

**POLICY & FINANCE COMMITTEE**  
**26 SEPTEMBER 2019**

**COMMUNITY PLAN - QUARTER 1 2019/20 PERFORMANCE REPORT**

**1.0 Purpose of Report**

- 1.1 To inform Members in summary of the position against actions and Key Performance Indicators (KPIs) in the Council's Community Plan 2019/23 at the end of quarter 1 of the financial year 2019/20.
- 1.2 To provide Members with information on customer contact, complaints and requests for information.

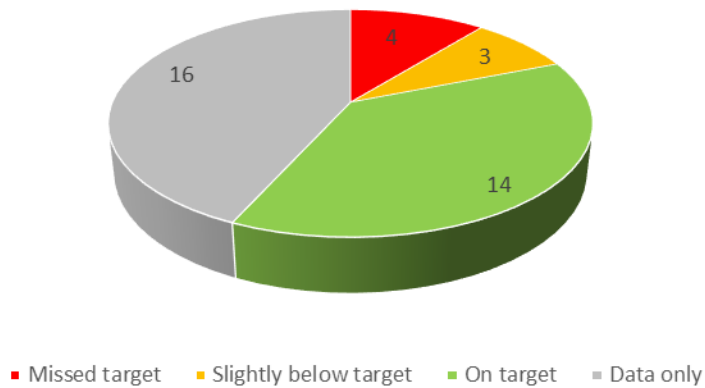
**2.0 Background Information**

- 2.1 The Council's four year Community Plan 2019/23 was adopted on 7 March 2019 with a strapline of '**servicing people, improving lives**'. The plan sets out the Council's purpose, values and objectives along with improvement/development actions above and beyond normal day to day service related activities.
- 2.2 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.
- 2.3 To deliver this commitment, systems to monitor performance against revenue and capital budgets, Community Plan actions and key performance indicators have been brought together and are now embedded in the way the council works. Whilst the budget and performance information are presented in two separate reports they will be reported to Policy and Performance Committee together and will appear on the same agenda.
- 2.4 Performance reports focus on the Council's Community Plan objectives and serve to provide up to date information on the status of both actions and KPIs underpinning the plan, highlighting achievements and any concerns.

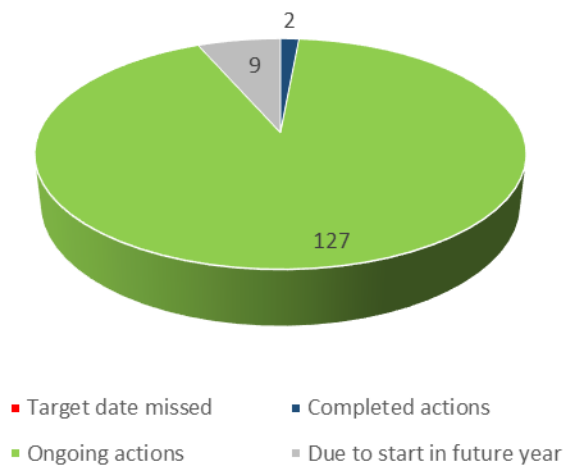
**3.0 Overall Performance**

- 3.1 There are a total of 138 actions within the plan, as well as 85 KPIs used to measure progress against the plan. Of the KPIs, 37 are collected quarterly, 1 on a six monthly basis, 46 annually and 1 every four years. This report is for quarter 1 2019/20 and focuses on the 37 quarterly KPIs.
- 3.2 Overall performance at quarter 1 against the Council's Community Plan actions and indicators show the following:

### 2019 Quarter 1 Key Quarterly Performance Indicators



### 2019 Quarter 1 Community Plan Actions



#### 3.3 **Actions**

Of the 138 Community Plan actions, two are complete, 127 are currently in progress and nine due to commence in future years. It must be noted that this is the first quarter of the 16 quarters in the four year Community Plan.

#### 3.4 **Indicators**

Overall performance for key performance indicators at the end of quarter 1 shows that out of a total 37 quarterly indicators 14 were on or above target, 3 were slightly below target and 4 indicators missed their target. 16 indicators are either for tracking purposes only, or new indicators which will be targeted once baseline data has been established.

#### 3.5 Examples of particularly positive performance during quarter 1 include:

- The time taken to determine all categories of planning applications is improving, with performance for the first quarter showing an improvement on the previous quarter and on the equivalent quarter last year. Performance remains, however, adrift of benchmarking comparators (East Midlands, LG Inform Plus) and will remain a focus for attention;

- Crime and anti-social behaviour continues to fall with the reduction in anti-social behaviour (19%) being extremely encouraging and representing the top performance of Nottinghamshire District Councils;
- Time taken to process new Housing Benefit / Council Tax Support claims (19.67 days) has fallen for the 8<sup>th</sup> successive month and is ahead of the new stretch target of 20 days;
- The amount of litter on the streets (measured through surveys) has shown an improvement since quarter 4 18/19 and is at the lowest level since March 2017.

3.6 Four performance indicators are currently adrift of their target as follows:

- The percentage of floor space let at the Buttermarket is currently 45% against a 50% target. However, negotiations are close to being concluded with a major new operator which will ensure this target is met;
- Four groups have been approved through the open arts, community and sports grants schemes (target is 5) as a result of some applications being deferred due to further work being required. As members will appreciate it is early in the year and therefore the likelihood is that the target will be met by year end;
- The number of visits to leisure centres is currently operating below target at 420,522 compared to the target of 637,500, although it is higher than the same period last year. The lack of swimming facilities at the Dukeries is currently having an adverse impact on user visits and junior membership (as reported to Leisure and Environment Committee for 2018/19 financial year) in the Ollerton locality. In addition, problems with access control at all sites has led to some visits not being recorded – this has now been addressed;
- Detritus is a further measure of street and environmental cleanliness and in the first quarter was below the 6% target at 9.22%. Accumulation of detritus during a lengthy period of highway works is considered to be the overriding factor for this.

### 3.7 **Activities**

In addition to the above performance information, set out below is a selection of key activities that have taken place under each objective during the first quarter.

#### **Improve the Cleanliness and Appearance of the Local Environment**

- Responding to an outbreak of Graffiti in early 2019 the Council has adopted a Graffiti Policy committing to the removal of most graffiti within 36 hours, as well as committing £10k to fund additional cleansing operatives so that all graffiti in the district can be removed over a 3 month period. The policy also includes provisions for free removal of graffiti from private and commercial dwellings up to 2020/21.
- Responsible dog ownership is being promoted through the PAWS campaign and events such as Bark in the Park. The campaign has seen officers attending local schools to engage young people about responsible dog ownership.
- 35 enforcement notices have been issued in Quarter 1, compared to 9 in the same quarter last year. The team has played a key role in low level graffiti investigation as well as engaging with schools. Follow up press releases and social media campaigns have been implemented to help promote awareness.

- 29 community litter picks have taken place across Newark and Sherwood during quarter 1 and 3 days of action in town centre locations in the district have been planned during 2019/20.

### **Reduce Crime and Anti-Social Behaviour and Increase Feelings of Safety in our Communities**

- The Council has recruited four Community Protection Officers to help reduce enviro crime in particular, ASB and to increase overall feelings of safety.
- A CCTV replacement plan has been approved. In addition to replacing and reviewing CCTV across the district a mobile CCTV camera has been installed in the Winthorpe Road area following concerns from the local community.
- Following on from the award winning Community Alcohol Partnership (CAP) in Ollerton to address alcohol related issues among young people a further CAP has been agreed for Clipstone.
- A new Community Safety Plan (CSP) and governance structure for the Community Safety Partnership has been approved, which provides a new focus for the CSP operational Gypsy and Traveller Group. Activities in the quarter included engagement based around water safety for young people in the community and a celebration of the Gypsy, Roma and Traveller History Month.

### **Improve Transport Infrastructure to Reduce Congestion and Facilitate Growth**

Good progress has been made in terms of closing financial and delivery gaps for Ollerton Roundabout and the Southern Link Road. We remain hopeful of the national government announcement on the A46 and work on the A1 overbridge has commenced in terms of initial scoping and costs, subject to design and build contract discussions with the highways bodies.

### **Accelerate the Supply of New Homes Including Associated Facilities**

Delivery of new homes is encouraging as evidenced in the recently published Statement of 5 Year Housing Supply which confirms that 654 houses were built (115 - affordable) in 2018/19, which exceeds the 454 houses required per year to meet supply requirements. The HRA forms a significant part of this with 65 of the 115 affordable units delivered being new Council houses. Of particular note are the following:

- The Council has adopted a Revised Core Strategy meaning its Development Plan is up to date and decision-making can be clearer for the public and developers. Work on the next stage of the plan is progressing;
- The Council is continuing to improve planning performance meaning that decision making is carried out in a timely manner;
- House building continues on the Middlebeck Strategic Urban Extension (SUE) and at Fernwood, new build starts on site are expected at Thoresby in early 2020 and some progress has been made on delivery of homes in Ollerton and Boughton with the final draft version of the Neighbourhood Study due to be presented to Economic Development Committee in September.

### **Increase Visits to Newark & Sherwood and The Use of Visitor Attractions by Local Residents**

- The Designation Management Plans for Newark, Southwell, and Sherwood have been adopted and the 'Visit' website is under construction.
- Work continues to identify new ways to promote the National Civil War Centre and encourage visitors to the centre and town more widely.
- Pricing policies for ticketed visitor attractions are being reviewed based on customer feedback and experience, and further work is required to encourage local visitors.

### **Protect, Promote and Enhance the District's Natural Environment**

- Phase 1 of improvements to Sherwood Forest Arts and Crafts centre is almost complete and will provide better facilities for visitors.
- Discussions are ongoing with key stakeholders in respect of protecting and enhancing the natural environment, including development of the 5 year Minor to major landscape partnership scheme. This is a multi-agency initiative in the Sherwood area funded by National Lottery Heritage Fund which will deliver a range of activities to improve the natural environment including improving access, protecting and enhancing key wildlife habitats, creating training and job opportunities and promoting events.
- Funding has been secured to improve the play facilities at Vicar Water Country Park and Sconce and Devon Park. At Vicar Water the work will include the replacement of existing equipment with more stimulating and inclusive facilities and at Sconce and Devon a new multi-sensory play trail will be installed.
- Support was provided to the Newark Town Council for its 2019 East Midlands in Bloom entry. Discussions with the Campaign to Protect Rural England, which oversees the Nottinghamshire Best Kept Village Competition, are taking place with a view to encouraging more entries.

### **Enhance and Sustain Town Centres**

The appointment of the Town Centres Manager (TCM) during the quarter has provided a new and targeted focus on town centre transformation. Some key actions in quarter 1 include:

- A Cultural Strategy for Newark has been commissioned and ways to capture town centre footfall are being explored.
- Discussions on permanent commercial tenants for the Buttermarket are ongoing.
- A start on the Robin Hood Hotel site is expected in September 2019.
- The Council has submitted a funding bid for Newark Town Centre to become a Heritage Action Zone (now awarded).
- Developing relationships with Southwell, Edwinstowe and Ollerton and Boughton Town Councils to scope out potential future opportunities for joint activities and initiatives.

## **Reduce Levels of Deprivation in Target Areas and Remove Barriers to Social Mobility Across the District**

- Successful roll out of Year 1 of the Universal Credit Live Service, working with partners such as Citizens Advice to provide personal budgeting services.
- The new Homelessness Prevention and Rough Sleepers Strategy 2019 – 2023 has been officially launched and published and the Homeless Interagency Forum will now focus on developing and delivering a five-year action plan.
- The two successful bids, the Rough Sleeper Initiative and Rapid Re-Housing Pathway, to deliver the Government's Rough Sleeper Strategy are now in the delivery phase, with a steering group reporting to the Safer Nottinghamshire Board.
- Completion of three neighbourhood studies (Bridge, Hawtonville & Ollerton/Boughton) with actions being delivered.
- A new Voluntary and Community Sector Network has been launched, with a successful volunteer recruitment day and a volunteer celebration event delivered.
- Partnership work continues with the YMCA to enable delivery of the activity and community village, which will help young people and families. The Council has led engagement with health and social care and is helping with the Tall Ships Fundraising Challenge in August 2019.

## **Improve the Health and Wellbeing of Local Residents, with a Particular Focus on Narrowing the Gap in Healthy Life Expectancy and Other Health Outcomes**

Work continues around place based approaches to ensure that resources are targeted to address health inequalities in areas of most need, in particular:

- Newark & Sherwood Health and Wellbeing Partnership Plan has been adopted, action plan agreed and a workshop planned to consider targeting interventions, linked to place based working. The Public Health information team is currently working to identify priority areas/wards;
- The Council is supporting development of a social prescribing model and recruitment of link workers with health colleagues;
- The Dukeries swimming pool feasibility stage is now complete with agreement in place to proceed to detailed design.

## **Increase Participation with the Council and Within Local Communities**

Good progress is being made on engaging more widely with residents with some key actions being progressed including:

- Webcasting of Council/Committee meetings is due to commence in September and plans to communicate decisions via social media to increase citizen engagement are being developed;
- The Council is co-ordinating the Parish Conference due to take place on 2 November as a means of engaging with parish members and the wider community;

Work on developing e-newsletters, the residents' panel and establishment of a community initiative fund are ongoing.

## **Generate More Income, Improve Value for Money and Increase Residents' Satisfaction with the Council**

Actions under this objective include maximising the use of technology, embedding a commercial approach across the Council and reallocating resources to gain best value for money. Some achievements to date include:

- Issuing of ipads to all Councillors and access to ModernGov so that they can access emails, agendas and minutes;
- Adoption of a commercial strategy and plans developed to generate income within the Council; A commercial toolkit is currently under development along with a commercial intranet page to help embed a commercial approach across the Council;
- Following the Council's decision in April 2019 that the option of bringing back in house the housing management services is the most cost effective and appropriate way to deliver the management of the Council's housing stock, a thorough tenant and leaseholder consultation exercise has been undertaken in July and August and a report is due to be considered by Policy and Finance Committee on 26 September for a final decision to be taken.

### **4.0 Customer Contact, Complaints and Requests for Information**

4.1 This section provides performance information against a range of corporate indicators in respect of customer comments and requests for service and information.

Category	No. received Q1 2019-20	No. received Q1 2018-19
Customer complaints and service requests	32	27
Requests for information (Freedom of Information/Data Protection Act/Environmental Information Regulations)	288	488
RIPA	0	0
MPs Enquiries	41	Not recorded
Enquiries received by the Ombudsman	2	2

### **4.2 Customer Contact**

#### **4.2.1 Stage 1 – Complaints**

The number of Stage 1 complaints received during Quarter 1 was 31. 97% (30) were responded to within the agreed timescale (10 working days). The reason this was not 100% is that one of the cases was particularly complex and took longer to respond to; the customer was notified of the slight delay.

4.2.2 Business Units in receipt of Stage 1 complaints during the quarter, together with further commentary, are set out below:

- Asset Management and Car Parks (1) – Non-response by staff member, resolved through Business Manager contacting complainant;
- Customer Services and Communications (1) – Misinformation relating to elections, resulting in ensuring improved staff training in future;
- Parks and Open Spaces (1) – Conduct of an employee. Complaint not upheld;

- Planning Development (8) - One handling of letter of objection, four planning applications, two enforcement and one work undertaken before planning approval granted. Clarification was provided, with one complaint about a planning application leading to improved procedures;
- Public Protection (4) – Two related to staff attitude, with explanations provided and one complaint not upheld. One related to an accident and data breach – not upheld. One complaint about an event for which clarification of NSDC role was provided;
- Revenues and Benefits (7) – Three complaints relating to Direct Debit payments and four relating to landlord Council Tax liability. In all cases clarification was provided with proposed solutions where appropriate. One complaint led to further guidance being provided to staff;
- Waste and Transport (8) – Four complaints related to an issue with waste collection (two from same customer on garden waste), one about a garden waste collection payment, one about recycling facilities, and one on road sweeping. In all these cases an explanation/clarification was provided with further guidance provided to staff in one case. The eighth complaint related to GDPR, resulting further training being provided for crew members.

### **Summary**

Having analysed the complaints for those business units receiving complaints during the quarter the most common theme is the need to provide further clarification to the complainant. In some cases this has resulted in further guidance or training being issued to staff, but a common learning point should be to ensure communication with customers is always clear and does not include jargon.

Further details are recorded in the Council’s customer complaints system.

#### **4.2.3 Stage 2 - Complaints**

Two complaints were received during the quarter. One was regarding an enforcement and planning issue and the second one relates to public protection.

##### ***Complaint One – Enforcement and Planning Process***

The stage one complaint was regarding a noise nuisance from a business together with how the associated planning application was determined.

The stage two complaint although it was relating to the same issue was a totally different complaint. This complaint was regarding the disclosure of personal information in relation to noise nuisance which was immediately removed. Internal processes have been amended to ensure this doesn’t happen again. Our privacy notice does state though that consultee comments for planning applications including personal details will be published on the website.

##### ***Complaint Two – Public Protection***

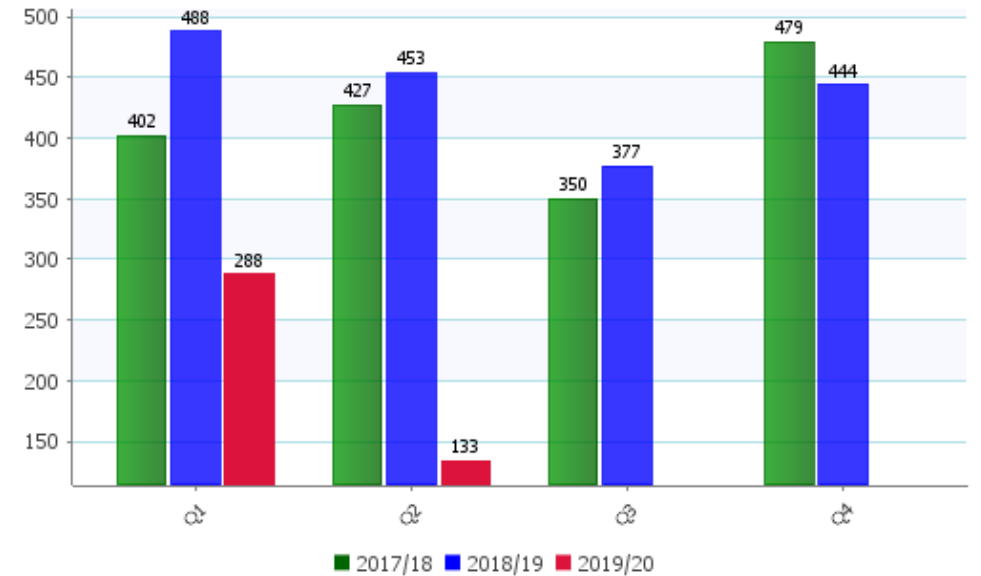
Alleged data breach regarding disclosing a name. Not upheld.



#### 4.2.4 Requests for Information (FOI/DPA/EIR)

The total number of requests for information received during Quarter 1 was 288 which compares to 488 in the same quarter for 2018/19. The decrease is due to one personal search company combining multiple properties into one request coupled with a decline in the number of FOI requests received generally.

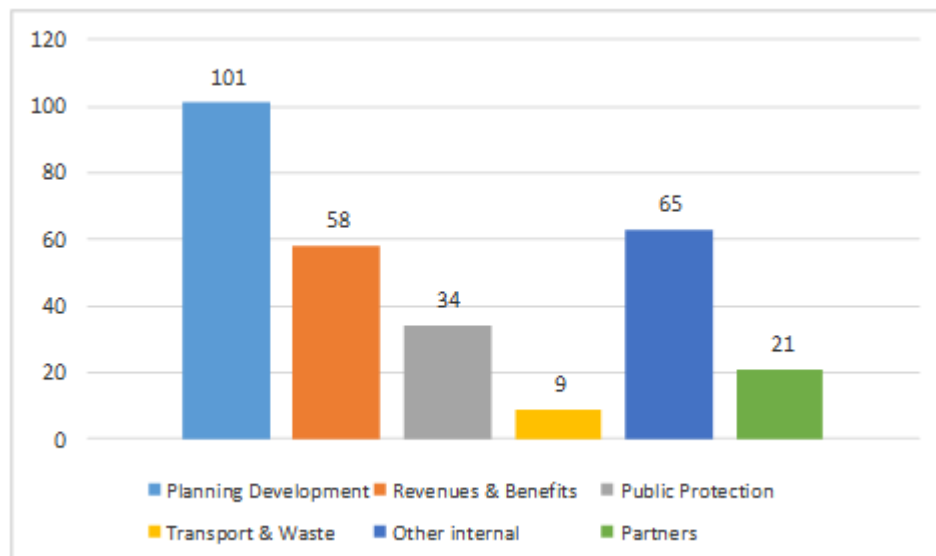
**(Q) No. of requests for information received under FOI/DPA/EIR legislation - Whole Council**



Additional transparency data is being published on the council's website e.g. figures for public health funerals which has meant a reduction in requests received for that specific information.

- 158 were Freedom of Information requests, many of which were complex and involved multiple business units and SLT.
- 7 EIR Property Searches;
- 29 Data Protection Act/GDPR requests;
- 14 general EIR requests for planning and enforcement files or Section 106 agreements.

A summary of requests by service areas is included below:



- **Planning Development - 101(35%)**  
87 of these were from property search companies for CON 29 information and the remainder for planning files and enforcement files or CIL/S106 information.
- **Revenues and Benefits - 58 (20%)**  
Half of these related to business rates from third party organisations for their own commercial purposes and the remainder relate to enquiries about liability for Council Tax usually from enforcement agencies and other local authorities.
- **Public Protection - 34 (12%)**  
Covering a range of topics including food safety, animal welfare, licencing, private sector landlords and encampments.
- **Transport and Waste - 9 (3%)**  
Have been for with a specific interest in this period on waste collection and recycling.
- **Other internal 65 (23%)**  
The remaining requests are spread across 13 other business units. Of these:
  - 30% of requests have been received from property search companies, 20% from individuals who are not local residents, 12% from businesses, 7% from the media, and 5% from local residents.
- **Partner - 21 (7%)**  
Requests that do not relate to Council functions were referred to Nottinghamshire County Council, NSH of Town Councils.

**Of the requests received:**

- All were responded to within the statutory time frame, with an average of 7 working days.
- 213 (74%) have received a full response, 26 (9%) a partial response, 21 (7%) referred elsewhere, 13 (4.5%) refused with exceptions, 13 (4.5%) refused as the time involved would exceed 18 hours and 2 (1%) were withdrawn by the requestor.
- No requests have been charged for.

**4.2.5 Authorisations made under Regulation of Investigatory Powers Act**

There have been no authorisations made under the Act during Quarter 1.

**4.2.6 MPs enquiries relating to residents' queries**

There were 41 enquiries from MPs relating to residents' queries, with 13 received from Mark Spencer MP, 27 from Robert Jenrick MP and one from Rory Palmer MEP. These can be broken down into the following categories:

Service area	No. of enquiries received
Anti-social Behaviour	1
Benefits	2
Council Tax	3
Democratic Services	2
Development Control	10
Economic Development	1
Environmental Health	3

Housing, Health and Communities	7
NSH Executive Support	3
Parks and Amenities	2
SLT	1
Waste and Transport	6

The Council have only just started to collect data on MP enquiries. Further work is ongoing to consider how this information can be mapped against other customer data sets to drive service improvements.

Further discussions are due to take place with MPs' PAs to discuss on-going recording of MP enquiries to ensure a more effective joined up approach.

#### 4.2.7 **Ombudsman Enquiries**

During the first quarter of 2019/20 the Council has received **two** enquires from the Ombudsman as set out below which is comparable to the same quarter last year:

- Enquiry 1 - relates to a Parish Council code of conduct. The Ombudsman dismissed the complaint at the **assessment** stage as it was submitted by a parish councillor and the Ombudsman can only accept enquiries from individuals or their nominated representatives;
- Enquiry 2 - this case is at the **investigation** stage and is an ongoing case relating to the assessment of a housing benefit claim.

The Ombudsman has recently published the Annual Review Letter for 2018/19, which will be reported to Policy and Finance Committee in September.

#### 4.2.8 **Other Engagement with Customers and Residents**

A summary of other forms of contact with customers and residents including face to face engagement, phone calls and social media is set out below:

- **Face to Face enquiries**

During the Quarter 2019/20, 3875 customers accessed council services at Castle House compared to 4176 in the same quarter in 2018/19. The slight decrease is likely to be attributed to the DWP having nationally transferred assistance with Universal Credit to Citizen Advice and more services being available on line.

Outreach services in Ollerton and Southwell. During the first quarter of 2019/20 the total number of enquires for council services at Ollerton was 304, compared to 251 in the same quarter in 2018. The reason for the increase in enquiries is that the DWP workload has increased due to Universal Credit and the associated increase in accessing council services. There has been a significant increase in customers accessing the digital service at Ollerton for housing services.

During the first quarter of 2019/20 the total number of enquires for council services at Southwell was 45, which is a significant decrease compared to 98 during the same quarter in 2018/19. The demand for this service and associated promotion and marketing is being monitored.

- **Telephone calls**

During the first quarter the total number of calls received into the contact centre was 25,483, which was a slight increase compared to the first quarter of 2018/19 when 24,434 calls were received. This increase could be attributed to there being two elections during this quarter and the transfer of garden waste enquiries to NSDC which were previously administered by Rushcliffe Borough Council.

- **Social Media**

The number of followers of the corporate Facebook and Twitter accounts have increased during the first quarter compared to the same quarter in 2018/19. Facebook followers have increased from 4,470 in 2018/19 to 6,352 in 2019/20 and Twitter has increased from 9,610 in 2018/19 to 10,100 in 2019/20. This highlights the continued popularity of Social Media and how the Council use it to as a channel to promote key messages and events.

## **5.0 Equalities Implications**

5.1 Each service area is responsible for monitoring any equality implications arising from progressing actions and managing overall performance as set out under the Community Plan.

## **6.0 Financial Implications**

### 6.1 Revenue Current Year/Future Year

A separate report relating to budgetary performance for quarter 1 has been produced.

### 6.2 Capital Implications

There are no separate financial implications arising from the information presented in this report. Financial implications for individual activities under each objective will be the subject of separate reports.

## **7.0 Community Plan – Alignment to Objectives**

7.1 This report provides an overview of performance in relation to KPIs and actions referenced in the Community Plan.

## **8.0 RECOMMENDATION**

**That the Committee review the report and provide any feedback on the content.**

### **Reason for Recommendation**

**To enable Members to proactively monitor and manage achievement of the Council’s objectives as set out in the Community Plan.**

### **Background Papers**

For further information please contact Tracey Piper on extension 5219.

John Robinson  
Chief Executive