OVERVIEW AND SCRUTINY COMMISSION

DATE: Monday, 3 June 2019
TIME: 5.30 pm
VENUE: Fountains Room - Civic Centre, St Luke's Avenue, Harrogate, HG1 2AE

Notice is hereby given that the above meeting will take place for the purpose following and, by virtue of Section 100B(4)(b) of the Local Government Act 1972, any other matter(s) which the Chair considers should be dealt with at the meeting as a matter of urgency.

AGENDA

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SCRUTINY MATTERS AND REVIEWS UNDERTAKEN BY THE COMMISSION

6. CORPORATE PERFORMANCE REPORT, 2018/2019:
   The Business Intelligence & Performance Manager to submit a written report.

7. OVERVIEW & SCRUTINY INTRODUCTION:
   Statutory guidance for councils and combined authorities.
8. **OVERVIEW AND SCRUTINY APPOINTMENTS TO OUTSIDE BODIES 2019/20:**
Nomination of a representative to the NYCC Scrutiny of Health Committee.

9. **FEEDBACK FROM OTHER COMMITTEES AND EXTERNAL BODIES:**
Updates from other Committees and External Bodies since the last meeting of the Commission.

10. **OVERVIEW AND SCRUTINY COMMISSION FUTURE WORK PROGRAMME:**
The Scrutiny, Governance and Risk Manager to submit a written report.

**MATTERS HOLDING EXECUTIVE/PARTNERS TO ACCOUNT**

11. **FORWARD PLAN OF KEY DECISIONS:**
To consider the current Forward Plan items.

**MEMBERSHIP:** Councillor Chris Aldred (Chair). Councillor Sam Gibbs, Councillor Bernard Bateman, MBE, Councillor Nick Brown, Councillor Michael Harrison, Councillor Sue Lumby, Councillor John Mann, Councillor Pat Marsh, Councillor Nigel Middlemass, Councillor Norman Waller, Councillor Tom Watson and Councillor Robert Windass.

Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.

Members of the public are entitled to attend this meeting as observers for all those items taken in open session.

The agenda papers may be examined at the Civic Centre, Harrogate and a copy may be purchased for £6.00.

Please contact Claire Wilson - Scrutiny Officer, at the Civic Centre, if you have any queries or need further information on this agenda - telephone or email claire.wilson@harrogate.gov.uk 01423 500600 ext. 58323.

**EMERGENCY PROCEDURES FOR MEETINGS – FIRE:** On hearing the fire evacuation alarm, you should leave the building by the nearest safe fire exit. Once outside the building, please assemble in the corner of the visitor car park at the front of the building opposite the main entrance. Persons should not re-enter the
building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.
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OVERVIEW AND SCRUTINY COMMISSION
HELD ON MONDAY, 15 APRIL 2019
(FROM 5.30 PM – 7.23 PM)

PRESENT: Councillor Philip Broadbank in the Chair. Councillor Margaret Atkinson, Councillor Bernard Bateman MBE, Councillor Trevor Chapman, Councillor Jim Clark, Councillor Sam Gibbs, Councillor Michael Harrison, Councillor Pat Marsh, Councillor Nigel Middlemass, Councillor Ann Myatt, Councillor Victoria Oldham and Councillor Norman Waller.

In Attendance: Councillor Mike Chambers, Cabinet Member for Housing and Safer Communities

Late Arrivals: None.

Early Departures: None.

124/18 – APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES:
Notification had been received that Councillor Trevor Chapman was to act as substitute for Councillor Tom Watson; Councillor Jim Clark was to act as substitute for Councillor John Mann; Councillor Sam Gibbs was to act as substitute for Councillor Sue Lumby and Councillor Michael Harrison was to act as substitute for Councillor Nick Brown.

(5.31 pm)

125/18 – DECLARATIONS OF INTEREST:
There were no declarations of interest made at this meeting.

(5.31 pm)

126/18 – MINUTES:
The Minutes of the meeting of the Commission held on 4 March 2019 were approved as a correct record and signed by the Chair.

(Nine Members voted for the motion and there were three abstentions)

(5.32 pm)

127/18 – EXEMPT INFORMATION:
There were no exempt information items.

(5.32 pm)

128/18 – PUBLIC ARRANGEMENTS- QUESTIONS:
There were no questions to consider under Standing Order 27.

(5.32 pm)

CRIME AND DISORDER MATTERS

129/18 – NORTH YORKSHIRE POLICE UPDATE:
The Chair welcomed the Neighbourhood Police Inspector for Harrogate Rural, Inspector Steve Breen, to the meeting to provide an update to the Commission on the work of North Yorkshire Police within the district. A written update had been
provided which gave details on County Lines, fraud, burglaries, child sexual/criminal exploitation, events and staffing.

The Chair thanked the Inspector for a very detailed and thorough report. Inspector Breen highlighted some of the key areas of the report, specifically County Lines. The issue around County Lines was an on-going problem however the Police had seen some success in recent operations with arrests and convictions. One particular individual who had been wanted for arrest across the north of England had recently been arrested. Inspector Breen confirmed that the incident that had taken place in the Valley Gardens on 13 April 2019 was nothing to do with County Lines.

Councillor Marsh questioned why members of the public were being asked to get more information on potential drug dealing instead of the police coming to investigate. Inspector Breen explained that this was not normal procedure but as the police received over 30,000 calls a month, there was a need to prioritise responses and as such an on-street drug deal may not be as high a priority as a road traffic accident. Councillor Marsh also made reference to the possession of bladed weapons as detailed in the report. Inspector Breen stated that Stop and Search was arguably the best way to prevent knife crime however the reduction in the number of front line police officers had meant the number of Stop and Searches had fallen. North Yorkshire Police were also working hard to educate young people on the dangers of knife crime.

In response to a question from Councillor Bateman Inspector Breen explained that the Police were criticized no matter where they placed mobile speed camera vans. The main locations for the vans were accident hotspots. However residents could request, via an online form, to have a mobile speed camera van positioned in a certain spot. Councillor Middlemass expressed concern about Heavy Goods Vehicles speeding on Kingsley Road. Inspector Breen encouraged Councillor Middlemass and the residents of Kingsley Road to use the online form to bring this to the attention of the Police.

Councillor Oldham raised a question in relation to the Community Message text message service and why it sometimes seemed to take a long time for information to be passed on through the service. The Inspector explained that this depended on a number of issues, such as when the crime was reported and which officer was dealing with the incident. He encouraged people to use social media as a way of communicating details of local crime more effectively.

Inspector Breen gave an update on 2 in 1 burglaries in response to a question from Councillor Marsh. The Police had been involved in an engagement campaign where they gave advice to residents who were likely to be targeted in the burglaries due to their high performance vehicles. The Police had also advised potential victims of 2 in 1 burglaries to purchase faraday bags/purses to prevent outside signals copying the code from cars keys.

Councillor Marsh asked Inspector Breen about the impact of the UCI Road Race Championships on crime and policing levels. Inspector Breen explained that the Police were expecting an increase in crime over the competition week simply due to the increased number of people in Harrogate however no additional community
policing would be brought in for the event. Work was already on-going with several other bodies to best prepare for the event.

In response to a question on PCSO abstractions, Inspector Breen explained that many PCSO’s had left the job to become Police Constables. Others had left because they didn’t see a future career in the PCSO field. Inspector Breen explained that the original role of PCSO’s had all but evaporated and PCSO’s were now expected to do the work of Police Constables and even Detective Constables. Councillor Marsh stated that there was a great need for community policing. Inspector Breen agreed but explained that it was harder to do with fewer officers however there was a move to increase the number of special constables and volunteers. He requested that communities help the police and each other by engaging on social media.

The Chair thanked Inspector Breen for his attendance at the meeting.

(5.33 pm – 5.58 pm)

130/18 – HARROGATE DISTRICT COMMUNITY SAFETY GROUP UPDATE: The Chair welcomed Councillor Mike Chambers, the Cabinet Member for Housing and Safer Communities and Julia Stack, the Community Safety and CCTV Manager, who submitted a written report providing an update to the Commission on the Harrogate District Community Safety Group (“the Group”.)

Councillor Chambers introduced the report and informed the Commission that he was pleased with the work the Group was doing in trying to keep communities safe. The Group were working on a number of initiatives in order to keep on top of the issues in the Harrogate District.

In response to a question from Councillor Harrison, the Council’s Community Safety Officer, Helen Richardson, explained the partnership project that was being undertaken to tackle the issue of begging in Harrogate Town Centre. Begging had increased in Harrogate in recent months and there was strong public support for giving money to the beggars. The aim of the project was to encourage people to donate electronically to a fund instead of giving to an individual. The project was still under development and the Group were exploring working with the Two Ridings community foundation who could distribute the funds to those in need. This method of donation would educate both those making the donation and those receiving the donation. There had been a number of press articles which had helped to raise awareness and would assist as the project concept develops.

Councillor Marsh asked a question in relation to homeless people sleeping in Harrogate Town Centre. The Cabinet Member for Housing and Safer Communities explained that many organisations were working in partnership to help homeless people, especially the Housing Options Team at Harrogate Borough Council. Procedures were in place to offer assistance. The Community Safety & CCTV Manager explained that the hostels run by the Council had specific rules that prohibited the taking of drugs and the consumption of alcohol. Some of the homeless people could not conform to these rules and as such chose to sleep on the street.

Councillor Chapman asked what the difference was between Acceptable Behaviour
Contracts and Criminal Behaviour Orders. The Community Safety & CCTV Manager explained that Acceptable Behaviour Contracts were not legally binding and were normally given to younger people. The contracts were informal arrangements and were usually lead by PCSO's. Criminal Behaviour Orders resulted from a criminal offence. They had specific conditions and if those conditions were breached, the offender could be arrested and potentially be imprisoned.

In response to a question from Councillor Oldham on the impact of mental health issues on the work done by the Community Safety Hub, the Community Safety & CCTV Manager explained that it was very challenging to deal with the mental health cases. The Focus Pathway meant that once a month a meeting of the Group was dedicated to mental health cases and the mental health team from the hospital & other mental health services were in attendance at these meetings. Whilst the work was challenging, there had been some success stories and case studies had been produced.

Councillor Marsh queried how the Group would cope when mental health services in Harrogate ended and residents would have to travel to Darlington for help. Inspector Breen from North Yorkshire Police explained that the Police already experienced difficulties in dealing with residents in crisis due to mental health issues. Under the law residents suffering from a severe mental health issues should not be taken into police custody unless they are an imminent danger to themselves or someone else. He also explained that it was potentially dangerous to leave distressed individuals with family members. The Community Safety & CCTV Manager expressed concern about the closure of mental health facilities in Harrogate.

The Cabinet Member for Housing and Safer Communities and the Commission expressed their pride at the work being done by the Community Safety Group and thanked them for their hard work on difficult issues.

(5.58 pm – 6. 25 pm)

**SCRUTINY MATTERS AND REVIEWS UNDERTAKEN BY THE COMMISSION**

131/18 – **UNACCEPTABLE BEHAVIOUR POLICY:**
The Scrutiny, Governance and Risk Manager submitted a written report on the Council’s Unacceptable Behaviour Policy (UBP.) The report provided information to the Commission in response to a proposed future item of work by a member of the public. The UBP was attached to the report at Appendix A with the Local Government and Social Care Ombudsman Guidance and Policy on the management of unreasonable complainant behaviour attached at Appendix B and C respectively.

The member of the public that proposed the future item of work, Mr Peter Lilley, was given five minutes in which to explain to the Commission why he wanted the Unacceptable Behaviour Policy to be reviewed. He stated the following:

*As far as the Unacceptable Behaviour Policy is concerned, I think the first thing to say is that there’s an enormous difference between having a policy – and the way that policy is imposed.*
This policy has only been imposed twice in the last two years and since I am one of the two people on whom the policy has been imposed, I thought it might be helpful if I just briefly summarized the circumstances of my experience.

Mr Sampson emailed me on November 21, 2018 attaching the Unacceptable Behaviour Policy and told me that my contact and communications with Council officers and members was now such (as he put it) that he was obliged to inform me that my behaviour was unacceptable and that the Council would be placing restrictions on my contact with officers.

In a nutshell, his explanation for imposing the UBP was that I make “unreasonable demands” on officers. He gave the example of me sending of what he called “excessive and duplicate emails” (by which he means I sometimes write to more than one officer; or even to both officers and councillors). He also specifically criticised my conduct at a meeting of the Audit & Governance committee which had taken place two days previously where I had raised my voice in objection to being banned from asking a Public Question relating to the Council’s funding of The Local Lotto.

Mr Sampson also accused me of making defamatory statements on social media. He offered me no opportunity to dispute or deny any of his allegations before the policy was imposed. However, I certainly provided a response; arguing that if council officers adopted a rather more helpful attitude, it wouldn't be necessary to ask a question more than once.

I also suggested that his report on my alleged conduct at the A&G meeting was based almost entirely on unattributed comments, hearsay and innuendo.

And with reference to my social media postings, I completely refuted his allegation that I make defamatory statements. Indeed, I took issue with him for a statement of his own when he said: “Your personal attacks are unnecessary and flagrant attempts to bully and intimidate council officers…….” Is this really an appropriate comment from the Council’s Chief Executive? I don’t think so.

There were really only two conditions to the policy. First, I was advised that council officers would no longer be corresponding with me on various matters including, interestingly, the funding of The Local Lotto.

Also, all my communications with the Council had to go through Jennifer Norton or, in her absence, Rachel Bowles. Mr Sampson said the policy would be reviewed on January 14.

On January 17, he said the policy was being extended. His decision seemed to be based entirely on two tweets I’d posted on my Twitter account which he deemed to be “personal attacks.” Or, as I would see it, me exercising my democratic right to express an opinion.

On February 13, Mr Sampson emailed me to say the policy had been lifted – but gave no reason why. It appears to have been imposed to try and stop me asking awkward questions. But surely that’s not what the policy is there for?

Just a few other quick points:
- I think the policy is far too long and rambling. I think you need to look at formulating a much more concise policy and really think about what purpose it’s there to serve.
- I note in point 11.2 of the UBP it says the policy was approved by the management board on July 21, 2016 and is due to be reviewed every three years, so this seems ideal timing to completely rip up the policy and come up with something a lot better.
- In the guidelines from the Local Government Ombudsman, it makes the important point that just because people are persistent complainants, it
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doesn’t necessarily mean they are unreasonably persistent complainants. People can be persistent when they feel they’re constantly being fobbed off by council officers.

- The LGO also encourages councils to offer complainants a meeting. Look for ways to explore an amicable solution. I’ve had dealings with Mr Sampson for 7.5 years. He has never once introduced himself to me. And never once (even during the 4.5 years of the Turkish Baths dispute) never suggested a meeting.

Councillor Gibbs thanked Mr Lilley for his contribution. He then moved the recommendation as stated in paragraph 2.0 of the report that a review of the Unacceptable Behaviour Policy should not be included in the Commission’s work programme. Councillor Gibbs explained that the UBP was standard throughout other Councils and was written in accordance with the guidance provided by the Local Government and Social Care Ombudsman. He also stated that the Commission had more important topics on their work programme such as the homelessness strategy and the carbon reduction strategy. In seconding the motion, Councillor Middlemass informed the Commission that the policy had only been used twice in the past two years and was consistent with the Ombudsman’s guidance. As such he saw no reason to review the policy and agreed with Councillor Gibbs that the Commission had more important issues to scrutinise.

Councillor Bateman in supporting the motion stated that the Chief Executive must be able to protect his employees. Councillor Waller also supported the motion and had no concerns over the use of the UBP.

Councillor Marsh expressed some support for the comments made but had concerns regarding the use of the UBP. She stated that just because a resident is persistent in their complaints, it does not make them unreasonable. Councillor Marsh also had concerns that Councillors were not consulted prior to the Chief Executive implementing restrictions on a resident under the UBP. Whilst acknowledging that Council staff needed to be protected, Councillor Marsh did not think the UBP should cover tweets directed at Council Officers from members of the public.

In response to a question from Councillor Harrison, the Scrutiny, Governance and Risk Manager confirmed that neither of the residents that had been subject to the UBP had appealed to the Local Government and Social Care Ombudsman. Councillor Harrison stated that Councillors were informed when the policy was implemented and he expressed his support for the motion as the UBP was in line with other Councils; any restrictions that had been in place had now been lifted; no complaints had been received by the Ombudsman and the work programme had higher priorities.

Councillor Middlemass added that it was unreasonable to ask the Chief Executive to consult 40 Councillors before taking a decision to protect his employees.

Councillors Marsh and Oldham queried whether the review of the UBP could be put on the work programme as a low priority or whether the Commission could receive an annual update on the use of the Policy. Councillor Harrison explained that all polices were reviewed as part of a schedule and as such the UBP did not need to be subject to a further review.
In summing up, the Chair stated that there was an appeals process in place for residents who felt the UBP was being used incorrectly. The review would take up a lot of officer time and the Chair felt that the officer time could be better spent.

**RESOLVED:**

That a review of the Unacceptable Behaviour Policy is not included in the Commission’s work programme.

(Nine members voted for the motion and there were three abstentions.)

(6.25 pm – 6.46 pm)

132/18 – **CODE OF CONDUCT REVIEW - DRAFT SCOPE:**

The Scrutiny, Governance and Risk Manager submitted a written report that summarised the work previously considered by the Commission on the Code of Conduct and provided a draft scope for the review. The Commission had previously agreed to undertake a “review of the way the Council handles Code of Conduct complaints including the operation of the Officer Code of Conduct and the relationship with a no-blame culture.” The draft scope had been attached at Appendix A to the report.

The member of the public that proposed the future item of work, Mr Peter Lilley, was given five minutes in which to explain to the Commission why he wanted the Code of Conduct to be reviewed. He stated the following:

*I have to say I’m not over-impressed with Mr Codman’s scoping of this proposed review.*

*There doesn’t seem to be a lot there; and it doesn’t really seem to reflect the proposition I made to this committee in October 2018.*

*One of the key points I made concerned the role of the Head of Legal & Governance/Monitoring Officer and the amount of power and influence held by that single individual who appears to me to be almost completely unaccountable.*

*She has the power to make decisions in respect of the conduct of all other officers and all councillors. And yet never seems to have to account for her own conduct.*

*We’re told she’s entirely independent and impartial; yet the Council’s management structure seems to indicate that she reports to both the Director of Corporate Affairs and Chief Executive; and to some extent the Leader of the Council. So if there was ever a conduct complaint against any of those three individuals, how would she ensure that the complaint was dealt with entirely impartially?*

*The so-called Independent Person has no power to overrule the Monitoring Officer. And to my astonishment (and I think this will surprise you as well) I have a letter from the Local Government & Social Care Ombudsman (dated March 9) which says quite clearly: “The Ombudsman is not an appeal body. We cannot question whether a council’s decision is right or wrong simply because the complainant disagrees with
That for me raises the hugely important question: if the LGSCO cannot question decisions made by a council’s monitoring officer, who can?

And why is Harrogate Council’s legal department still telling residents that if they’re unhappy with a decision they can complain to the Ombudsman? What is the point when it’s a complete waste of time?

I think there have also been inconsistencies in the decisions made by the monitoring officer; in that on some occasions she decides a Code of Conduct complaint should be referred to a standards panel while on other occasions she decides not to.

Surely ALL serious complaints should come before a standards panel and that the decision shouldn’t be made by one officer alone? And it’s not only me saying that: I’m sure you’ll all be aware of the report on Local Government Ethical Standards published in January by the Committee on Standards in Public Life. It recommends that all local authorities should maintain a standards committee which could also include independent members (i.e. non-councillors) although they wouldn’t be able to vote.

The report also recommended that councils should develop an organisational culture which encourages the highest possible standards of conduct.

Two other very brief points:

First, I believe HBC’s existing rules relating to the conduct of councillors are much clearer and also potentially much more punitive than those governing the conduct of officers – and particularly, the Council’s most senior officers.

Secondly: I thought Mr Codman was going to come back to this committee having done some research into the origins of the “No Blame” culture. He’s mentioned it a lot in his scoping – but he hasn’t provided any details.

I would urge this committee to do a bit of delving about the no blame culture because as far as I’m aware, it has never been discussed by councillors, let alone approved. Also, if you work in any other job and mess up you’re, quite properly, expected to take responsibility for your actions; so I don’t see why it should be any different just because you work for the Council.

The Scrutiny, Governance and Risk Manager explained to the Commission that they had already received a detailed report on the Members Code of Conduct and the role of the Monitoring Officer and Independent Person, this also included an explanation of a ‘no blame’ culture. The scope before Members at this meeting covered the Officers Code of Conduct and the relationship with a no-blame culture.

Councillor Bateman informed the Commission that he had been through the standards procedure and had no concerns regarding the current arrangements.

In response to Mr Lilley’s comment that no other organisation had a no-blame culture, Councillor Myatt explained that the NHS had a no-blame culture. Councillor Middlemass also explained that the aircraft industry operated a no-blame culture.
OVERVIEW AND SCRUTINY COMMISSION

no-blame culture organisations there was still accountability of actions by individuals but there was also a focus on reporting and learning from mistakes so that they could be prevented from occurring again.

Councillor Gibbs thanked the Scrutiny, Governance and Risk Manager for a very thorough report. He also wished to record his thanks to the senior officers at the Council for the way in which they managed standards issues. He then moved that the report be noted and that the Commission did not continue with the Code of Conduct review. Councillor Bateman seconded the motion.

Councillor Marsh stated that she would not be supporting the motion because she considered that a no-blame culture meant officers were not held to account. Councillor Marsh also explained that she did not know how to complain about officers and as such the review was necessary. The scope that had been set out by the Scrutiny, Governance and Risk Manager was appropriate and would allow for a proper review. Councillor Marsh stated that Councillors were accountable and therefore officers should be too.

In supporting the motion Councillor Waller expressed the view that Members of the Commission were too focused on the no-blame culture and that he was confident that officers would be dealt with in an appropriate way if they made genuine mistakes.

Councillors Harrison and Middlemass both offered their support for Councillor Gibbs’ motion.

In summing up the Chair explained that he believed the scoping of the review to be right and that he wanted to continue with the review in a task and finish group.

RESOLVED:

That  (1) the Commission do not continue with the Code of Conduct Review; and

(2) the report be noted.

(Nine Members voted for the motion and three against)

(6.46 pm – 7.02 pm)

133/18– REVIEW OF STANDING ORDER 27 PUBLIC ARRANGEMENTS - QUESTIONS:
The Scrutiny, Governance and Risk Manager submitted a written report on Standing Order 27 Public Arrangements – Questions. The report provided information to the Commission in response to a proposed future item of work by a member of the public. The Standing Order was attached to the report at Appendix A and a comparison with the Council’s CIPFA nearest neighbours on public questions was attached at Appendix B.

The member of the public that proposed the future item of work, Mr Peter Lilley, was given five minutes in which to explain to the Commission why he wanted Standing
ORDER 27 Public Arrangements – Questions to be reviewed. He stated the following:

*I brought this matter to your attention because over the last few months I’ve encountered a number of problems when submitting Public Questions. Indeed, I’ve been getting the impression that the legal department has been actively trying to obstruct me.*

*I’ve been told my question is too long – when much, much longer questions have been allowed.*

*I’ve been told that the question isn’t really a question.*

*I’ve been told a question was potentially defamatory as it was construed as criticising the legal department.*

*And twice now I’ve been banned from asking a question on the grounds that I’d asked a similar question within the previous six months which contravenes the current Standing Orders.*

Two points on that:

*First, I would argue it’s perfectly reasonable to ask a question again if one didn’t receive a satisfactory answer first time round. Because, as you know, members of the public aren’t permitted to ask follow-up questions.*

*But also, on two previous occasions the legal department did allow me to ask similar questions within a six-month period. So once again we have this issue of inconsistency.*

*I’ve asked both Ms Norton and Mr Sampson to provide me with an explanation. Neither of them will. Is that acceptable. I don’t think so.*

*I think the Standing Orders relating to the asking of Public Questions needs updating.*

*The Council currently gives the impression of reluctantly offering the facility. That’s it something it’s required to do by law – but actually hates the idea of being questioned and held to account.*

*My view is that if more questions were asked and received direct answers the Council would actually operate so much more efficiently and effectively. The Council seems to spend a lot of its time trying its hardest NOT to answer questions.*

*I think you should look at setting a word count for questions or perhaps allowing questioners to speak for up to a minute. Or up to two minutes.*

*And I think it’s really important that members of the public should be able to ask a follow-up question as I believe that could help prevent residents from being fobbed off with a non-answer.*

*I also think you should be allowed to ask a spontaneous question. At the moment, you have to submit questions at least 48 hours in advance which gives council officers plenty of time to come up with an evasive answer.*

*I also think that answers should be put together by the councillor to whom it’s addressed. It shouldn’t be written for them by officers.*

*Public Questions are an opportunity for members of the public to hold their elected representatives to account. Therefore the question should be answered by the councillor.*

In response to a question from Councillor Middlemass on who should decide whether a question is adequately answered, Mr Lilley stated that the questioner should be the one to decide. Councillors Middlemass and Harrison expressed concern that this approach could never work as it was entirely subjective and could lead to the questioner submitting the same question multiple times simply because
they did not like the answer.

The Chair asked Mr Lilley whether he would expect an immediate response to a spontaneous or supplementary question. Mr Lilley accepted that written answers may sometimes have to be provided.

Councillor Harrison explained that, whilst public questions had been introduced in order to involve the public in meetings, the main purpose of questions at Council meetings was for Councillors to question the Executive and Committee Chairs.

Councillor Marsh explained that she was grateful that this subject had been brought before the Commission as it had allowed her to see how other Council’s operate public question schemes. Councillor Marsh wanted the Commission to consider the issues of supplementary and spontaneous questions and time limits.

Councillor Gibbs agreed with Mr Lilley that more questions from members of the public are a positive thing. However Councillor Gibbs felt the current rules as set out in the standing order were very clear and any changes could lead to ambiguity. He therefore moved the recommendation as set out in paragraph 2.1 of the report that stated further work/ a review of the Council’s Standing Orders that relate to the asking of Public Questions should not be undertaken. Councillor Atkinson seconded the motion and stated that there were over 150,000 voters in the Harrogate District and there had only been one complaint regarding the public questions process. It was therefore not necessary to review the Standing Order.

Councillor Bateman stated that submitting questions in advance of the meeting was preferable as it allowed the responder to do research and therefore provide a thorough answer.

Councillor Broadbank questioned whether questions were adequately answered by the Executive and Committee Chairs. Councillor Marsh commented that, out of the group surveyed, twelve Councils allowed supplementary questions.

**RESOLVED:**

That further work/ a review of the Council’s Standing Orders that relate to the asking of Public Questions is not undertaken.

(Nine Members voted for the motion and three against)

(7.02 pm – 7.20 pm)

**134/18 – FEEDBACK FROM OTHER COMMITTEES AND EXTERNAL BODIES:**

The Scrutiny, Governance and Risk Manager updated the Commission on the work being done by the Customer Services task and finish group. The results from the customer services feedback survey had been received and would be discussed by the group. A report back from the task and finish group would be provided at the June meeting of the Commission.

(7.20 pm – 7.21 pm)
OVERVIEW AND SCRUTINY COMMISSION

135/18 – OVERVIEW AND SCRUTINY COMMISSION FUTURE WORK PROGRAMME:
The Scrutiny, Governance and Risk Manager submitted a written report presenting the current draft Work Programme for the Commission. The Chair advised that the meeting in May was to be cancelled and that a workshop would take place in June to set the programme for the next municipal year.

(7.21 pm – 7.22 pm)

MATTERS HOLDING EXECUTIVE/PARTNERS TO ACCOUNT

136/18 – FORWARD PLAN OF KEY DECISIONS:
Members considered the latest Forward Plan of key decisions. The Scrutiny, Governance and Risk Manager advised that several items that were on the forward plan when the agenda for the meeting was published have since been removed as the decisions had been taken and the matters had not been called-in for scrutiny.

(7.22 pm – 7.23 pm)
REPORT TO: Management Board
Overview & Scrutiny
Cabinet

DATE: 28th May 2019
3rd June 2019
26th June 2019

SERVICE AREA: Organisational Development and Improvement

REPORTING OFFICER: Rachel Glynn
Business Intelligence and Performance Manager

SUBJECT: Corporate Performance Report, 2018/2019

WARD/S AFFECTED: ALL DISTRICT
FORWARD PLAN REF: N/A

1.0 PURPOSE OF REPORT
1.1 To provide an update on the year-end progress of the measures within the Corporate Delivery Plan.

2.0 RECOMMENDATION/S
2.1 To review the report, recognise good performance and determine whether any interventions need to be put in place to improve performance on those measures that are off target.

2.2 That:
   • Management Board receives the report and provides comments before the report goes to Members.
   • Overview & Scrutiny receives the report and provides comments before the report goes to Cabinet.
   • Cabinet receives the report, noting the comments from Overview & Scrutiny and Management Board.

3.0 RECOMMENDED REASON/S FOR DECISION/S
3.1 Our Corporate Plan sets out our long-term vision for the Harrogate district, our aim as an organisation, our corporate priorities and the long term outcomes that we want to achieve. The Delivery Plan is updated on an annual basis and details what we will do, what our targets are and how we will measure these. This report tracks our progress against the Delivery Plan.

4.0 ALTERNATIVE OPTION/S CONSIDERED AND RECOMMENDED FOR REJECTION
4.1 No alternative options were considered as reporting progress on the Council’s Corporate Delivery Plan performance is a key part of the Council’s performance management arrangements.
5.0 Summary

5.1 Appendix I provides the year-end outturn of the measures within the Corporate Delivery Plan along with the commentary from the responsible officer. Each priority in the Corporate Delivery Plan may be made up of more than one action or performance indicator and the following table provides an overall summary of how we are performing against each of these priorities:

<table>
<thead>
<tr>
<th>Corporate priority</th>
<th>Status at Year-end</th>
<th>Status at Previous Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>A strong local economy</td>
<td>Be closely involved with and influence regional governance proposals across the whole of Yorkshire.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with other organisations to ensure we achieve our ‘connected district’ goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support the local economy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the contribution that tourism makes to the local economy.</td>
<td></td>
</tr>
<tr>
<td>A sustainable environment</td>
<td>Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deal with the problems associated with traffic congestion and poor air quality in the district.</td>
<td></td>
</tr>
<tr>
<td>Supporting our communities</td>
<td>Encourage more of us to reuse or recycle the household waste we produce and reduce our reliance on single use plastics.</td>
<td></td>
</tr>
<tr>
<td>Excellent public services</td>
<td>Reduce the number of families living in temporary accommodation by helping them find a permanent home.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review the supported and unsupported businesses we provide.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue to keep an eye on our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide leadership to the Public Services Leadership Board and support the delivery of its annual work plan.</td>
<td></td>
</tr>
</tbody>
</table>

5.2 Corporate Plan Summary:
- In general, performance is positive with progress made across all projects and a general improvement in performance.
- Year-end performance is consistent to previous reports with the main areas of concern:
  - HCC income performance and its impact on supporting the local economy
  - Progress within the Parks & Environmental Services Reviews
  - Slippage on the Connected District projects
  - Recycling levels in comparison to other councils
  - Length of stay in temporary accommodation
  - Slippage on the Sport & Leisure Review
- Areas of positive performance include:
  - Progress on our capital development projects, e.g. the Digital Incubator Hub
  - Preparations for the UCI World Championship Race
  - Progress against the Local Plan
  - Approval of the Ultra-low Emissions Vehicle Strategy and submission of the Air Quality Management Action Plan
  - Forming a Housing Company and delivering 259 affordable homes
  - Partnership working via our Community Safety Hub
  - Progress against our commercial programmes
  - Review of the Public Services Leadership Board priorities

Corporate Health Summary:
- Financial – we undertook a Single Person Discount Review in March which has affected our in-year collection levels but we should meet the annual target for 2018/19 year by the end of 2019/20. Debt collection levels are also down on the previous year; mainly due to large invoices being raised in March; the level of outstanding debt over 90 days remains at a similar level to the previous year.
- Workforce – the FTE profile of the workforce remains similar to last year, with the majority of FTEs distributed within frontline services. Turnover is slightly higher than average, mainly due to the number of reviews. Sickness levels have decreased in comparison to the previous year and remain below the national average despite the...
internal stretched target being missed. As in previous years, the main reason for sickness absence is musculo-skeletal, followed by stress-related absence (actual numbers of days lost have reduced).

- **Customer** – the number of complaints significantly increased in comparison to the previous year and we did not meet our response time target. Performance on processing times for benefit claims has improved in comparison to the previous year (with the exception of new council tax reduction claims which have been impacted by universal credit) although our internal targets were not met. Online customer interaction now accounts for 25% of all interactions and our website continues to perform well nationally.

- **Governance** – the number of FOI requests has significantly increased in comparison with the previous year.

6.0 **Report**

6.1 This report summarises performance against our Corporate Plan Delivery Plan by each of our four corporate priorities along with comments from Management Board (section 8):

6.2 We met the majority of our ‘supporting projects’ targets to help us deliver our **strong local economy** corporate priority.

- We remain *closely involved with, and influence regional governance proposals across the whole of Yorkshire*; whilst the devolution agenda is dependent on external factors; with government rejecting the One Yorkshire proposal, we are actively involved with discussions between the other regional councils and government, with the Chief Executive part of a small working group of Chief Executives meeting with government officials.

- We have continued to *ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further*; the capital and property projects within our ‘Sustainable Harrogate’ programme are progressing well. The Station Gateway and Harrogate Convention Centre development projects are progressing and we were able to move nine businesses into Springfield House following their eviction from previous premises. These will be joined by other businesses on final completion of our Digital Incubator Hub.

- *We continue to work with other organisations to ensure we achieve our ‘connected district’ goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district*. We launched the ground-breaking ‘AppyParking’, we successfully secured funding from the Leeds City Region Business Pool for our ambitious town centre Wi-Fi project and NyNnet secured £15million in funding from the Department of Digital, Culture, Media and Sport’s Local Full Fibre Wave 2 Challenge Fund to connect nearly 400 public sector sites with fibre broadband. Although there has been slippage on these projects throughout the year, progress is being made.

- We are continuing to *increase the contribution that tourism makes to the local economy*, with the arrangements for the UCI World Cycle Championship on track; including securing £670,000 of Leeds City Region Business Rated Funds and government agreement to lift the restrictions of the Stray Act. Progress has been made on the delivery of an Events Strategy and we have agreed the cultural programme for ‘Harrogate Welcomes the World’. The majority of schemes within the District Improvement Fund have been completed with the final two outstanding schemes in Knaresborough and Masham awaiting approval from the Highways Authority and information from partners before they can be completed. We have agreed a revised grant agreement with Visit Harrogate to encompass any operating changes that may be...
put in place after the Road World Championships have taken place in September. A full programme of funded activity has been agreed for the period April to September 2019.

- The **main area of concern** within this corporate priority remains the same as the previously reported: to promote the Harrogate Convention Centre (HCC) as widely as possible to attract new events to the district and grow its income to support our local economy. The latest forecast (final accounts are not yet complete at the time of writing this report) indicate that the HCC lettings income is significantly under target; impacting on potential additional income and the economic impact that HCC brings to the district (which is estimated at £55,252,239; a £777,758 reduction on the £56,029,997 in 2017/18). Section 8 of this report provides commentary from Management Board on the interventions we are putting in place to improve performance in this area.

6.3 Overall, we are making good progress on the priority measures within a **sustainable environment** corporate priority; two of the three priority measures are on target but our recycling performance remains below the national average.

- We are on track to **adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades**; the inspection of our ambitious draft Local Plan took place in January 2019 and we are currently responding to the initial points raised by the Inspector.
- We are proactively **dealing with the problems associated with traffic congestion and poor air quality in the district**; we have submitted our Air Quality Management Action Plan to Defra and agreed our Ultra-low Emissions Vehicle Strategy that sets out our ambitious and forward-looking electric vehicle programme to put us among the best borough councils for electric vehicles in the country.
- We have made progress on **encouraging more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics** but we recognise that our recycling performance (based on tonnage alone) remains below the national average. We have been working with businesses and residents to reduce the amount of non-recyclable plastic going to landfill; specifically focusing on our existing trade waste customers and launching a trade waste recycling service. We have also focussed on reducing our own consumption of single-use plastics and have ceased the use of a number of items including polystyrene cups and plastic glasses at the Civic Centre. We have also developed a policy seeking to remove single use plastic as far as is practicable. During 2018/2019 we recycled 40.14% (includes estimates) of household waste (meeting our 40% target and a slight improvement on the 39.6% in 2017/2018) and collecting 446.4 tonnes of residual household waste per household. We recognise our recycling performance is lower than the average for other district councils (the 2017/18 average for all English District Councils was 44.25% whilst our performance was 39.6%). However over 99% of our recycling waste is contaminant free, which is far better than neighbouring authorities. We have also been investigating the possibility of expanding the number of items in our kerbside collection scheme whilst waiting for the recently announced Government White Paper (Resources & Waste Strategy for England).

6.4 Two of the four priority measures within the **supporting our communities** corporate priority remain on track whilst the other two remain ‘amber’; recognising that although progress has been made, they remain areas that we need to do more.

- We have made significant advances in in taking a **more proactive approach to the way we provide housing**; forming a Housing Company, which will allow us greater freedom to operate within the property market as well as a private sector landlord. We have also produced an updated Housing Strategy. The affordable homes partnership approach,
working with developers to support and deliver more homes has been a success - delivering 259 affordable homes during 2018/2019; exceeding the 210 annual target and a significant improvement on the 161 delivered the previous year.

- We continue to do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy; the Community Safety Hub continues to work effectively with North Yorkshire Police, the SAFE project and FOCUS Pathway to integrate housing support and mental health (the key common themes in Hub case work).

- Although we are making inroads to reduce the number of families living in temporary accommodation by helping them find a permanent home we recognise that the average length of stay in temporary B&B accommodation has increased from 3 weeks at the beginning of the financial year to 5 weeks at the end of 2018/19. The length of stay is impacted by the availability of suitable properties and we have taken a proactive approach to expanding the properties available by commencing construction of our own new build specialist housing site at Spa Lane, Starbeck. The length of stay in temporary hostel accommodation has increased from 4 weeks at Quarter 3 to 6 weeks at the end of 2018/19, this remains considerably under the target of 16 weeks and an improvement on the average of 15 weeks at the beginning of the year. The number of households living in temporary accommodation reduced from 53 to 42 (between Quarter 3 and Quarter 4). In 2017/18, there was an average of 48 families living in temporary accommodation within the councils in the Yorkshire & Humber region (putting the 42 families in Harrogate below last year’s average). Following poor performance in Quarter One, we reviewed our void (empty property) management process and implemented service improvements which have reduced our re-let times from 26.1 days at the beginning of the year to 10.02 days at Quarter Four; giving an average of 15.73 days over the year (and a similar performance to the 15.62 days during the previous year).

- We have made progress on our priority measure to review the sport and leisure services we provide with the agreement of the Sport & Leisure Strategy and the completion of the Draft Operational Review report, the overall status remains ‘amber’ to reflect the financial implications of the outcomes of this review on our budget assumptions and the project slippage within the year. Part One of the Options Appraisal is now due for completion in June 2019 rather than the original due date of February 2019 due to the additional work we have requested consultants to undertake.

6.5 Overall, we are making good progress on the priority measures within our excellent public service corporate priority, with two out of the three priority measures on track.

- We continue to closely monitor our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme. Business planning with the key traded services (Turkish Baths/Trade Waste/Lifeline) has been undertaken to ensure that they have robust business plans in place. The Commercial Strategy is in its final draft; proposing four key commercial project areas where focus will be concentrated to maximise opportunities. All the projects are interlinked and will together provide significant returns to HBC and economic benefit to the district.

- We have provided leadership to the Public Services Leadership Board (PSLB) and support the delivery of its annual work plan with a full review of the PSLB priorities undertaken in 2018/19. These will be confirmed at the next meeting in April 2019.

- The main area of concern within this corporate priority remains the review of our Parks and Environmental Service; the financial implications of this review have a significant impact on our Efficiency Plan. The Parks and Environmental Service Operational Review is made up of a number of separate projects and the work programme was revised following performance clinics in October 2018 to reflect the temporary
management arrangements in the service, uncertainties caused by the government Resources & Waste Strategy consultation, the challenge of digitising our various round data and the impact of ongoing housing growth. Progress has been made with delivery of key objectives including a revised horticultural bedding plan, procurement of modern vehicles and equipment, trials of new working practices and staff consultation. The revised phasing of savings for waste and recycling, street cleansing / sweeping has been reflected through the budget setting process for 2019/20 – 2020/21. A temporary Change Manager resource was allocated to the service to assist with the delivery of the service, the recruitment process for this post will take place during the first quarter of 2019/20.

6.6 **Corporate Health Performance**

All of the performance indicators included within the Corporate Health dashboard on Pentana help contribute towards our corporate priority of excellent public services.

6.7 **Financial**

During 2018/19 we collected 97.8% of Council tax, below our 98.7% target and the 98.2% collected in 2017/18. This amount reflects the removal of single person discounts in March following a full review within the district. If these had not been reflected back onto accounts as an outstanding balance, the collection figure would have compared favourably with the Q4 2017/18 collection figure. The 97.8% collected compares similarly to the national English District Council Average (97.9%; latest available data 2017/18).

6.8 Our **Non-domestic rates** collection level was 97.5%, below our 98.5% target and the 99.1% collected in 2017/18. The 97.5% relates to in-year collection which is currently turbulent due to the number of premises changing hands and the service has indicated that there is no reason to think we will not achieve over 99% collection for the 2018/19 year by the end of 2019/20.

6.9 We collected 91% of **in-year sundry debt collected**; less than the 98% collected the previous year and below the 95% target. The outstanding debt is made up of 523 unpaid invoices totalling £661,184 with the largest balances attributable to Community (Parks & Environmental Services), totalling 75% of the outstanding balance. At the end of the Quarter Four, 8% of total debt was over 90 days old; maintaining a similar level of performance to the 7% in the previous year.

6.10 Our **Legal Services debt recovery** level was 6.23% at the end of the financial year; significantly below the 60% target. This is because of the skewed performance in Quarter Four in which we collected 0.31% of debt due to three significant debts referred within the Quarter (totalling £113k of £116k referred in the period) which have not progressed yet due to pre-action correspondence with the debtors. We also collected 37% of **in-district car parking debt**; although we missed our 40% target, performance significantly improved between quarters three and four (from 32% to 52%). Performance during the last quarter generated over £6k in fees which has been transferred to Parking Services budgets.

6.11 **Workforce**

This section incorporates the data previously reported in the Workforce Digest Report.

6.12 Our **workforce** (fte) has remained at a similar level to the previous year, with a variance of 0.2% (the actual number of employees has increased by 3%). **Employee turnover** has averaged at 15.8% over the last four years; with the 16.1% in 2018/19 slightly higher than average, reflecting four major service reviews within the year.

<table>
<thead>
<tr>
<th>Year</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees (actual)</td>
<td>1,157</td>
<td>1,094</td>
<td>1,097</td>
<td>1,127</td>
</tr>
</tbody>
</table>
### 6.13
The distribution of the workforce remains unchanged from previous years, with the majority distributed within frontline services; the highest proportion of FTEs (24%) is within Parks and Environmental Services:

![Pie chart showing workforce distribution]

### 6.14
The **age profile of our workforce** follows the same pattern as the previous year: 43.7% of employees are aged 51 or over; 43.5% are aged between 31-50 whilst 12.8% of employees are aged below 30:

![Bar chart showing age distribution]

### 6.15
It should be noted that the age profile for individual services differs significantly between services; at the younger end of the organisation; CTS has the youngest workforce within the organisation with 4.5% of staff aged under 21 and 29% aged below 30. Housing & Property has the highest proportion of its workforce aged over 61 (15.5%) and along with Parks and Environmental Services, these two services have the highest proportion of employees aged 51 and above. The Organisational Development and People Business Partners are working with all service managers on workforce planning; including succession planning and talent development.
In 2018/19, 6.8% of all new starters were aged under 21; a decrease from the 12% in 2017/18. We are continuing to put proactive interventions in place to attract younger employees, such as apprenticeships, work experience, a review of our recruitment process, visiting careers fairs and working with local education providers.

We have 21 Apprentices, missing the Levy target of 26 and a decrease on the 25 during the previous year. The Organisational Development and People Business Partners are working with services to promote the apprenticeship scheme.

**Sickness absence (BV12)** was 8.1 days across the whole of 2018/19; although we did not meet our stretched target of 7.5 days, there was a 7% variance improvement from the 8.7 days in 2017/18. The latest available benchmarking data for sickness absence is the 2017/18 LG Inform benchmarking club data in which the average for all the councils who submitted data was 9.5 days; showing the 8.1 days to be better than average. We have been voluntarily submitting data to this benchmarking club for a number of years in order to obtain more timely comparisons and during 2018/19 our quarterly performance was consistently better than average. Parks & Environmental Services had the highest level of sickness absence whilst Economic Growth and Place-Shaping had the lowest level of sickness absence during the financial year.

Musculo-Skeletal accounted for the highest proportion (24%) of sickness days (75% of these days were due to long-term sickness) whilst stress/depression (which includes personal and work-related) accounted for the second highest proportion of sickness (19%); 84% of these days related to long-term sickness; In comparison to the previous year, the percentage of days lost due to stress/depression has increased from 17% to 19%. However, in terms of actual days lost it has reduced from 1146.5 days to 1076 days.

We have continued to proactively help employees to cope with stress and depression; running health and wellbeing events, providing specialised training and referrals to Insight. These referrals decreased from 4.6% to 4.1% between 2017/18 and 2018/19; whilst the percentage of people presenting for work-related stress decreased from 17% to 15% over the same period.
Annual appraisal data will be reported in the Quarter One report to coincide with the annual trent (our HR system) appraisal updating.

6.22 Customer

The majority of customer contacts remain via the telephone. The first chart below shows the fluctuation between the type of contact during each quarter of 2018/19, for example during Quarter Three, the number of people using online forms significantly increased as we introduced online forms for single person discount. The second chart shows the long-term trend for the change in channel shift, with online interaction increasing significantly from 6.5% in 2015/16 to a quarter of all interactions completed online in 2018/19:

6.23 We had 144 formal complaints in 2018/19, significantly more than the 87 received during the previous year. The increase was due to the wider roll out of the green garden waste scheme in the district and collection issues at the beginning of the season, combined with a promotion on black boxes which resulted in significant demand which could not be met by our suppliers. 82 of the formal complaints were in Parks and Environmental Services, which is significantly higher than in previous years. We responded to 64% of stage one complaints within 10 working days; a decrease in performance from the 87.5% achieved during the previous year. 53% of stage two complaints were responded to within 25 working days; a decrease in performance from the 80% achieved during the previous year. These can both be attributed to the issues with Parks and Environmental Services, however they also reflect the new corporate complaints management system meaning that we have much more accurate and relevant data in this area.

6.24 Website availability averaged at 99.97% across the year; it continues to be AA compliant and we have reached the Better Connected four star rating and our website ranking within the UK Local Government INDEX has remained in the top place throughout the year. We are reviewing how we receive feedback about our online services. We have been receiving low response rates to the online survey and are working with the communications team to improve responses.

6.25 We report benefit processing times on a quarterly basis. As reported in previous quarters; the processing time for new Council Tax Reduction (CTR) claims did not meet its 21 day target, with the quarter performance at an average of 27.59 days; a slight decrease in performance of half a day from the 27.01 days achieved during the previous quarter. Performance has been impacted by ongoing issues with provision of Universal Credit evidence. However, as this is CTR, no recovery is taken during the processing of the claim so there is no detrimental financial impact on the customer. There is no external benchmarking data for this indicator.

6.26 Although we narrowly missed our 21 day processing target for new Housing Benefit Claims; with a Quarter Four outturn of 21.59 days. We made a marked improvement on the 25.91 days achieved during the previous quarter; reducing the average time by 4 days. The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 24
days at Quarter Two, 2018/19; putting our year-end performance above average.

6.27 We narrowly missed our 6 day processing target for changes to CTR claims; with a Quarter Four outturn of 6.08 days. However, we improved the time taken to process these claims by 0.5 days in comparison to the 6.61 days taken during the previous quarter. There is no external benchmarking data for this indicator.

6.28 We performed well against the 6 day processing target for changes to Housing Benefit Claims; with a Quarter Four outturn of 2.52 days; reducing the average time by 2.9 days in comparison to the 5.37 days achieved during the previous year. The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 9 days at Quarter Two, 2018/19; putting our year-end performance above average.

6.29 The following two charts show the quarterly performance for all of these indicators:

6.30 Governance
We regularly monitor the number of FOI and data breaches (no targets are set against these indicators). There were 1031 FOI requests in 2018/19 (a large increase on the 884 during the previous year). The percentage of these that go to appeal/review remains low at 0.97%.

6.31 There were 85 data security breaches during 2018/19 (compared to 32 in the previous year). We proactively encourage staff to report any data breach; an increase in numbers does not necessarily reflect a decrease in performance and reflects the work carried out to promote the importance of reporting data breaches.

<table>
<thead>
<tr>
<th></th>
<th>Q1 2018/19</th>
<th>Q2 2018/19</th>
<th>Q3 2018/19</th>
<th>Q4 2018/19</th>
<th>Annual 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of FOI requests</td>
<td>274</td>
<td>270</td>
<td>208</td>
<td>279</td>
<td>1031</td>
</tr>
<tr>
<td>Number of FOI requests which go to appeal/review</td>
<td>3 (1.1%)</td>
<td>3 (1.1%)</td>
<td>1 (0.4%)</td>
<td>3 (1.1%)</td>
<td>10 (0.97%)</td>
</tr>
<tr>
<td>Number of data security breaches</td>
<td>20</td>
<td>15</td>
<td>16</td>
<td>34</td>
<td>85</td>
</tr>
<tr>
<td>Number of data security breaches referred to ICO</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>

6.32 Energy
This section of the report was introduced in Quarter Two; to complement our Corporate Health Reporting. We will include updates on the work undertaken to meet our internal target within our reduction strategy; to reduce emissions by 2.7% each year from our own operations.

6.33 Detailed energy monitoring (daily manual meter reading) is underway as a trial at two key sites in order to closely monitor daily fluctuations and quickly flag up areas of concern if energy use exceeds normal consumption patterns. So far, no serious problems have arisen, but this process gives some more ownership of energy use to site users, and enables us to identify and address problems earlier. This monitoring strategy will be rolled out to other major energy
using sites over the coming months.

6.34 Year-end energy and fuel consumption data is now being collated in order to prepare the council’s annual carbon footprint report, which will available in a future update.

7.0 CONCLUSIONS
7.1 Management Board are asked to consider the risk of not achieving the Delivery Plan Supporting Projects highlighted in Appendix I and flagged as areas of concern in section 6 of this report. The areas of high and medium risk remain the same as the previous quarter:

High risk:
- Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support our local economy.
- Review our parks and environmental services team.

Medium risk:
- Work with other organisations to ensure we achieve our ‘connected district’ goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.
- Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.
- Reduce the number of families living in temporary accommodation by helping them find a permanent home.
- Review the sport and leisure services we provide.

7.2 Management Board are asked to consider the Corporate Health performance reported within this report. Although we have missed internal targets in some areas, we have improved performance in comparison to the previous year, e.g. in sickness absence and benefit processing times. Management Board should pay attention to:

- Apprentices
- Complaint response times
- New CTR benefit claim processing times

7.3 This report is focused on the Delivery of the priorities within our Corporate Delivery Plan. However, in addition to this, there has also been a number of other achievements that contribute to our corporate priorities, including:

<table>
<thead>
<tr>
<th>A strong local economy</th>
<th>£814,711 grants were secured through devolved grant schemes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A sustainable environment</td>
<td>We sponsored our first Green Business Awards, celebrating local companies that are going the “extra mile” to be green and by doing so, providing inspiration for others.</td>
</tr>
<tr>
<td>Supporting our communities</td>
<td>Food businesses in the Harrogate district scored the highest average score in the country (4.85 out of 5)</td>
</tr>
<tr>
<td>Excellent public services</td>
<td>Successfully trialled electronic electoral canvassing; this will improve efficiency in future annual canvasses.</td>
</tr>
</tbody>
</table>

8.0 MANAGEMENT BOARD COMMENTS
8.1 To be updated at the meeting. Due to the meeting schedule and publication of reports, Management Board comments will be circulated to Overview & Scrutiny following this report.

9.0 REQUIRED ASSESSMENTS AND IMPLICATIONS
9.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

10.0 Risk Statement

10.1 Management Board is asked to consider the risk of not-delivering the 20 supporting projects that as set out in this report and determine the implications (particularly in relation to the delivery of the Efficiency Plan). Management Board can also consider the interventions in place to mitigate against these risks and confirm if these are adequate. In future these reports could include risk assessments for those individual actions that have been rated as ‘Red’ and will include an overall summary of Service Plan risks as well as the Corporate Delivery Plan.

Background Papers – none

OFFICER CONTACT: Please contact Rachel Glynn, Business Intelligence & Performance Manager, if you require any further information on the contents of this report. The officer can be contacted at Harrogate Borough Council, PO Bo 787, Harrogate, HG1 9RW ext. 58111 or by e-mail – Rachel.glynn@harrogate.gov.uk
### Corporate Delivery Plan: 2018/2019

The following pages provide an update on performance against the Corporate Delivery Plan Priorities as of Year-end, 2018/2019.

For more detailed information please visit the Corporate Plan Dashboard on Pentana.

This report has been compiled by the Business Intelligence and Performance Team using the data inputted by the responsible officer on Pentana as of 15th April 2019.

For further information please contact the Business Intelligence and Performance Team.

<table>
<thead>
<tr>
<th>Corporate priority</th>
<th>Status at Year-end</th>
<th>Status at Previous Quarter</th>
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<tr>
<td><strong>A strong local economy</strong></td>
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<td><em>Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.</em></td>
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<td><em>Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support our local economy.</em></td>
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<td><em>Increase the contribution that tourism makes to the local economy.</em></td>
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<td><strong>A sustainable environment</strong></td>
<td><em>Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.</em></td>
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<td><strong>Excellent public services</strong></td>
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Be closely involved with, and influence regional governance proposals across the whole of Yorkshire.

**Why is this important?** Devolution, the role of LEPs and potential changes to the way local government is structured across the whole of Yorkshire have the potential to help us tackle economic, environmental and social challenges in our district. We will do all we can to ensure these changes benefit us, our residents and the services we provide.

**What have we done?**
In February 2019 a single devolution deal for Yorkshire was rejected by the government. The "One Yorkshire" plan was backed by 18 out of the region's 20 local councils, with Sheffield and Rotherham opting for a separate South Yorkshire solution.

In March 2019 the authorities within South Yorkshire agreed to proceed with the Sheffield City Region devolution deal which will run until the end of the Mayoral term in 2022, following which councils will be free to choose whether to proceed with a ‘One Yorkshire’ plan.

We are actively involved with discussions between the other regional councils and government, with the Chief Executive part of a small working group of Chief Executives meeting with government officials.

**What do we need to do next?**
Although a large part of the devolution agenda is outside of our direct control, the Leader and Chief Executive play active leadership roles to ensure our district is well-represented and we continue to be actively involved in discussions surrounding regional devolution. The Chief Executive is a member of a small sub-group of chief executives that have driven the detail of the devolution discussions and the Leader of the Council ensuring political engagement regionally through the Yorkshire Leaders Board as well as nationally. Internally, the sub regional working group meets on a regular basis to ensure that we are well placed to respond as opportunities arise. We will maintain our strong leadership role to ensure that our district benefits from the outcomes of regional discussions whilst awaiting the national government response to both the devolution and LEP Review proposals.
Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.

**Why is this important?** We already know the economy of the Harrogate district will grow at a slower rate compared to neighbouring areas over the next five years. Our economic growth strategy has been prepared in response to this. It is a co-ordinated and proactive approach to supporting ‘good’ growth which will benefit everyone in the district. Our ambitious plans include the redevelopment of Harrogate Convention Centre and Station Parade.

**What have we done?**
We are implementing an ambitious Economic Growth Strategy which includes a number of capital and property projects. These have been reviewed alongside our 2024 Programme to ensure that our resources are aligned to our priorities. A great deal of progress has been made during the year.

We have completed the draft outline business case for the Harrogate Convention Centre (HCC) development; looking at options to consolidate the venue, strengthen the Harrogate Convention Centre (HCC) business and drive economic growth in line with the Economic Growth Strategy. Additional options appraisal work has been commissioned and is underway. Work has paused at the moment as the new HCC Director becomes familiar with the project and ensures that the future business plan for the asset fits with her strategy for the business.

The Station Gateway regeneration partnership project is progressing with the Highways & Transport and Parking Studies drawing to a close. A round of stakeholder engagement has been positive - with a collaboration agreement to be established.

We have agreed the physical configuration of the space for a Digital Incubator Hub (a dedicated work space for start-up and new businesses in the creative and digital sectors which offers on-site business support services) at Springfield House. Work is continuing with HCC to agree operating procedures and marketing links. We have moved businesses into Springfield House and approximately 9 jobs have been safeguarded that were threatened following the termination of leases for businesses at Copthall Bridge House. We secured funding of £540,000 from the Leeds City Region Business Rates Pool to support this project.

**What do we need to do next?**
Continue to progress the existing capital projects such as Station Gateway and the Harrogate Convention Centre. During the next quarter, the results of the additional options appraisal for the HCC will be completed. Activities within the Station Gateway project will include an application to the Transforming Cities Fund for the highways and public realm elements in June. We plan to open the Digital incubator hub for business by autumn 2019 and in parallel to this activity we will continue to let residual vacant space in Springfield House to local business to support economic growth, tenants will include Harrogate Bid and UCI.
Work with other organisations to ensure we achieve our ‘connected district’ goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.

Why is this important? We already know the economy of the Harrogate district will grow at a slower rate compared to neighbouring areas over the next five years. Our economic growth strategy has been prepared in response to this. It is a co-ordinated and proactive approach to supporting ‘good’ growth which will benefit everyone in the district. Our ambitious plans include a number of digital projects such as the town centre wi-fi project.

What have we done? We have secured funding of £350,000 from the Leeds City Region Business Rates Pool to support the town centre Wi-Fi project. North Yorkshire County Council (NYCC) and its wholly-owned company NYnet successfully applied for £15million funding from the Department of Digital, Culture, Media and Sport’s Local Full Fibre Wave 2 Challenge Fund. The money will be used to connect nearly 400 public sector sites with fibre broadband across 16 towns, including Harrogate, Knaresborough and Ripon. We have completed a Memorandum of Understanding to allow the use of street lighting columns and worked with the Harrogate Business Improvement District to include successful and technology/project elements to be funded as part of their draft business plan. We have completed the procurement process for the specification and commercial approach to the use of street furniture. Priority has been placed on delivering Public WiFi in core areas of Harrogate and Ripon by September 2019 in readiness for the UCI cycling event, with other town centres to follow subject to viability and affordability.

Our ground-breaking ‘AppyParking’ went live in Harrogate on 28th January and this project is progressing well. User uptake continues to rise with 6% of March parking pay and display transactions completed via the app. In the week commencing 11th March a total of 1800 transactions were conducted via AppyParking - with 281 of these being new users. On Saturday 16th March a total of 291 transactions were completed via Appy. This is expected to increase in the coming months.

We are also working with private sector investors to bring full fibre to the district and we have approve a new Non-Domestic Rates policy has been approved which includes relief for new masts in areas of poor coverage.

What do we need to do next? During the next quarter work, the procurement report on town centre Wi-Fi will be presented to Cabinet on 24th April and, following initial integration problems, we will begin beta testing of AppyParking at our barriered car parks.

Roll-out the full fibre project; there has been some slippage on this project, which is now planned for the summer. The ‘Superfast North Yorkshire roll-out’ will continue with 3000 properties to be Fibre to the premises (FTTP) broadband.
Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support our local economy.

Why is this important? Harrogate Convention Centre (HCC) is a jewel in the district’s crown. Each year, the centre contributes almost £60 million to our tourism and visitor economy and provides employment for local people. We’ll work harder to make sure HCC is chosen as the venue for large, and small, convention events, so we grow its economic contribution.

What have we done?
We completed the outline draft business case to look at options for the redevelopment of the HCC site to ensure we attract more conferences and events to Harrogate as well as promoting our own events. The business case has now been presented to the HCC Board and Members and additional options appraisal work is underway. Our lettings income remains below target; whilst HCC contributes an impressive £55 million to our local economy, it remains below its £60 million target and its value to the economy has reduced by £777,758 compared to the £56,029,997 in 2017/18.

What do we need to do next?
Improve our lettings income; we will continue with our Sales Strategy and the site development plan.
**Increase the contribution that tourism makes to the local economy.**

*Why is this important?* Thousands of people visit Harrogate district every year. While they are here they spend their money on things like hotels, eating out and entertainment. This all helps support the local economy. We think there’s more we can do to bring more people to the district, so we will develop a programme of major events to be run each year which allows us to maximise the use of our parks and open spaces.

*What have we done?* Since our successful hosting of the Tour de France, we have maximised on our ambition to be an Events Destination. We are currently preparing to host the UCI World Cycle Championships (and secured £670,000 of Leeds City Region Business Rated Funds to support this). The Ministry of Housing, Communities & Local Government consultation on the proposed suspension of parts of the Stray Act closed in January and we were granted permission to temporarily remove restrictions on the use of the Stray after support from the town’s residents and businesses. Services are also working on plans for the Tour de Yorkshire which will also be using part of the race route on Friday 3rd May 2019.

Our 2024 Programme recognises the importance of tourism to our district and includes a ‘Destination Harrogate’ workstream, within which work is currently underway to prepare plans for a comprehensive Events Strategy. We have held initial discussions with stakeholders to discuss purpose and aims of the strategy and the draft strategy is currently being finalised. Cabinet have also agreed the cultural programme for ‘Harrogate Welcomes the World’.

We are also administering a District Improvement Fund; a one year programme of physical improvements in areas of high footfall. We canvassed the local councils in the six main economic centres and received a variety of requests. The majority of schemes have now been completed and we are awaiting approval from the Highways Authority on new cycle racks for Knaresborough and information from Masham on their traffic/ parking signs before completing these final schemes. We have successfully completed a range of other schemes including: borough wide street cleansing in main economic areas, Knaresborough Castle lighting scheme, town centre improvements for Ripon and Knaresborough and a new bus shelter in Boroughbridge.

We have provided support Visit Harrogate to develop longer, sustainable plans to promote Harrogate as an Events Destination. A revised grant agreement is being put in place to encompass any operating changes that may be put in place after the Road World Championships have taken place in September. A full programme of funded activity has been agreed for the period April to September 2019.

*What do we need to do next?* Continue with our preparations for the UCI Cycle Championships, both to deliver the event and delivery of existing services.

We will agree the Events Strategy.

Dependent on the Highways Agency approval, we will continue on the works of the final parts of the District Improvement Fund programme of works.
Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.

Why is this important? The local plan sets out the vision for what we want the Harrogate district to be like in 2035. We know we need more housing: both affordable by definition and in real terms, but we need to think very carefully where it goes and not allow developers to decide for themselves where new homes should be built. Our local plan explains how development could be achieved over the next 20 years for a Harrogate district that is seen to be progressive, vibrant and a place where people wish to live, work and visit.

What have we done?
Our ambitious draft Local Plan, which plans for economic as well as housing growth, was submitted to government for independent examination on the 31st August 2018 and the four-week programme of public hearing sessions to examine the draft local plan started on 15th January 2019. Following these sessions the inspector has written to the Council setting out his initial thoughts on the plan. We are now undertaking some work to respond to the points raised by the inspector.

We held an informal consultation on the draft Community Infrastructure Levy (CIL) in Summer 2018 the draft CIL charging schedule was subject to public consultation in January-February 2019.

What do we need to do next?
Continue to respond to the points raised during the Local Plan inspection process. Officers will work towards the submission of the CIL Charging Schedule to the Secretary of State in May/June 2019.
Deal with the problems associated with traffic congestion and poor air quality in the district.

**Why is this important?** There are too many car journeys in and out of the district each day and we know traffic congestion is a frustration for many people. As well as costing time and money, it affects air quality as stationary or slow-moving vehicles create pollution. We already have several air quality zones in place across the district where we are working with colleagues from the county council and taking action to improve the situation.

**What have we done?**
Local authorities have a statutory duty under the Environment Act 1995, Part IV to produce an Air Quality Action Plan where Air Quality Management Areas have been declared. In November 2018, Cabinet approved the Air Quality Action Plan (covering the four Air Quality Management Areas at Wetherby Road Harrogate, Bond End Knaresborough, York Place Knaresborough and Low/High Skellgate Ripon), following this approval the Plan was submitted to DEFRA for their approval. Work on implementing the actions listed in the plan has commenced and will be reported through the Air Quality Action Plan Steering Group and to the Cabinet Member (Sustainable Transport).

In December we held a Member Workshop to discuss the long list of interventions drafted for the refresh of our Strategic Transport Priorities document. This will put us in a better position to shape and influence significant transport investment decisions made in the future by a range of external partners and agencies, ensuring that the best outcomes are secured for Harrogate residents. The outcome of this work will help shape the Council's response to the forthcoming NYCC consultation on a potential relief road for Harrogate. We have also completed and published the Junction 47 Local Plan study complete and published and officers are continuing to support members in relation to Kex Gill scheme.

In March 2019, Cabinet agreed our Ultra-low Emissions Vehicle (ULEV) Strategy which sets out our vision that Harrogate will implement an ambitious and forward-looking electric vehicle programme, and be among the best borough councils for electric vehicles in the country.

**What do we need to do next?**
Continue to implement the actions within the Air Quality Action Plan; monitoring of the AQMAs will continue and we are required to update DEFRA annually on the progress against the Action Plan in their Annual Status reports, the next report is due to be submitted in June 2019. AQMAs cannot be revoked until at least 3 years data is provided showing that the national air quality objectives are no longer being breached.

We will seek to complete the Strategic Transport Priorities document and progress our Ultra-Low Emissions Vehicle Strategy.
Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.

Why is this important? While we met our own recycling targets last year, we didn’t do as well as other councils. While we don’t want to chase targets, we do think there’s more we can do to improve recycling rates in the district. We’re going to provide more advice about what can and can’t be recycled and promote the alternatives to simply throwing things away.

What have we done?
By the end of 2018/2019 we recycled 40.14% (includes estimates) of household waste (meeting our 40% target and a slight improvement on the 39.6% at the same time last year); recycling 20,346 tonnes of household waste (lower than the 21,271 tonnes at the same time last year) and collecting 446.4 tonnes of residual household waste per household (an improvement on the 470.6 tonnes in the previous year). We recognise our recycling performance is lower than the average for other district councils (the 2017/18 average for all English District Councils was 44.25% whilst our performance was 39.6%). We have been investigating the possibility of expanding the number of items in our kerbside collection scheme whilst waiting for the recently announced Government White Paper (Resources & Waste Strategy for England). This paper reviews all forms of recycling with a range of consultations taking place.

We are working with businesses and residents to reduce the amount of non-recyclable plastic going to landfill and have recently launched a recycling service for trade waste customers.

As a local authority, all of our waste is either recycled or goes to Allerton Park, with no waste going directly to landfill. Our green waste is sent for composting at two sites. At the civic centre we have ceased the use of polystyrene cups and plastic glasses, replacing them with standard mugs and durable glasses and have stopped using the single straws of coffee and individually packed teabags. Baxter’s café & the Hydro are now selling HBC branded mugs to help reduce usage of single use cups. We have also developed a policy for the removal of Single Use Plastic as far as is practicable, which is going through the decision making process for approval. In addition council officers continue to work with community organisations to promote the reduction and removal of Single Use Plastics.

What do we need to do next?
We will participate in the Government consultations on the Resources & Waste Strategy and review our services to take account of the white paper outcomes.

We will continue to work with businesses and residents to reduce the amount of non-recyclable plastic going to landfill as well as continually reviewing our internal operations.
Take a more proactive approach to the way we provide housing.

**Why is this important?** We know buying a house in Harrogate district is expensive, but there is lots we can do to help people looking for a home. Our housing team works hard every day to make sure families can get – or keep – a roof over their head. We think there’s an opportunity to provide more affordable housing in the district, so we’re exploring the options available. One of them is to set up our own development company so we can build where there is most need rather than waiting for a house-builder to decide what it wants to construct and where.

**What have we done?**

We have formed our own Housing Company, Bracewell Homes, with the first board meeting taking place in early April. The Housing Company will allow us greater freedom to operate within the property market as well as a private sector landlord. The company will not only support affordable housing but will also provide an additional income stream.

Management Board have agreed an updated Housing Strategy 2019-2024, the strategy is based on an updated evidence base to ensure that it is aligned with our other key strategies and actions plans e.g. Economic Growth Strategy, it supports the Local Plan, it equips us to respond to implications of the changing national policy landscape and recognises the key challenges facing residents, employers and housing providers/developers across the district.

We delivered 259 affordable homes during 2018/2019; exceeding the 210 annual target and a significant improvement on the 161 delivered the previous year. Over the past few years we have taken every opportunity to increase the number of affordable homes in the district, both directly and with housing association partners. We have secured approvals to buy homes on the open market and successfully bid for significant grant funding to supplement our own contribution. This work is now paying dividends and we are buying and building affordable homes in significant numbers (and being recognised by Homes England for our ambition). At the same time, we have developed a hugely successful Development Partnership with 15 housing associations. We have streamlined procedures for matching these housing associations with private developers, major housebuilders and their sites and so speed up delivery of the affordable homes. Our Housing team works closely with Legal and Planning Officers on everything from layouts to viability appraisals to legal agreements to ensure that the affordable homes that come forward do so at the same pace (and quality) as the market ones.

We also bought 32 homes for social housing (an increase on the 12 bought during 2017/18) and we built 16 new homes (an increase on the four in 2017/18).

**What do we need to do next?**

Continue to progress the Housing Company and work with developers to ensure that affordable homes are delivered quickly. The draft Housing Strategy will be presented to the Strategic Management Team in April 2019 prior to public consultation and formal adoption of the strategy.
Reduce the number of families living in temporary accommodation by helping them find a permanent home.

Why is this important? We want to reduce the amount of time people have to live in a temporary home. If we are able to set up our own development company (see above) we’ll be able to build more – permanent – homes, where they are needed and at a price which people can afford.

What have we done?
Following the introduction of the Homelessness Reduction Act (which significantly changed our duties and introduced longer intervention periods) which resulted in a significant increase in representation to the Homelessness Prevention Service Team; we reviewed and bolstered the team to address the changes and the increase in workload to ensure continuing high level of service delivery.

The number of households living in temporary accommodation reduced from 51 to 42 (between 2017/18 and 2018/19). The length of stay in temporary hostel accommodation reduced from 8.6 to 6 weeks whilst the length of stay in temporary B&B accommodation increased from 3 to 5 weeks between 2017/18 and 2018/19; we use B&B accommodation only in emergency scenarios or until a vacancy in the hostel becomes available. The increased timescale for this indicator during reflects our lack of accommodation suitable for those with specialised needs. The average length of stay for families in temporary accommodation is impacted by the availability of suitable properties and we have taken a proactive approach to expanding the properties available by starting a project to construct our own new build specialist housing site. In December, Cabinet approved the transfer of land at Spa Lane, Starbeck from the General Fund to the Housing Revenue Account for the construction of temporary accommodation for single persons considered to be homeless and in priority need and work has started on site.

Our temporary accommodation has seen an increased turnaround with customers accessing either the Rent in Advance/Bond Scheme, waiting list accommodation or making their own arrangements.

In 2018/19 we took an average of 15.73 days to re-let housing; a similar time to the 15.62 days reported the previous year. Following the Quarter One, 2018/19 performance of 26.13 days we reviewed our void management process to identify service improvements and reduce our re-let times. The new process resulted in a marked improvement; from an average of 26.13 days at Quarter One to 10.02 days at Quarter Four.

What do we need to do next?
Construct the Spa Lane specialist housing accommodation and continue with our work to prevent homelessness.
Do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy.

Why is this important? The age profile of the Harrogate district is increasing which will inevitably place increasing pressures on health and social care services. Many of our services can help our partners to have a stronger focus on prevention measures to reduce demand on services. We will work with partners within West Yorkshire and Harrogate to ensure that health transformation ambitions are achieved.

We are fortunate that Harrogate district is a very safe place. Despite this, we know some people are affected by crime and anti-social behaviour. We are going to enhance the work with do with organisations like the police to tackle these issues. We will improve the way we share information, and manage cases, with the organisations we work with.

What have we done?
The Community Safety Hub continues to work effectively with North Yorkshire Police, the SAFE project and FOCUS Pathway thus integrating housing support and mental health, these being key common themes in Hub case work.

The Community Safety Hub is currently developing a suite of Key Performance Indicators, which will be adopted across the county. The Harrogate District Hub is the lead Hub to develop this work. In conjunction with the Police, Fire and Crime Commissioner’s Office a case management system is being procured. During Quarter Three there were 3358 crime-related incidents and 1558 anti-social behaviour (HBC only) reports (year-end data will available from North Yorkshire Police in May 2019).

We continue to take a lead role in the leadership of the Harrogate Prevent Partnership to deliver the Local Prevent Action Plan. The Plan takes account of the CTLP (Counter Terrorism Local Profile) for York and North Yorkshire and sets out multi-agency priorities in order to mitigate the risk of radicalisation of vulnerable young people and adults. There is a strong focus upon engagement with communities, sharing intelligence, working with North Yorkshire County Council Safeguarding and ensuring training and awareness of employees of all the public sector and partner agencies

What do we need to do next?
Working in partnership we will develop a ‘Hub Action Plan” and complete the development of the Community Safety Hub KPIs; with an implementation date of April 2019. This aims to improve the sharing of intelligence & further support collaborative working.
Review the sport and leisure services we provide.

**Why is this important?** We know that providing swimming pools and sports facilities has significant benefits to the health and wellbeing of people across the district. We want everyone to have happy and healthy lives. We’re going to review the sport and leisure services we provide to make sure they meet the needs of the people who use them while also being cost-effective and affordable.

**What have we done?**
We have agreed the Sport & Leisure Strategy which sets out our strategic priorities to:

- Improve health and physical wellbeing;
- Be inclusive and remove barriers to participation;
- Improve mental wellbeing and community cohesion;
- Deliver a positive customer experience.

Alongside this work we have commissioned consultants to undertake review of all indoor sports facilities in the borough and, considering current and future levels of demand, develop a facilities strategy. This work has been completed and presented to Cabinet and Management Board. Additional analysis of options has been requested.

High level condition surveys of our current sport and leisure venues have also been completed.

**What do we need to do next?**
Agree Part One of the Options Appraisal by June 2019 (amended due date from February due to the additional piece of work requested).
Continue to keep an eye on our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme.

**Why is this important?** The money we get from central government to support the services we provide reduced to nothing in 2018. It means we have to raise all the money we need locally. We are looking at new ways to generate income by being more commercially-focussed and working like a business would.

**What have we done?**
Business planning with the key traded services (Turkish Baths/Trade Waste/Lifeline) has been undertaken to ensure that they have robust business plans in place that include financial profiling to inform future income/expenditure aligned with their Marketing and Communications Plans. A proposed governance arrangement has been created to provide focus and to monitor performance, including profit and loss financial reporting. It is anticipated that this robust process will encourage future planning, a continued awareness of the market/change and continued business growth.

The Housing Company has been named and is called Bracewell Homes. The company will look to purchase homes and also explore other business opportunities in the Sector. This approach will provide us with a greater stewardship role in place-shaping, as well as a financial return to the authority. The documents for the company incorporation have been sent to Companies House with the Corporate Governance and Board Terms of Reference drafted. Discussions are underway to match the company to Shared Ownership opportunities and the Inaugural meeting of the Board was held on 1st April 2019.

**What do we need to do next?**
The Commercial Strategy is in final draft with links to various documents to guide Services who are commercialising activities and/or proposing new business ideas through the process of validation to ensure viability and alignment with organisational objectives. The Strategy proposes 4 Key commercial project areas where focus will be concentrated to maximise opportunities. All the projects are interlinked and will together provide significant returns to HBC and economic benefit to the district.
Review our parks and environmental services team.

**Why is this important?** We want to be more business-like in future, and, like all commercial organisations, we need to take a look at the way we work and what we do. We are going to review our parks and environmental teams to see how we can be more efficient when it comes to providing services we know are valued and appreciated by people across the district.

**What have we done?**
We are implementing a Parks and Environmental Service Operational Review; this covers street cleansing/sweeping, waste and recycling, motor transport, horticultural bedding, parks and open spaces, and operational management. The work programme was revised following performance clinics in October 2018 to reflect the temporary management arrangements in the service, uncertainties caused by the government Resources & Waste Strategy consultation, the challenge of digitising our various round data and transposing this to new work schedules and the impact of ongoing housing growth.

Significant progress has been made with delivery of key objectives including a revised horticultural bedding plan, procurement of modern vehicles and equipment, trials of new working practices and staff consultation. The revised phasing of savings for waste and recycling, street cleansing / sweeping has been reflected through the budget setting process for 2019/20 – 2020/21.

**What do we need to do next?**
Continue to implement the Operational Review projects. A temporary Change Manager resource was allocated to the service to assist with the delivery of the service, the recruitment process for this post will take place during the first quarter of 2019/20.

Provide leadership to the Public Services Leadership Board and support the delivery of its annual work plan.

**Why is this important?** We’re not the only public-sector organisation providing services across the district and we already work closely with colleagues in organisations like the police and health service. We think we can do more together, especially when it comes to new ways of working and being as efficient as possible. Our leadership of the Harrogate District Public Services Leadership Board (PSLB) will help this.

**What have we done?**
We have been supporting the PSLB for a number of years and we are reviewing the big issues partners are facing and then to look at potential areas for collaboration. We have been updating our evidence base and reviewing cross-cutting strategies and priorities in order to inform the 2019/20 work plan and we presented a Harrogate District ‘the place’ data profile to partners 21st January 2019. This included challenges and barriers and what the district will look like in 2035. New priority themes were determined with some further work to revise and develop.

**What do we need to do next?**
The April PSLB meeting will review the newly developed themes.
Management Board were pleased with the overall performance during 2018/19 and asked staff to be congratulated for this. Management Board discussed the risks of not delivering the following supporting projects:

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<th>High risk:</th>
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<tr>
<td>The Convention Centre lettings performance continues to be a priority area for Management Board. The new Director is carrying out a full review of the site’s performance and whilst it is recognised that challenging financial targets have been previously been set (the 2019/20 budget has been re-set), actions to improve performance are being put in place. This includes a new Sales Strategy for the Convention Centre.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Review our parks and environmental services team.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Parks and Environmental Services Operational Service Review continues to be a focus of Management Board, the Director of Corporate Affairs sits on the service review team in order to ensure that corporate support is available, and progress is being made towards implementing elements of the review in the summer. Management Board have provided additional support to ensure the delivery of these projects via a temporary Change Manager role as well as looking to put in place senior interim cover followed by backfill where necessary.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medium risk:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work with other organisations to ensure we achieve our ‘connected district’ goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.</strong></td>
</tr>
<tr>
<td>Management Board were pleased with the work carried out to date and the successful funding bids secured. It was noted that this area is being highlighted as a risk due to individual milestones being missed but overall, projects were forecasted to be delivered over time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Board have received detailed analysis as to how we compare to other councils in relation to recycling performance throughout the year. Management Board were pleased to see that the gap in our performance in comparison to both our geographical and CIPFA nearest neighbours is narrowing, although we currently remain below average. However the quality of our recycled material is extremely high with little wasted through contamination. The Service is putting measures in place to improve performance such as a new education programme for schools and new promotional material for residents. Further actions to improve performance in this area are being considered alongside the outcomes from governments recent consultations.</td>
</tr>
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</table>

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<tr>
<th>Reduce the number of families living in temporary accommodation by helping them find a permanent home.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due to changes in legislation our responsibility for homelessness prevention has significantly increased this year and as a result we are seeing a large increase in the numbers of families presenting as potentially homeless much earlier in the process. In addition the nature of these cases is becoming more complex and difficult to place. As a result this puts pressure on our limited temporary accommodation capacity and increases the use of B &amp; B accommodation. The service continues to move forward and the construction of our single person homeless accommodation at Spa Lane is underway.</td>
</tr>
</tbody>
</table>
**Review the sport and leisure services we provide.**

Management Board have previously discussed the financial implications of the six month delay to the review; agreeing that it needed to be aligned to the work on the sport and leisure built facilities review of the Local Plan. The service has put forward a number of other compensating savings.

Management Board continue to closely monitor the financial performance of the sport and leisure sites and the Head of Service was in attendance at the meeting to discuss swimming performance across the six main sites. A range of possible interventions to improve income generation and reduce costs were discussed which will be considered further by the Head of Service.

The review of the Service will be concluded this financial year.

**Corporate Health:**

Management Board have requested a full review of apprenticeship activity alongside how we are utilising the Levy. This will be reported back to the next Finance/Performance Meeting.

Management Board have also requested that the next Finance/Performance meeting will include a focus on complaint response times and benefit processing times.
1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek nominations from the Commission to the North Yorkshire County Council Scrutiny of Health Committee 2019/20.

2.0 RECOMMENDATION/S

2.1 It is recommended that the Commission nominate a representative to the North Yorkshire Scrutiny of Health Committee for 2019/20 (the Commission can also consider nominating a deputy).

3.0 THE REPORT

3.1 The primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services. Local authority Overview and Scrutiny of health has always been an important part of the commitment to place patients at the centre of health services.

3.2 Health scrutiny is a fundamental way by which democratically elected local councillors are able to voice the views of their constituents, and hold relevant NHS bodies and relevant health service providers to account. Local government itself is making a greater contribution to health since taking on public health functions in April 2013 (and will itself be within the scope of health scrutiny). Social care and health services are becoming ever more closely integrated and impact on each other, with the result that scrutiny of one may entail, to a certain extent, scrutiny of the other. In many cases, health scrutiny reviews will be of services which are jointly commissioned by the NHS and local government.
3.3 Within the NHS, there has been increasing emphasis on the need to understand and respond to the views of patients and the public about health and health services and responding positively to health scrutiny is one way for the NHS to be accountable to local communities.

3.4 Following the Francis report and recommendations into the failure of care at Mid-Staffordshire NHS Trust, the role and importance of effective health scrutiny will become more prominent, the inquiry increased expectations for local accountability of health services.

3.5 The relevant regulations are the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 (“the Regulations”), which came into force on 1st April 2013. They supersede the 2002 Regulations under the Health and Social care Act 2016.

3.6 Under the Regulations, local authorities in England (i.e. “upper tier” and unitary authorities) have the power to:

- Review and scrutinise matters relating to the planning, provision and operation of the health service in the area. This may well include scrutinising the finances of local health services.
- Require information to be provided by certain NHS bodies about the planning, provision and operation of health services that is reasonably needed to carry out health scrutiny.
- Require employees including non-executive directors of certain NHS bodies to attend before them to answer questions.
- Make reports and recommendations to certain NHS bodies and expect a response within 28 days.
- Set up joint health scrutiny committees with other local authorities and delegate health scrutiny functions to an overview and scrutiny committee of another local authority.
- Refer NHS substantial reconfiguration proposals to the Secretary of State if a local authority considers:
  - The consultation has been inadequate in relation to the content or the amount of time allowed.
  - The NHS body has given inadequate reasons where it has not consulted for reasons of urgency relating to the safety or welfare of patients or staff.
  - A proposal would not be in the interests of the health service in its area.

3.7 In North Yorkshire the county council has the lead responsibility for Health Scrutiny and it has established a Scrutiny of Health Committee with the aim of acting as a lever to improve the health of local people, ensuring that the needs of the local people are considered as an integral part of the delivery and development of health services. There is also a focus on action to achieve health improvement; to examine health care in the context of the wider determinants of health; to examine how health services address the needs of local communities; especially to address health inequalities; to ensure that local health and health related issues are being tackled jointly and in a co-ordinated way across agencies.

3.8 Although the formal responsibility to scrutinise health care services is with
North Yorkshire County Council it is recognised that local authority scrutiny in smaller areas (such as district council areas) should include health issues and formal responsibility to consider local health issues can be requested.

3.9 When the Scrutiny of Health Committee was established it was agreed that a representative from each council within North Yorkshire would be included. This would support a county-wide approach and also enable any issues for a particular area to be considered at a local level if required. It was agreed that the nomination should be sought from the Overview and Scrutiny Commission to provide the relationship between the two Committees and highlight potential issues for local Scrutiny.

3.10 In 2018/19 the Scrutiny of Health representative was Councillor Ann Myatt.

3.11 It is requested that the Commission nominate a representative to the North Yorkshire Scrutiny of Health Committee for 2019/20 (the Commission can also consider nominating a deputy).

4.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

4.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

5.0 CONCLUSIONS

5.1 It is requested that the Commission nominate a representative to the North Yorkshire Scrutiny of Health Committee for 2019/20 (the Commission can also consider nominating a deputy).

OFFICER CONTACT: Please contact (Claire Wilson, Scrutiny Officer), if you require any further information on the contents of this report. The officer can be contacted at (Legal and Governance, PO Bo 787, Harrogate, HG1 9RW) 01423 500600 (ext. 58323) or by e-mail – (Claire.wilson@harrogate.gov.uk)
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Customer Services Task and Finish Group (Informal)
13 May 2019 – 5.00pm to 6.50pm
Fountains Room, Civic Centre

In attendance: Cllrs Paul Haslam, Chris Aldred, Sue Lumby, Pat Marsh and Samantha Mearns.

1. APOLOGIES FOR ABSENCE: Cllrs John Mann and Nigel Middlemass

2. DECLARATION OF INTEREST: There were none.

3. MINUTES: The minutes of the meeting of 25 February 2019 were approved as a correct record.

4. CUSTOMER SERVICES REVIEW:

   a. Scope

      i. Definition

      ‘To review the performance of customer services at Harrogate Borough Council to meet the corporate priority of ‘excellent public services’ by following the customer service journey’

      ii. Aims/objectives

      - To understand whether there are any gaps in the customer service process and whether these can be resolved
      - Understand what targets are in place for customer service and determine whether these are appropriate
      - Review the Customer Strategy/Charter/Standards
      - Identify areas where customer service was not at the level it should be and recommend improvements
      - To help ensure a consistent approach to customer service across the Council

There was a discussion around the varying ways to contact the Council for both residents and Councillors, including:

- Phone
- Email
- Website/Webform
- Letter
- Face to face
• The varying journeys of each contact type were discussed. It was **agreed** that these journeys could be ‘mapped’.

• It was recognised that in some cases a Councillor may seek to progress a residents query by either phone call/email rather than advising the resident to use the relevant website/webform. It was noted that this was an informal way of resolving complaints, sometimes relying on Councillors knowledge of individual Officers and may in fact delay the process if the method for resolving the query is already available on the website.

• It was noted that for a substantial number of queries a webform had been created so that members of the public could complete it and receive a response. This was the Council’s agreed approach and more queries for services were being enabled in this way. This method created a reference number that could be tracked and used to resolve complaints. As more service queries were enabled in this way there would be less pressure on the phone lines - this would benefit both Residents and Councillors with urgent queries.

• It was noted that some Councillors used the ‘continue without an account’ option to register a query on behalf of residents for example to request additional or replacement recycling containers. However using the forms in this way was not entirely practical as the way the form is set up does not include an option to log a request on someone’s behalf and the relevant details of who the request was for were not included in the confirmation email as it is not designed to be used in this way. The Scrutiny, Governance and Risk Manager expressed some concern that there may be some governance issues with this approach and **agreed** to follow this up.

• It was suggested that the Hub for Councillors to access webforms could be developed and It was **agreed** to look into this in more detail.

**iii. Which Council services, members and external agencies will be involved?**

• Customer Services Unit
• Council’s website
• Council services
• **Councillors & Customers**

**iv. Preliminary research/background papers**

• Potential issues with telephone waiting times and contacting individual officers
• Potential inconsistent service/answers provided
• Communication with councillors could be improved
• **Customer Service Delivery Strategy 2018 – 2021**
• **Customer Service Charter**
• **Planning Customer Charter**
• The group reviewed both the Customer Service Charter and the Planning Customer Charter, the following points were raised:

  o It was noted that the charters were relevant for Officers, Customers and Councillors
  o Key information including when to expect a response were included within automatic responses. There was a suggestion that automatic responses could include information relating to what to do if a response has not been received within the stated timescales
  o The possibility of an abridged version of the charter documents were discussed, and whether it should include a statement to reflect the difficulty of some decisions and that this should be appreciated.
  o It was noted that the charters didn’t include any reference to contact with Councillors and the concept of whether a separate Councillor charter may be considered

b. How will issue be scrutinised?

• Visit to the Customer Service Unit
• Mystery shopper exercise
• Review of service performance statistics
• Review of customer service unit performance statistics

2. CONSULTATION RESPONSES:

Summary of responses

• The group reviewed the consultation responses and noted that only three responses from Councillors had been received. All responses were therefore considered and it was noted that the lack of responses could indicate that there was not a significant problem with customer service generally

• The Chair requested those present at the meeting to respond with their Customer Service Comments. Comments included:

  o Lack of a timely response by Officers to Councillors
  o Poor service and communication when a smaller bin was requested
  o Phone wait times
  o Customers referred bluntly to contact NYCC
  o A ‘black-hole’ when queries are passed between services. Customers having to chase responses without a point of contact. This point was discussed and it was noted that if a webform was used then a reference number would be provided that could be used to follow up queries and therefore complaints.

3. MYSTERY SHOPPER:

• Identify potential ‘mystery shopper’ methods
• Councillors to potentially investigate the various webforms noting content, suitability and any gaps.

It was agreed that Councillors would look into the webforms once a suitable selection had been identified.

Phone wait times could be ‘mystery shopped’.

4. GENERAL

‘Skype’ for business was shown to the group as a possible means of contacting Officers.

There were several suggestions for possible improvements to the HBC homepage, including:

• A banner directing any road issues to NYCC
• Headings at the top in yellow could be updated eg Local Plan
• “Planning Permission” might be better separated into Planning and then 1. Applicants 2. Others.
• Webforms are currently accessed via a link using the word ‘forms’, it was agreed that this should be reviewed to indicate the purpose eg Pay for it, etc
• Within the forms page there was a section titled ‘Other Services’, The webforms within this section are not all services and that this should be reviewed
• It was agreed that ‘Emergency Planning’ could be ambiguous to most customers

5. ANY OTHER BUSINESS

None

6. FUTURE MEETING DATES:

• Feedback progress at June 3rd Overview & Scrutiny Meeting – Minutes from last two meetings to agenda
• Prospective dates for next Task & Finish Group meeting
• It was agreed the next meeting of the Customer Service Task & Finish Group would be June 6th, Fountains Room 18:00
In attendance: Cllrs Paul Haslam, Chris Aldred, Nick Brown and Samantha Mearns.

5. APOLOGIES FOR ABSENCE: Cllr Pat Marsh

6. DECLARATION OF INTEREST: There were none.

7. MINUTES: The minutes of the meeting of 6 November 2018 were approved as a correct record.

8. CUSTOMER SERVICES REVIEW:

The Task and Finish Group considered the work to date and the Chairman emphasised the need to be clear about the scope and the work required to complete the review.

a) Scope

The scope for the review was considered and the importance of being clear about the work. It was noted that the group had been to visit the Customer Service Team and observed how calls were taken, e-mails received and face to face contact at the Council Offices took place.

It was noted that the Group had received information about the Customer Services Team, types of interactions, statistics about response times and interactions with other departments in the Council.

It was agreed that arrangements would be made for Councillor Nick Brown to sit with the Customer Services Team.

The following definition was agreed

‘To review the performance of customer services at Harrogate Borough Council to meet the corporate priority of ‘excellent public services’ by following the customer service journey’

The following points were raised:

- Things dealt with by entirely by Customer Services (CS) had statistics regarding response times, etc and were managed within CS. Contacts that were passed on to other areas for response were more difficult to manage ie obtain a response and where departments were contacted direct there was less information available. There was a
view that any particular customer service issues could not be picked up if not dealt with from start to finish in Customer Services.
- A lot of queries came into the Council via telephone that should be resolved via the website. This also had an implication for Councillors as they are often contacted when things do not get resolved
- There was perceived difficulty when no one answers a call or voicemail messages are not responded to

**Aims/objectives**

The aims and objectives of the review were considered and the following agreed:
- To understand whether there are any gaps in the customer service process and whether these can be resolved
- Understand what targets are in place for customer service and determine whether these are appropriate
- Review the Customer Strategy/Charter/Standards
- Identify areas where customer service was not at the level it should be and recommend improvements
- To help ensure a consistent approach to customer service across the Council

**Which Council services, members and external agencies will be involved**

The following were agreed to be included:
- Customer Services Unit
- Council’s website
- Council services

The following points were raised:
- The Council website had significantly increased capability for interaction with the Council/services and this should be promoted a lot more particularly amongst Councillors
- It was recognised that some people will always want to contact the Council via telephone. By directing queries to the website where possible this would free up resources to answer queries via telephone for those people using this contact method
- It was noted that it was the Council’s objective to provide as many services on-line and that this may not be understood/promoted as much as it could be

**Preliminary research/background papers**

The Group noted that the following information had been considered:
- Customer Service Delivery Strategy 2018 – 2021
- [Customer Service Charter](#)
- Customer Services Ambitions
- [Customer Service Standards](#)
- How do customers contact the Council
- Detailed information about performance and response times for the Customer Services unit
- Details about services provided on-line and those planned for the future

**b) How will the issue be scrutinised?**

The Group noted that a visit to the Customer Service Unit had been undertaken by most members. It was agreed that a visit would be arranged for Councillor Nick Brown.

It was agreed that a mystery shopper exercise would be undertaken after the results of the consultation were analysed.

**5. CONSULTATION**

It was agreed that consultation would be undertaken with Councillors and Heads of Services and would include the following:

- Identification of the top 3 customer service issues (more could be identified if required)
- Identification of specific examples
- How could customer service be improved
- Heads of Service would also be asked how do they ensure that Customer Service Standards are met within their service areas

The following were discussed:

- Consultation with Parish Councils and it was agreed that Councillors could provide examples of customer service issues for Parish Councils when they were responding to the survey
- Consultation with customers and it was agreed that this review would focus on internal processes and procedures to support customer service and any improvements identified

**6. MYSTERY SHOPPER**

It was agreed that areas identified through the consultation would form the basis for a mystery shopper exercise.
7. GENERAL

No Issues

8. ANY OTHER BUSINESS

None

9. FUTURE MEETING DATES: To be confirmed.
1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to agree the draft Overview and Scrutiny Commission work programme by providing an update on the progress of items of work previously identified and to seek Member approval that it will continue to form the Commission’s work programme for 2019/20.

2.0 RECOMMENDATION/S

2.1 It is recommended that the Overview and Scrutiny Commission:

- Consider any future items of work

3.0 THE REPORT

The annual prioritisation workshop enables the Overview and Scrutiny Commission to agree the work programme for the municipal year ahead.

The work programme is kept ‘live’ throughout the year to adjust to new or changing demands on the Commission. The work programme also includes a number of core responsibilities and existing commitments carried forward from the previous year. The following are an outline of the Commissions Annual Commitments.

a) **Major Reviews**

3.1 The Commission undertakes at least one major review each year.

b) **Outstanding Items of Work Identified by the Commission**
3.2

These are items of work identified in 2018/19, either not completed or timetabled for consideration in 2019/20.

c) **Crime and Disorder**

3.3

These are items of work identified to fulfil the Commissions’ role as the Council’s statutory Crime and Disorder Committee. The Crime and Disorder (Overview and Scrutiny) Regulations require the Council to have a Crime and Disorder Committee with the power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and to make reports or recommendations to the local authority with respect to the discharge of those functions. The Overview and Scrutiny Committee is the Council’s Crime and Disorder Committee.

The Commission meets as often as it considers appropriate to fulfil this role and to help with these responsibilities the named authorities must provide information, attend meetings (given appropriate notice) and consider any report or recommendations responding to the committee indicating what (if any) action it proposes to take. It must also have regard to the report or recommendations in exercising its functions.

At present the Commission considers the following performance information in October and March each year:

- **North Yorkshire Police**
  Annual invite to the Chief Constable to provide an overview of strategic policing issues and answer Member questions.

- **Safer Harrogate District Local Delivery Group Performance**
  Report from the Community Safety and CCTV Manager on the work of the Group with updates from the Head of Safer Communities (North Yorkshire Community Safety Partnership) and the Cabinet Member for Housing and Safer Communities (The Police and Crime Panel).

- **The Police and Crime Commissioner**
  Annual invite to the Police and Crime Commissioner and discussion about major consultations/plans.

d) **Finance**

3.4

These are the items that ensure the Commission undertakes appropriate financial scrutiny throughout the year, these include:

- **Medium Term Financial Strategy**
  This presents the Council’s Medium Term Financial Strategy (MTFS) for the following two years and sets out the assumed budget parameters.
• Council Budget
The Commission considers the following year’s budget in January each year including any alternative budgets submitted.

e) Performance

3.5
One of the important roles for Overview and Scrutiny is to consider council performance. The Commission considers Corporate Performance as part of the performance management framework together with financial performance reporting to Cabinet and Council as appropriate.

f) Health

3.6
In its Health and Well-Being role the Commission regularly considers health issues affecting the Harrogate District. The council also has a representative on the North Yorkshire Scrutiny of Health Committee that reports on a regular basis to the Commission. Lead representatives from partner Health organisations also provide regular updates to the Commission on significant issues.

g) Requests From Members of the Public

3.7
Members of the public can request items of work to be included in the Commission’s work programme.

4.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

5.0 CONCLUSIONS

5.1 It is recommended that the Commission consider:

- The current timetable of meetings is attached at APPENDIX A.
- Any future items of work.

OFFICER CONTACT: Please contact Scrutiny Governance and Risk Manager (Mark Codman), if you require any further information on the contents of this report. The officer can be contacted at Legal and Governance, PO Box 787, Harrogate, HG1 9RW or on 01423 500600 (ext. 58595) or by e-mail – mark.codman@harrogate.gov.uk
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<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Agenda Items</th>
<th>Room</th>
<th>Time</th>
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<tbody>
<tr>
<td>Monday 3 June 2019</td>
<td>Performance - End of Year</td>
<td>Fountains Room</td>
<td>17:30</td>
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<td></td>
<td>Government Statutory Guidance</td>
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<td></td>
<td>Customer Service Task &amp; Finish Group</td>
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<td>Appointments to Outside Bodies</td>
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<tr>
<td>Thursday 6 June 2019</td>
<td>Customer Service Task &amp; Finish Group Meeting</td>
<td>Fountains Room</td>
<td>18:00</td>
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<tr>
<td>Tuesday 18 June 2019</td>
<td>Overview &amp; Scrutiny Workshop</td>
<td>Fountains Room</td>
<td>17:00</td>
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<td>Monday 1 July 2019</td>
<td>Overview &amp; Scrutiny Annual Report 2018/19</td>
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<td>Monday 5 August 2019</td>
<td>Performance Q1</td>
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<td>Monday 2 September 2019</td>
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<td>Monday 30 September 2019</td>
<td>Proposed Police, Fire &amp; Crime Panel</td>
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<td>Community Safety</td>
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<tr>
<td>Monday 28 October 2019</td>
<td>Police, Fire &amp; Crime Commissioner Julia Mulligan</td>
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<td>Monday 11 November</td>
<td>Performance Q2</td>
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<td>Monday 25 November</td>
<td>North Yorkshire Police Chief Constable Lisa Winward</td>
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<td>Monday 9 December</td>
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<tr>
<td>Monday 13 January</td>
<td>Budget Informal</td>
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<td>Monday 20 January</td>
<td>Budget Scrutiny</td>
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<td>14:00 - 19:00</td>
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<td>Monday 27 January</td>
<td>Potential Additional Budget Scrutiny</td>
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<td>Monday 3 February</td>
<td>Performance Q3</td>
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<td>Monday 2 March</td>
<td>Proposed Police, Fire &amp; Crime Panel</td>
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<td>Community Safety</td>
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<tr>
<td>Monday 6 April</td>
<td>Bracewell Ltd</td>
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<td>Monday 11 May</td>
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FORWARD PLAN OF KEY DECISIONS

For the period: 21 May 2019 - 18 May 2020

The council publishes a Forward Plan which details the key decisions that are scheduled to be taken by the Cabinet, a Member of the Cabinet or a designated Chief Officer in accordance with the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulation 2012. These decisions need to be published on the Forward Plan at least 28 clear days before the decision is to be taken.

Key decisions

A Key Decision is an Executive decision which is likely

(a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority’s budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority; and regard must be had to guidance issued by the Secretary of State to determine the meaning of “significant”.

The Council has fixed the following financial thresholds for deciding whether a Cabinet decision is a Key Decision. It must involve:

- revenue expenditure of £150,000 or more
- savings of £50,000 or more
- capital expenditure of £250,000 or more
- decisions made by the Chief Executive, in exercise of emergency powers only, £300,000

Key decisions can be subject to the Overview and Scrutiny call-in procedure. Only urgent Key Decisions aren't subject to this and don't have to be published in the Forward Plan.

If you would like further information on any of the items shown in this Forward Plan please contact the respective officer(s) for each item.

For general information about the decision-making process and for copies of any documents outlined in the Forward Plan please contact Democratic Services, Harrogate Borough Council, Civic Centre, St Luke’s Avenue, Harrogate HG1 2AE or democraticservices@harrogate.gov.uk following their publication.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Date of Decision</th>
<th>Decision Maker</th>
<th>Title</th>
<th>Reason for Key Decision</th>
<th>Contact</th>
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</thead>
<tbody>
<tr>
<td>001PES18</td>
<td>31 Dec 2019</td>
<td>Cabinet</td>
<td>Nursery Review</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Jon Clubb, Commercial and Development Manager</td>
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<td><a href="mailto:jonathan.clubb@harrogate.gov.uk">jonathan.clubb@harrogate.gov.uk</a></td>
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<td>002HP18</td>
<td>Before 30 Jun 2019</td>
<td>Cabinet Member for Resources, Enterprise and Economic Development (Deputy Leader)</td>
<td>Electrical Installation Condition Reports for the Councils Public and Operational Buildings and the Resulting Remedial Works</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Lorraine Larini, Compliance Manager</td>
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<td><a href="mailto:Lorraine.Larini@harrogate.gov.uk">Lorraine.Larini@harrogate.gov.uk</a></td>
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<tr>
<td>008PSEG18</td>
<td>5 Jun 2019</td>
<td>Cabinet Member for Resources, Enterprise and Economic Development (Deputy Leader)</td>
<td>Conyngham Hall, Knaresborough - Refurbishments - appointment of contractors to carry out the works</td>
<td>It will involve capital expenditure of £250,000 or more.</td>
<td>Nigel Thompson, Strategic Property Manager</td>
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<td><a href="mailto:nigel.thompson-dts@harrogate.gov.uk">nigel.thompson-dts@harrogate.gov.uk</a></td>
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<tr>
<td>011PSEG18</td>
<td>22 May 2019</td>
<td>Cabinet</td>
<td>Deed of Grant for Access - Land off East Park Road, Spofforth.</td>
<td>It will involve saving of £50,000 or more.</td>
<td>Jonathan Dunk, Executive Officer – Strategic Property and Major Projects</td>
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<td><a href="mailto:jonathan.dunk@harrogate.gov.uk">jonathan.dunk@harrogate.gov.uk</a></td>
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<td>Reference</td>
<td>Date of Decision</td>
<td>Decision Maker</td>
<td>Title</td>
<td>Reason for Key Decision</td>
<td>Contact</td>
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<td>012HSC18</td>
<td>24 Jul 2019</td>
<td>Cabinet</td>
<td>Transfer of revenue and associated responsibility for homelessness support from North Yorkshire County Council to Harrogate Borough Council</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Madeleine Bell, Head of Housing and Property <a href="mailto:madeleine.bell@harrogate.gov.uk">madeleine.bell@harrogate.gov.uk</a></td>
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<tr>
<td>013HCC18</td>
<td>21 Aug 2019</td>
<td>Cabinet</td>
<td>Acceptance of the Bid for Stewarding Services at Harrogate Convention Centre</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Paula Lorimer, Director of Harrogate Convention Centre <a href="mailto:paula.lorimer@harrogateconventioncentre.co.uk">paula.lorimer@harrogateconventioncentre.co.uk</a></td>
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<tr>
<td>014HCC18</td>
<td>21 Aug 2019</td>
<td>Cabinet</td>
<td>Acceptance of the Bid for the Provision of Security Services at Harrogate Convention Centre</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Paula Lorimer, Director of Harrogate Convention Centre <a href="mailto:paula.lorimer@harrogateconventioncentre.co.uk">paula.lorimer@harrogateconventioncentre.co.uk</a></td>
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<td>015PES18</td>
<td>17 Jun 2019</td>
<td>Cabinet Member for Sustainable Transport</td>
<td>Vehicle Tyres and Related Services Contract Renewal</td>
<td>It will involve revenue expenditure of £150,000 or more.</td>
<td>Nicholas Clegg-Brearton, Transport Manager, Community Nicholas.Clegg-Brearton@harrogate</td>
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<td>016HSC19</td>
<td>26 Jun 2019</td>
<td>Cabinet</td>
<td>Empty Homes Budget and the Implementation of an Empty Homes Loan</td>
<td>It will involve capital expenditure of £250,000 or more.</td>
<td>James Tuck, Empty Homes Officer</td>
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<td><a href="mailto:james.tuck@harrogate.gov.uk">james.tuck@harrogate.gov.uk</a></td>
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