework produced by the Sports and Physical Activity Alliance (SPAA).
- New Sports Grants programme introduced – first tranche fully allocated, and second tranche applications closing shortly. SPAA assists with evaluation to ensure that applications meet Legacy Framework objectives.
- Two large-scale cycling events (Fun Day in June and Criterium in August) held, with good attendance and feedback. They also encourage use of the Hockley Viaduct as a new walking/cycling leisure route.
- Work being completed on built facilities review to identify future partnership/development opportunities and create evidence base for spatial planning purposes.
- Major project established to determine future of River Park Leisure Centre. Preliminary consultancy work completed before the summer, and public meeting held in September following Cabinet report.

Areas of slippage

Whilst Housing programmes are progressing well, the New Homes Delivery programme has been subject to review and amendment, resulting in some schemes either being removed from the programme or deferred until later years. The Assistant Director (Chief Housing Officer) has been tasked with coordinating a review of the approach to managing the programme, assessing what has work well and what lessons can be learnt from the first 18 months.

ECONOMIC PROSPERITY OUTCOME***Providing positive, proactive support to business***

- This is ongoing work for officers across the Council and Members. Economic Prosperity Transformation Review now beginning to assess key support needs for business so that future services can be shaped around these.
- Business Charter drawn up and signed by key stakeholders to set out the Council's commitment to supporting local business in a series of clear promises.
- Employer Engagement programme has increased opportunities for employers to offer work trials which help them and also jobseekers. This has been accompanied by the creation of an employer toolkit to help small businesses provide effective work placements and apprenticeships.

Continuing support for key sectors in the urban and rural economy, including :

- New micro-business development grants introduced this year, alongside business start-up grants.
- Market towns development project under way, prompted by Portas Review by Government. Three market towns/villages participating, with the aim of increasing opportunities for trade and business growth. Positive feedback from Bishop's Waltham, Wickham and Denmead.
- LEADER funding all fully committed, and LEADER team successful in securing transition funding for 2014 to support development of bid for next round of funds.
- Purple Flag reaccreditation submission made and assessment visit scheduled for 26 October.
- Rural broadband roll-out has begun, following the signing of partnership agreement with Hampshire County Council at the start of the year and the commissioning of BT Openreach by the County Council.

Tourism

- Well attended tourism conference held in the Guildhall in July, featuring River Cottage's Hugh Fearnley Whittingstall and CX of VisitEngland.
- CX of VisitEngland invited officers and tourism stakeholders to London to discuss development of a Destination Management Plan for Winchester and the Heart of Hampshire. This work is now in hand.
- New VisitWinchester website with updated functionality is currently being commissioned.
- Campaign co-ordination for 1914 commemorations next year, along with many marketing/PR activities in support of Pride and Prejudice bicentenary this year.

- Involvement in market towns development project (see above) to support production of promotional materials and website for the three rural towns/villages as required.
- Worked on a Hampshire-wide bid for Cultural Destinations funding from Arts Council England to support development of group travel market, and create benefits to cultural organisations / night time economy.
- Business case for creation of ambitious new cultural trust drawn up in partnership with Hampshire County Council. Full details in October Cabinet paper, with recommendation to transfer museum services to the Trust from summer 2014.

Creative and knowledge industries

- Temporary studio space project in hand (known as 'The Observatory') in partnership with local architecture group.
- Low Carbon Route Map completed, and now ready for adoption. New opportunities to encourage external investment in low carbon business in the District.
- Youth Music project commissioned to encourage young people to consider participation in music-making as well as careers in the music industry. A series of taster workshops took place across the District over the summer, and autumn courses in Swanmore, Worthy Down and Winnall are now taking place.
- Active support and funding for 10 Days Festival, which brings together over 150 contemporary artists in a range of Winchester venues and securing a substantial grant from Arts Council England.

Encouraging start-up businesses and SME's, building on the strengths of our Universities

- Business start-up grants reintroduced.
- Winchester Workspace project under way. Evidence base commissioned and delivered. Workshops over the summer with interested businesses. Discussions now taking place with potential investors along with visits to reference sites. Report to Cabinet to follow with recommendations.

Supporting emerging new sectors of the local economy

- See above bullet points, including start-up funding, workspace project, low carbon route map.

Having committed to adopting the Living Wage, encouraging other employers in the district to do likewise

- Ongoing dialogue with Chamber of Commerce, Winchester Business Improvement District, Federation of Small Business and other business associations to encourage good practice.

Areas of slippage

There are no 'critical' areas of slippage which are impacting on other initiatives. Some projects are behind the original planned schedule, largely due to emergence of additional opportunities during the year or the need to follow through work started in previous years. With the arrival of the new apprentices, however, there is greater capacity in teams.

HIGH QUALITY ENVIRONMENT OUTCOME***Working with partners to help secure an effective public and community transport network across the district***

- Take forward the recommendations of the Public Transport ISG accepted by Cabinet in June 2013. The recommendations are now being considered by Engineering & Transport Team working with Hampshire County Council and other transport providers.
- The decision in September 2013 of the Town Forum to continue to subsidise the Winchester night bus service (5A) until September 2014.
- Support, in terms of publicity, for Hampshire County Council's "My Journey" personal travel planning programme for Harestock, Weeke and Teg Down.

Creating neighbourhoods that residents can be proud of

- Work has continued to provide a more focused Neighbourhood management approach to areas particularly those with high numbers of HMOs. During the year this work was evaluated by an ISG which is reporting back to Committee shortly.
- A project has begun to tackle fly tipping on estates and in the wider community and several prosecutions are pending.
- An ambitious programme of Estate Improvements is underway. Major schemes in Stanmore, Winnall and Highcliffe are planned for this year along with parking improvements in a number of areas. Half year progress report on all schemes will be distributed to all members in November.
- Supporting the delivery of Major Development Areas at:
 - i) Barton Farm – Establishment of Barton Farm Forum. Officers continue to work with the developers to produce a high quality design solution for the site and the first reserved matters application is expected in October.
 - ii) North Whiteley – Next Forum meeting scheduled for 13/11/13 and officers continue to work with the developer and other parties to produce a high design solution for the site. The planning application is likely to be made early in 2014.
 - iii) West of Waterlooville – Development is now well underway on the Taylor Wimpey and Grainger parts of the site. Havant and Winchester councils are intending to set up a joint committee to deal with future applications. The last Forum meeting was held on 18th October.
- All 3 MDAs have been identified as major projects and benefit from the support provided by the Major Projects Team.

Supporting sensitive development which is appropriate to the local environment

- See comments above for work relating to our MDAs. In addition, for smaller scale development, the Council continues to refer schemes to the Eastleigh and

Winchester Design Review Panel which adds value to the planning process and helps to secure higher quality outcomes in terms of the built environment.

Creating a distinctive City Centre and prosperous market towns

- A Public Realm project has been progressed across the City Centre with support from other organisations and agencies to address deterioration in building fabrics as well as environmental issues such as refuse bin storage and envirocrime.
- The City Council's Streetcare Team are working in partnership with the Winchester BID on a programme of streetscene maintenance improvements across the City.
- The Air Quality Action Plan is being updated to incorporate improvements and linked in a more joined up way to parking strategies and the work of the Transport Forum. A progress report will be presented to Committee in December.
- Silverhill is moving forward with the confirmation of the Compulsory Purchase Order. This development has been identified as a major project and is supported by the Major Projects Team.
- Hockley Viaduct Interpretation Scheme commissioned from Hampshire-based artist and roll-out has already begun, following a series of community workshops before the summer. Public meeting held in Compton in September to outline plans, which were supported.

Supporting those who wish to reduce their impact on the environment.

- Work has continued on the delivery of the City Council's Climate Change Programme with a focus on developing a Low Carbon Economy and reducing the impact of individuals and businesses
- A Cool Communities Commission has been in progress during the year helping households address their carbon emissions in addition a 'Warm Up Winchester' campaign to assist households with boiler replacements
- The City Council has supported the Hampshire Switch campaign offering group purchasing of cheaper fuels with greener tariffs offered
- The City Council has continued to deliver its own Carbon Reduction programme with an emphasis on energy and budget savings. Overall emissions for 2012/13 have reduced by approximately 4% over those for the previous year.
- The delivery of Phase 1 of the Carbon Smart Project has been completed with over 100 businesses signing up to the initiative. Work is now continuing with Phase 2 to attract more businesses and support those already participating
- The first year of the Waste to Resources Programme has been delivered in partnership with East Hampshire District Council aimed at increasing the capture of recyclables and reducing contamination. Additional options for expanding the materials collected at bring sites are being investigated

Areas of slippage

None.

EFFICIENT & EFFECTIVE COUNCIL OUTCOME***Using our assets to support our priorities***

- The Council continues to review its asset portfolio with a view to ensuring that it makes best use of all assets.
- The Capital Strategy for 2013 was approved by Cabinet in September (CAB2510, 11 September 2013, refers) which included the following:
 - Assessment of potential options underway for former Bar End Depot site,
 - Consideration for the future of River Park Leisure Centre focusing on future need,
 - Proposals being considered to Council's City Offices which is reaching the stage when substantial investment will be required to keep it fit for purpose,
 - Refurbishment of Abbey Mill to enable the property to be let to a commercial tenant.

Regularly reviewing our services to deliver them more efficiently

- Winchester invited the LGA to conduct a Peer Challenge for the Council which was carried out during April - May 2013. The team was asked to explore how the Council can be more responsible, flexible and innovative. In addition the Peer Team considered the ability and capacity of the Council to deliver its future ambitions by looking at :
 - Understanding the local context and priority setting
 - Financial planning and viability
 - Leadership and governance
 - Capacity to deliver

After holding 1:1's with a range of officers and members as well as focus groups, the team presented its findings to the Council followed by a full written report received in June 2013.

The LGA feedback focussed on three key areas and included a number of recommendations/suggestions for consideration based around:

- Transformation, innovation and cultural change
- Governance and streamlined decision making
- Leadership

The LGA report together with an action plan was presented to Cabinet on 11 September (CAB 2512) refers.

The action plan identifies a number of tasks which will lead to greater efficiencies and specifically reviews to conducting a robust programme of reviews to include :

- Service reviews

- Outcome reviews
 - Income reviews (opportunities for increasing estates and service income)
 - Review of potential for growing Business Support Team
 - Develop further potential for shared services
- The new Business Support Team was established from 1 April 2013 incorporating the administrative and technical support functions from the Building Control, Environmental Protection, Health Protection, Landscape, Land Charges and Cemeteries and Planning Support teams.

The team is now moving from development to the implementation phase where processes will begin to be streamlined and some cross training carried out to equip staff with additional skills required to deliver a flexible service able to respond to business priorities efficiently.

Continuing to develop as an organisation which allows staff to work efficiently and flexibly

- A draft Portfolio Holder Decision notice seeking approval for the Council's approach to a corporate Electronic Document and Records Management System (EDRMS) has been agreed with the next stage of the project to engage with consultants to develop the solution for Winchester.
- The Council continues to change and adapt in response to meeting future challenges with notable achievements, for example the introduction of agile working, examples of small pilot commissioning budgets and the 1team approach to vacancy management.

Keeping customer service at the heart of everything that we do

- Work is continuing on the improvement areas identified as part of the Customer Service Excellence accreditation in preparation for the next assessment visit scheduled for December 2013.
- In line with the customer access strategy and increasing customer expectations in the ways the Council can be contacted development of the Your Winchester smart phone app is continuing with over 1200 customer downloads this year. We have also introduced live help to the web site enabling customers to "chat" to customer service advisors while they browse the website.
- The implementation of a new telephone system enabling staff to work flexibly and remain contactable providing an improved service for our customers.

Working with our partners to achieve the Council's priorities

- To date the Council has been open minded about the shared service agenda and has successfully shared a Head of Revenues and Benefits with Test Valley Borough Council, as well as the Head of IMT which has brought benefits by integrating the two IT services more fully. We also use the Southern Internal Audit partnership for internal audit services, and have a joint waste contract with East Hampshire District Council. As well as this we have also explored other

opportunities for sharing services in collaboration with Test Valley BC, East Hampshire DC and Havant BC, most notably regulatory services.

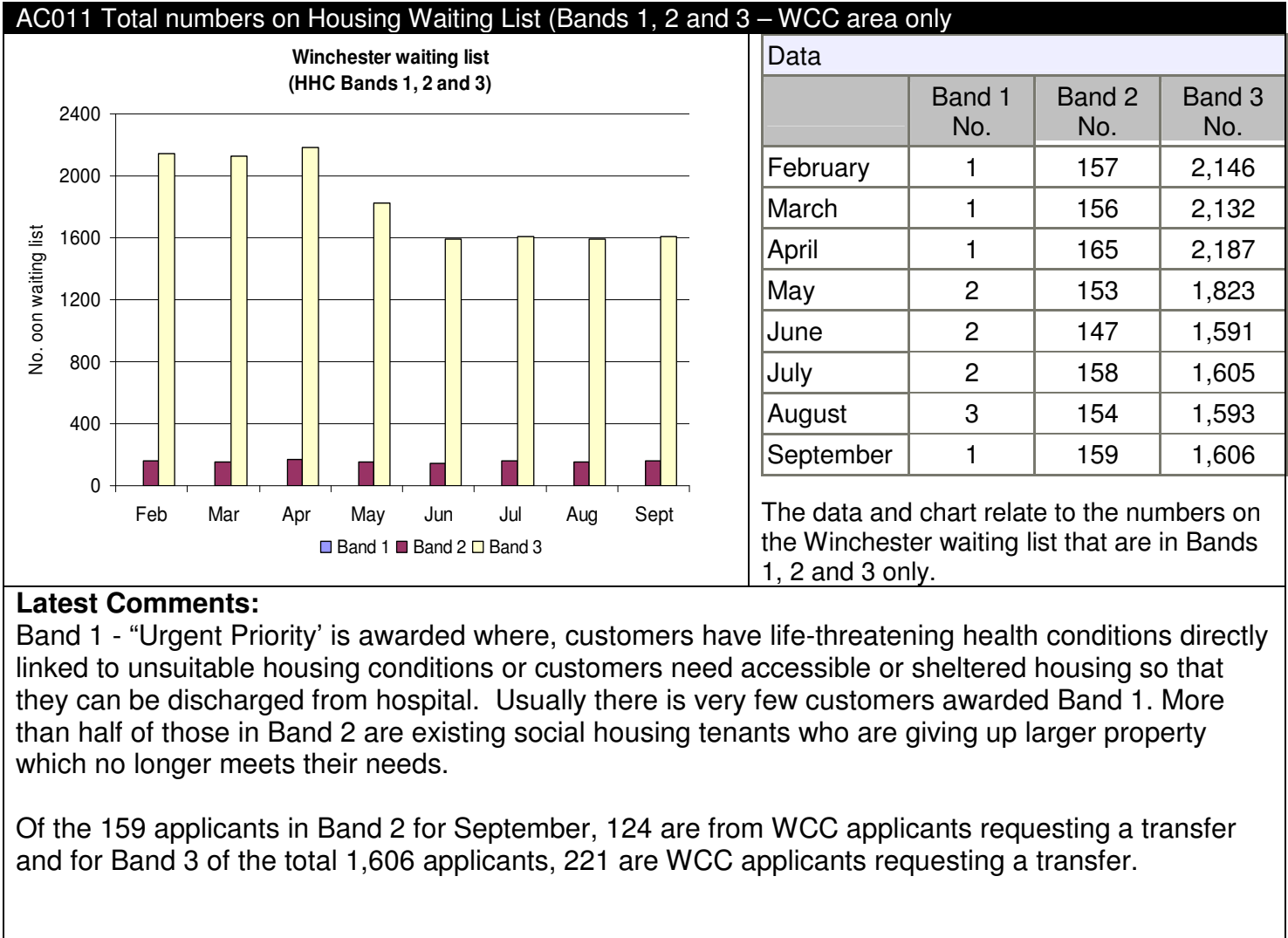
Areas of slippage

None.

**Appendix 2:
Performance Dashboard of Key Performance Indicators**

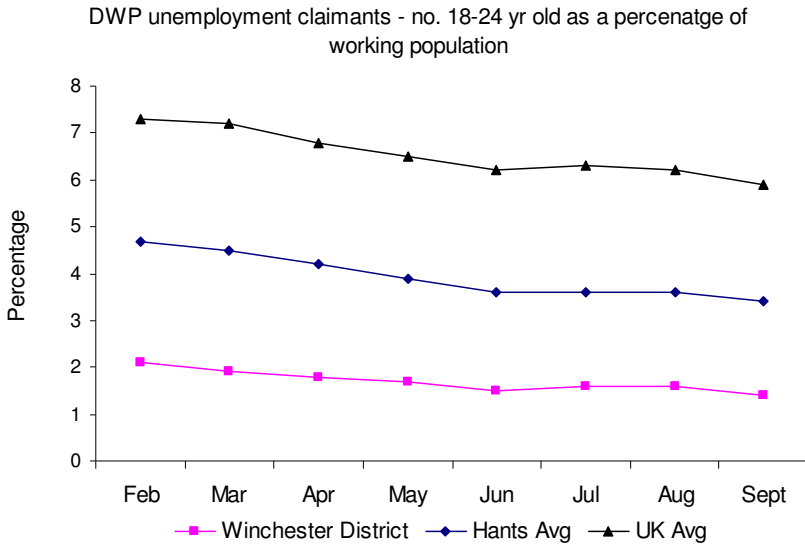
This Appendix presents information for the Key Performance indicators that were approved by Cabinet as part of the Informal Scrutiny Group that looked at local and national performance indicators and their value to the Council (Appendix 7 of report OS44 refers).

ACTIVE COMMUNITIES



ECONOMIC PROSPERITY

EP003 Unemployment claimant count – Number of 18-24 yrs old as a Percentage of Working Age Population

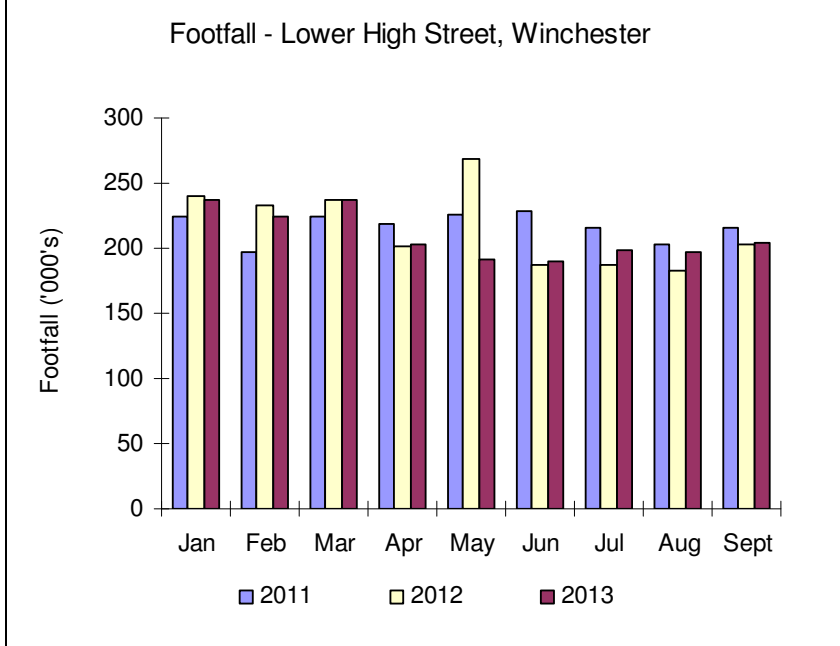


Data		
	%	Number
March	1.90	210
April	1.80	195
May	1.70	180
June	1.50	160
July	1.60	175
August	1.60	175
September	1.4	155

Hampshire average for September 2013 was 3.4% or 311.
The UK average for September 2013 was 5.9%, a decrease of 0.3% over that for August.

Latest Comments: This chart shows the number of 18-24 year olds claiming unemployment benefits as a percentage of the working age population for the Winchester District compared to the average for Hampshire (excluding Portsmouth and Southampton). The figures reflect continued reduction in the number of jobseekers, despite continued national concern about young jobseekers. However, these may be increased when claimants of former Disability Living Allowance are reassessed under Welfare Reform regulations, and potentially required to seek work. Employer Engagement Commission was established to help young jobseekers.

EP011 Winchester City Centre Footfall – Lower High Street (Zoo Jewellery)

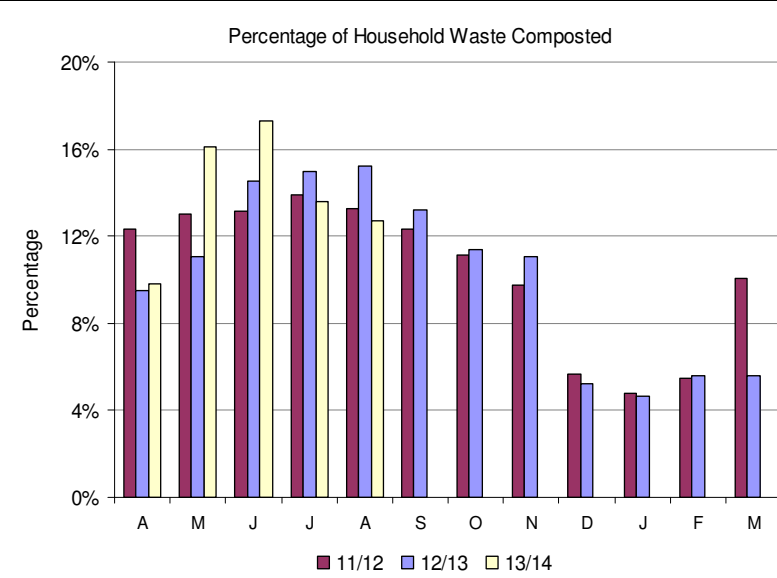


Data			
	2011	2012	2013
February	197,459	233,185	224,191
March	224,352	237,847	237,009
April	218,799	201,044	202,194
May	226,262	268,081	191,334
June	227,913	187,023	190,483
July	215,085	187,258	198,198
August	203,491	183,488	196,490
Sept	216,371	202,335	203,996
Totals (Jan – September)			
2011	1,953,481		
2012	1,939,917		
2013	1,881,485		

Latest Comments:
 Figures for September are comparable to the previous year, although both July and August show a significant increase when compared to the same months during 2012. However, the figure for May 2013 shows a significant decrease when compared to the previous year and is likely to be related to the colder temperatures than normal for this time of year. Cumulative figures for the year to date are 3% down on those for 2012.

HIGH QUALITY ENVIRONMENT

HQE002 Percentage of Household Waste Composted



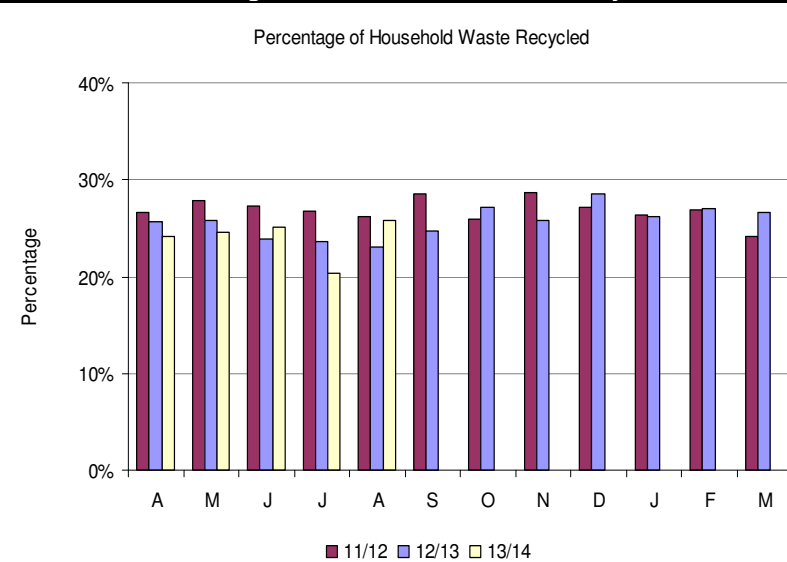
Data

	2012 %	2013 %
January	4.75	4.63
February	5.50	5.60
March	10.06	5.60
April	9.50	9.80
May	11.10	16.10
June	14.50	17.30
July	15.00	13.60
August	15.20	12.70
September	13.20	n/a
October	11.40	

Latest Comments

The hot and dry spell during July and August has had impact on the figures which are lower than the same months last year. The figures for September are not yet available from EHDC.

HQE003 Percentage of Household Waste Recycled



Data

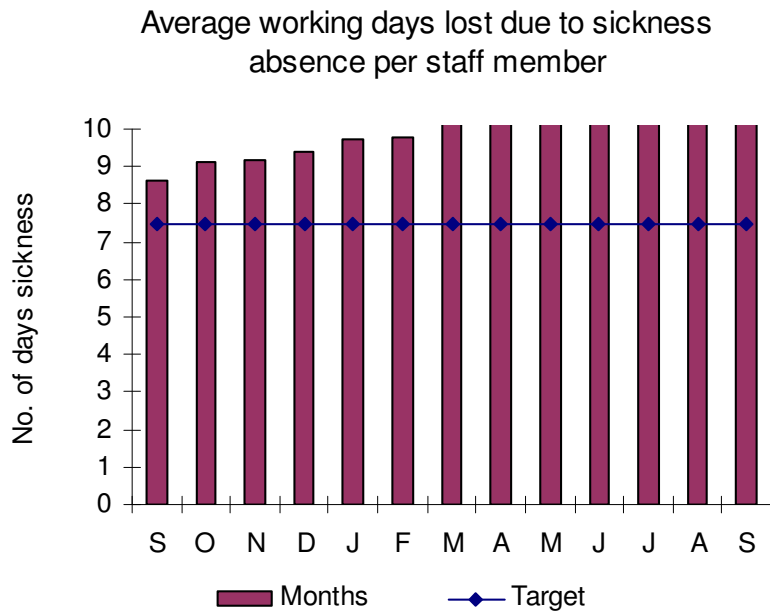
	2012 %	2013 %
January	26.34	26.19
February	26.90	27.06
March	24.18	26.60
April	25.41	24.19
May	25.83	24.64
June	23.58	25.15
July	23.22	20.32
August	22.29	25.78
September	23.95	n/a
October	27.20	

Latest Comments

Recycling rates had been slightly lower than previous years due to the economy although the figures for August are up on the same period last year. The Waste to Resources Programme delivered in partnership with East Hampshire District Council aims to improve these figures to support other work delivered through the Project Integra. Figures for September are not yet available from EHDC.

AN EFFICIENT AND EFFECTIVE COUNCIL

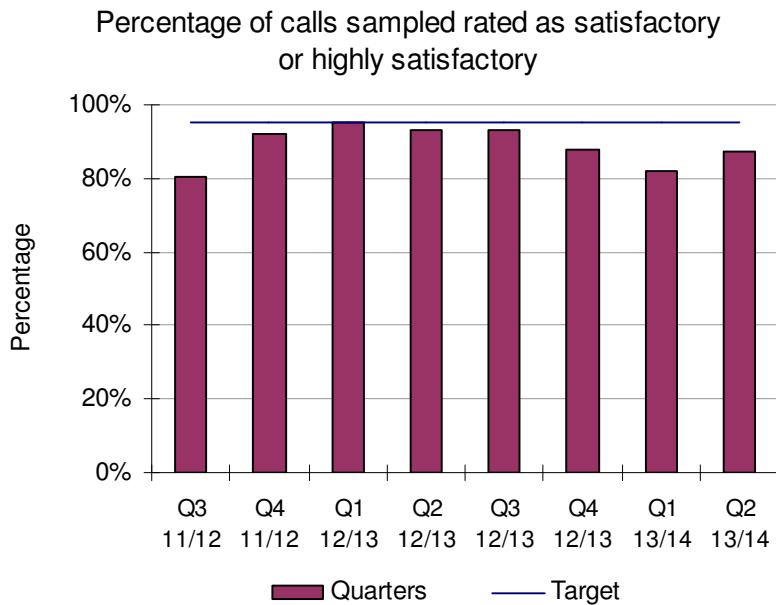
EEC006 Working Days lost due to sickness absence



Data		
	2012/13	2013/14
	No. days	No. days
April	8.3	10.5
May	8.5	10.7
June	8.6	11.2
July	8.7	11.0
August	8.7	10.9
September	8.6	10.9
October	9.1	
November	9.2	
December	9.4	
January	9.7	
February	9.8	
March	10.2	

Latest Comments - The sickness absence figure for September remains at and average of 10.9 days per member of staff which is the same as August and reaching a peak in June of 11.20 days.

EC012 Percentage of calls to Customer Service Centre rated as satisfactory or highly satisfactory



Data	
	Percentage
Q4 2010/11	100.00%
Q1 2011/12	0.00%
Q2 2011/12	93.00%
Q3 2011/12	80.50%
Q4 2011/12	91.80%
Q1 2012/13	95.00%
Q2 2012/13	93.30%
Q3 2012/13	93.00%
Q4 2012/13	88.00%
Q1 2013/14	82.00%
Q2 2013/14	87.50%

Latest Comments - This performance measure is calculated from an outbound telephone survey of customers who are asked a series of questions including "**how satisfied were you with the service you received from the Customer Service team**".

Analysis of the comments made by customer's contacted as part of this survey show that although customers are being asked to rate the service received from the customer service team, understandably the outcome of the overall enquiry influences the customer impression of the service and can sometimes skew the results, overall the service provided by the CSC team is deemed satisfactory or highly satisfactory.

Customer Complaints

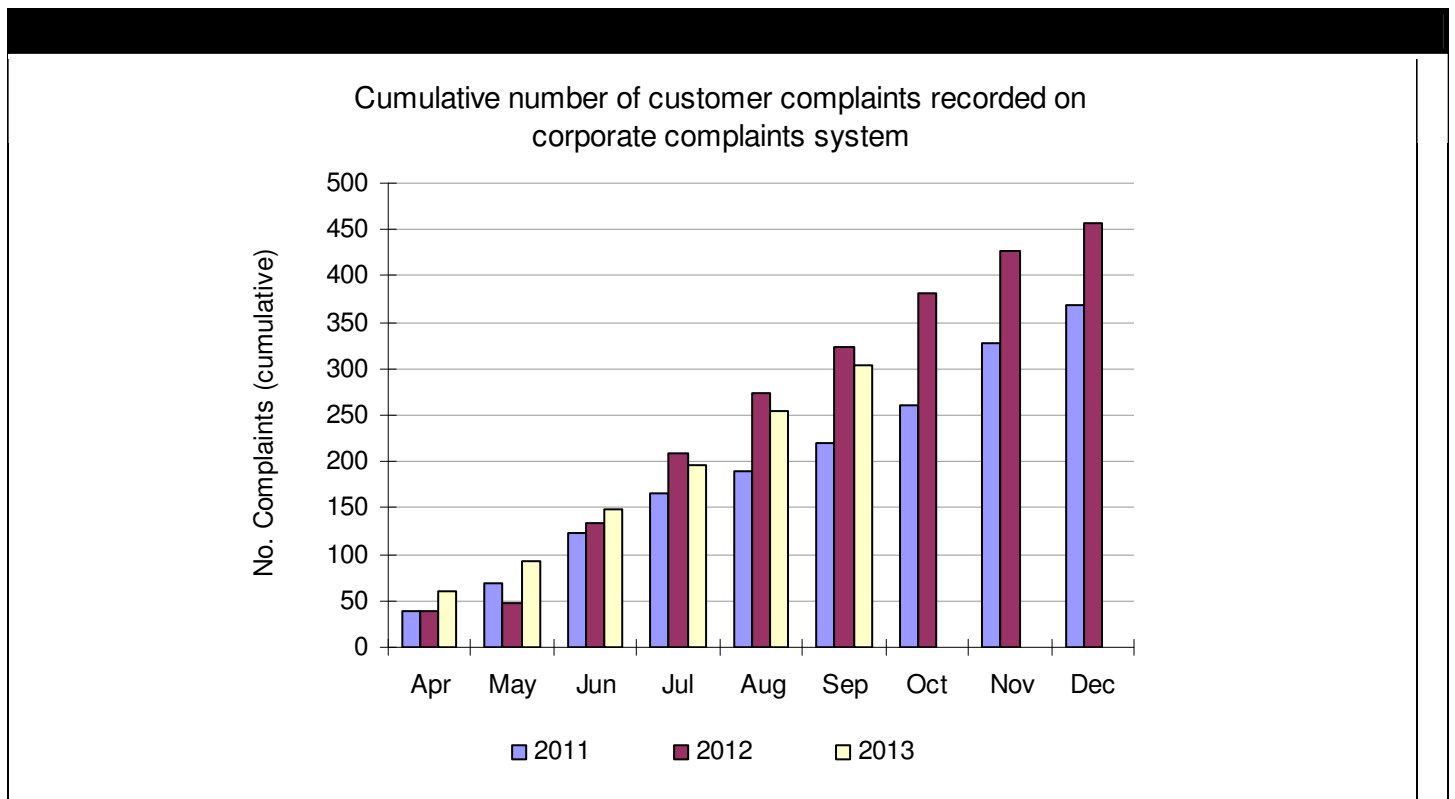
Between April 1st and September 30th In the financial year 2013/14 there has been a 6% reduction in the overall number of complaints recorded on the complaints system when compared to the same period 2012/13

49% of the complaints logged were registered as "not upheld" by officers following investigation.

Service Area	2013/14
Environment	28%
Housing	28%
Planning Management	13%
Access & Infrastructure	10%
Revenues	6%

85% (263) of the complaints raised were spread across 5 main business areas which are listed in the table to the left.

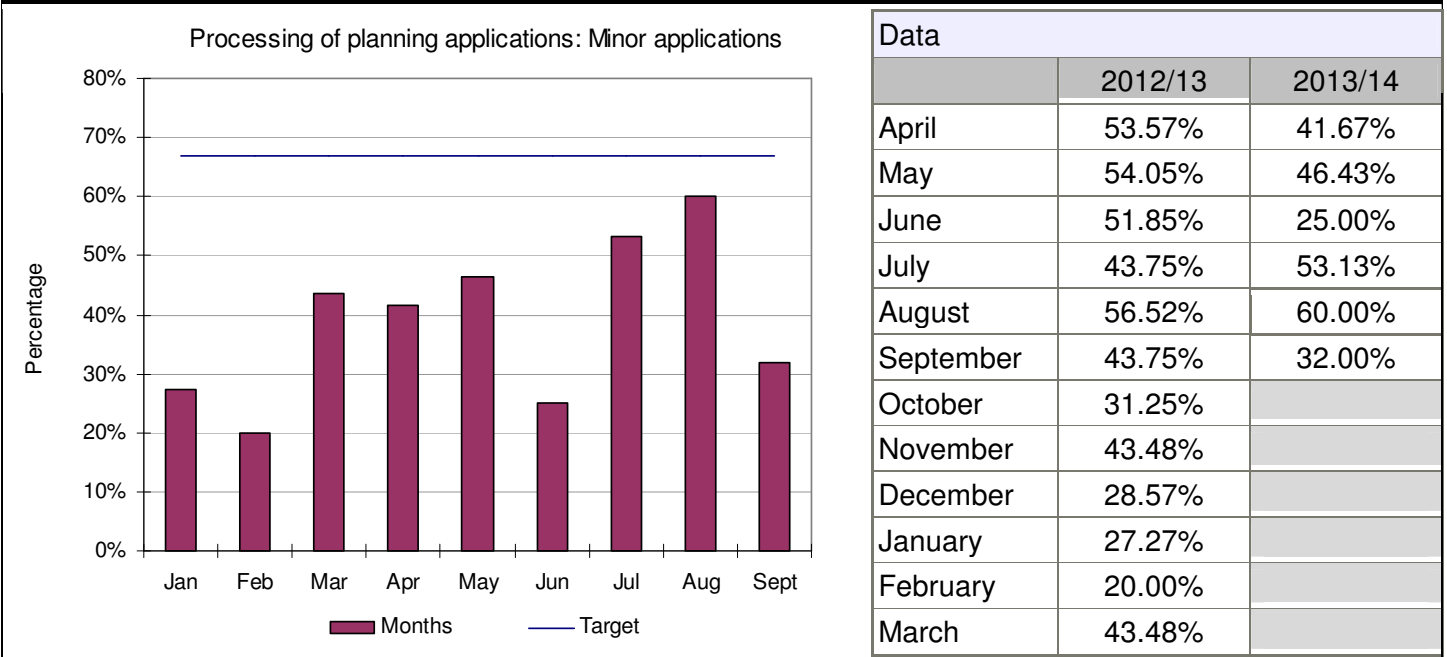
Of the 88 complaints allocated to Environment 86% (76) were assigned to the Waste Management team



Month	2011/12	2012/13	2013/14
April	39	39	61
May	69	48	93
June	122	134	148
July	165	210	197
August	189	273	255
September	220	323	304

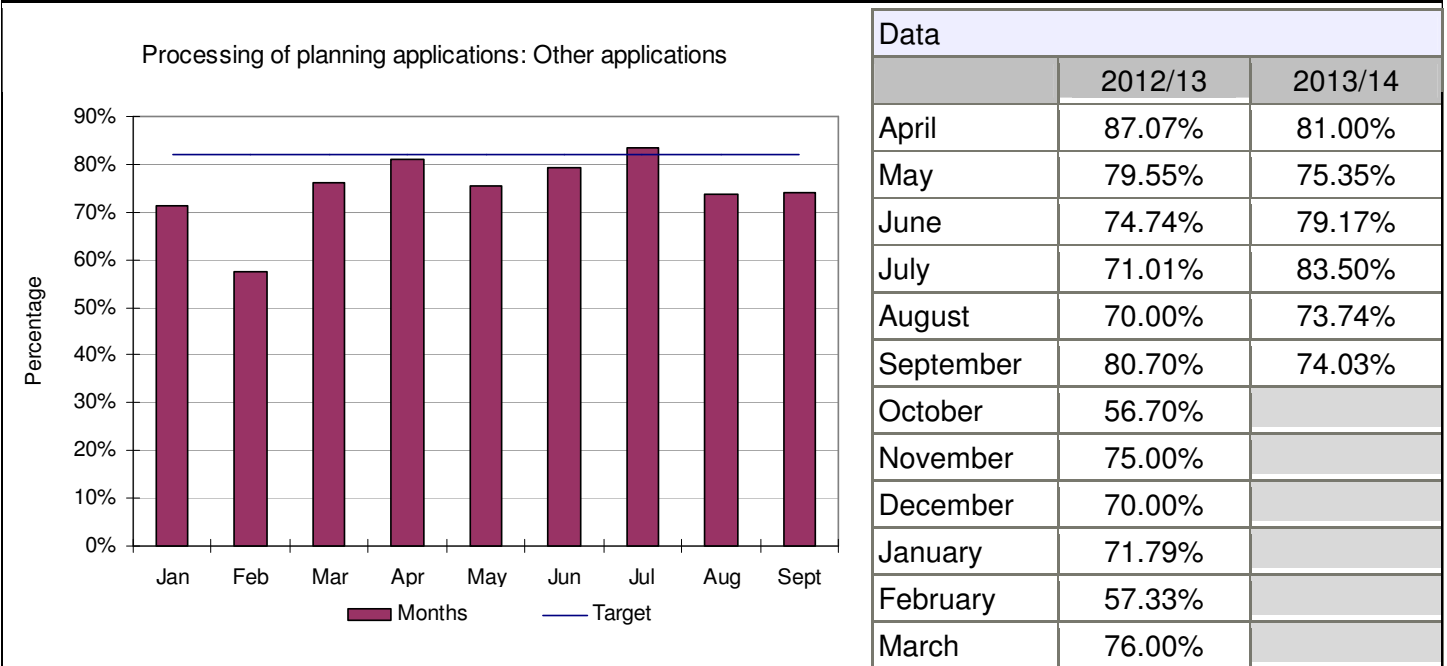
Complaints by service area Year to date	2011/12 April - March	2012/13 April - March	2013/14 April - Sept
Building Control	0	0	5
Access & Infrastructure	29	67	31
Cultural Services	2	4	1
Customer Services	6	3	3
CX	38	21	15
Director of Operations	3	6	2
Environment	129	197	88
Estates	44	11	5
Financial Services	5	1	2
Housing Landlord Services	83	139	Now Housing Services
Housing Services	0	12	86
I M & T	1	3	0
Legal Services	5	10	3
Organisational Development	0	2	0
Partnerships & Communication	0	2	1
Performance & Scrutiny	0	1	1
Planning Control	85	88	40
Revenues	37	54	18
Strategic Housing	41	4	4
Strategic Planning	1	3	0
Total	509	628	304

EEC009 Processing of Planning Applications: Minor Applications



Latest Comments – Determination of minor applications within 8 weeks continues to be below the target, but performance is improving. Factors for this delay last year were due in part of the National Park system, but these have mostly been resolved. There have been delays in registration of planning applications since the inauguration of the BST team, combined with staff sickness/vacant post in that team. Minor applications are also a tricky category to deliver in time, given the policy change in Local Plan Part 1, which has reduced the threshold for the provision of affordable housing. It is a time of change, for both officers and applicants coming to terms with the new policies, and assessing viability and the requirement for Level 4/5 for Code for Sustainable Homes have proved time consuming. Feedback from applicants/agents continues to support the right outcome rather than quick decisions, although timely decisions are still a high priority. Furthermore, the Council has recently commissioned a review by the Planning Advisory Service which has looked at workload, resources and performance. The report identifies a number of opportunities for improvement by increasing efficiency across the whole planning process and updating the way we measure performance in this area whilst temporarily increasing resources within the team. The recommendations of the review are intended to be implemented over the next 12 months and this work has already started.

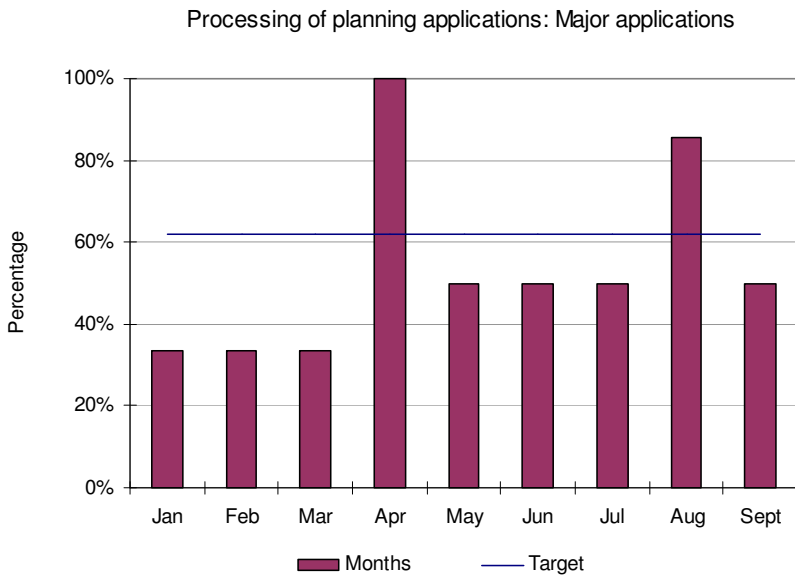
EEC010 Processing of Planning Applications: Other Applications



Latest Comments - Determination of other applications within 8 weeks is holding up well despite the issues identified above which have impacted detrimentally on minors' performance. Recent months have seen determination rates around the 80% mark. The slight dip in September and August is likely to reflect delays in registration and staff holidays.

Furthermore, the Council has recently commissioned a review by the Planning Advisory Service which has looked at workload, resources and performance. The report identifies a number of opportunities for improvement by increasing efficiency across the whole planning process and updating the way we measure performance in this area whilst temporarily increasing resources within the team. The recommendations of the review are intended to be implemented over the next 12 months and this work has already started..

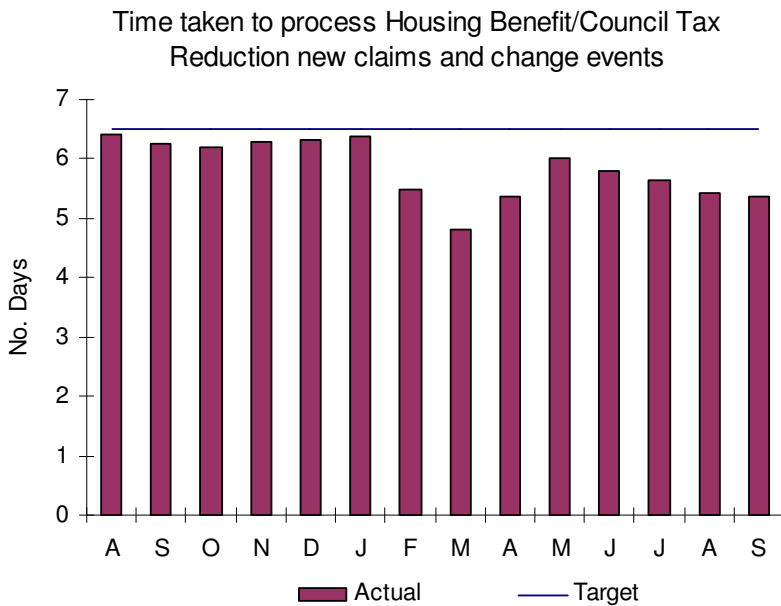
EEC010 Processing of Planning Applications: Major Applications



Data		
	2012/13	2013/14
April	60.00%	100.00%
May	80.00%	50.00%
June	66.67%	50.00%
July	60.00%	50.00%
August	0.00%	85.71%
September	100.00%	50.00%
October	0.00%	
November	25.00%	
December	33.33%	
January	33.33%	
February	33.33%	
March	33.33%	

Latest Comments – The significant increase in performance in August reflects on-going work to prioritise and make decisions within 13 weeks on major applications, although it should be noted that the number of major applications are small in comparison to the minor and other work loads. There are a number of older major cases yet to be determined, and as a consequence performance has dipped during September. Work continues now to ensure majors are dealt with quickly, and in time. Furthermore, the Council has recently commissioned a review by the Planning Advisory Service which has looked at workload, resources and performance. The report identifies a number of opportunities for improvement by increasing efficiency across the whole planning process and updating the way we measure performance in this area whilst temporarily increasing resources within the team. The recommendations of the review are intended to be implemented over the next 12 months and this work has already started.

EEC009 Time taken to process Housing Benefit/Council Tax Reduction new claims and change events



Data		
	2012/13	2013/14
	days	days
April	8.43	5.36
May	7.93	6.00
June	6.83	5.79
July	7.11	5.63
August	6.41	5.42
September	6.26	5.37
October	6.21	
November	6.30	
December	6.31	
January	6.38	
February	5.48	
March	4.80	

Latest Comments – Performance remains below the target of 6.50 days which is good as both caseload and workload have remained at previous levels. The target remains challenging particularly with the changes arising from Welfare Reform.

A breakdown of the figures for the first six months of 2013/14:

The total number of Housing Benefit/Council Tax Reduction new claims received during the first six months of 2013/14 was 1,894 which took a total of 36,803 days to process.

The total number of Housing Benefit/Council Tax Reduction notifications of changes to circumstances received during 2013/14 was 19,087 which took a total of 75,947 days to process.

The total new claims and notifications of changes to circumstances received during the first six months of 2013/14 was 20,981 which took a total of 112,750 days. The average time taken was 5.37 days against a target of 6.50 days.