

POLICY & FINANCE COMMITTEE
24 SEPTEMBER 2020

COMMUNITY PLAN – QUARTER 1 2020/21 - PERFORMANCE REPORT

1.0 Purpose of Report

1.1 To provide Members with information on:-

- Current position against actions and key performance indicators (KPIs) in the Council's Community Plan 2019-23
- Customer Comments including Complaints
- Customer Contacts
- Requests for Information – Data Protection, Freedom of Information and Environmental Information Regulations
- Sickness Absence
- Regulation of Investigatory Powers Act (RIPA)

2.0 Background Information

2.1 The Council's four year Community Plan 2019-23 was first adopted on 7 March 2019 and refreshed on 20 February 2020 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 KPIs have been brought together and are now embedded in the way the Council works.

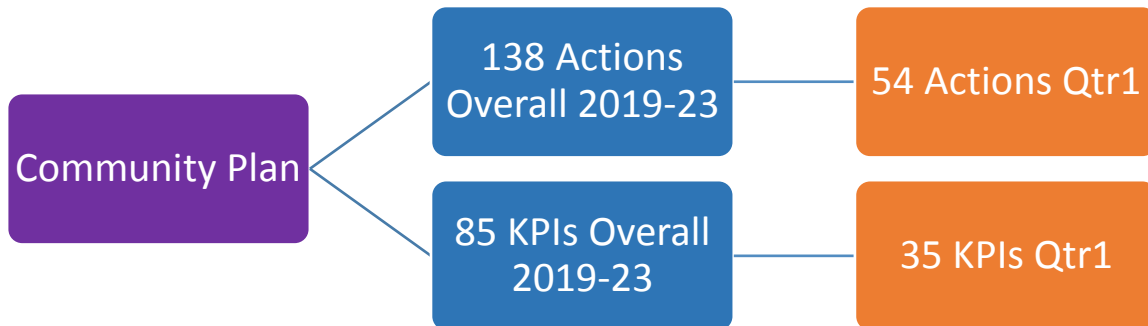
2.4 Performance reports focus on the Council's Community Plan objectives and serve to provide the most recent quarterly information on the status of both actions and KPIs underpinning the plan, highlighting achievements and any concerns. However, there is further work to do, to align performance and introduce further improvement measures.

2.5 In addition, the revised Community Plan is being presented to this Committee in a separate report and Quarter 2 and ongoing performance will reflect any changes, subject to its approval.

3.0 Overall Performance

3.1 There are a total of 138 actions within the plan and 85 KPIs used to measure progress against the plan. Some of those KPIs are measured annually and Actions span the whole of 2019-23 period and are not all due at this time. Therefore 35 KPIs and 54 Actions are presented for quarter 1 of 2020/21 within this report.

Figure 3.2 KPIs and Actions Overview



3.3 Performance at the end of the first quarter of 2020/21 against the Council’s Community Plan actions and indicators show the following:

3.4 **Indicators**

3.4.1 Performance for KPIs at the end of quarter 1 2020/21 shows that of the 35 indicators, 10 were green, 1 was amber and 6 were red. Of the remainder, 10 are data only indicators and 8 had no data.

Figure 3.4.2 – 2020/21 Community Plan Key Indicators

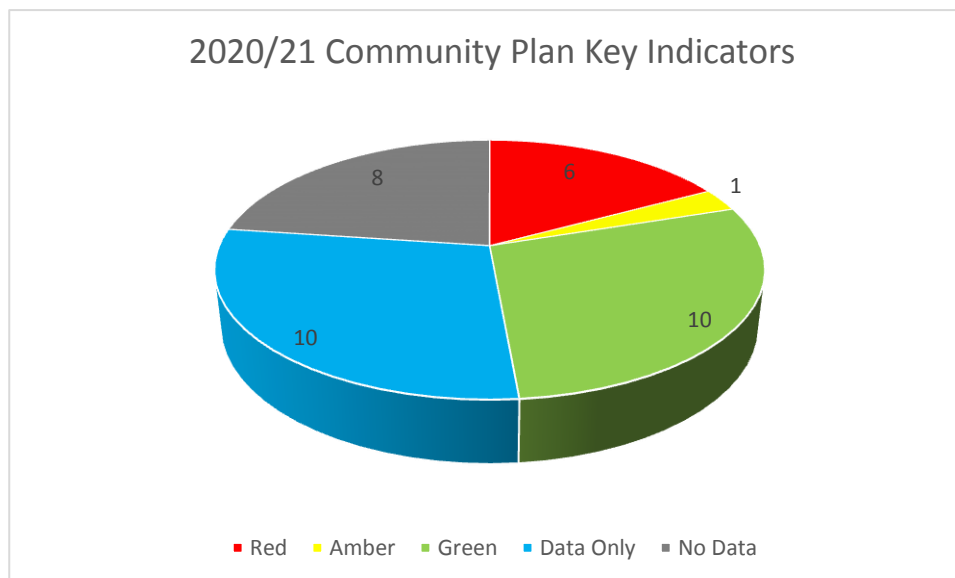





Figure 3.4.3 2020/21 Community Plan Key Indicators Direction of Travel

	Key Indicators Qtr 4 2019/20	Key Indicators Qtr 1 2020/21	Direction of Travel
Green	15	10	
Amber	1	1	
Red	5	6	

3.4.4 It is worth noting that due to the impact of Covid-19, prioritisation of critical functions and the ongoing increased response within the District, some of the quarter 1 data was not available at the time of writing this report. Specifically, 8 of the 35 KPIs have missing data as SLT has agreed that they are either not critical at this time or Covid-19 has had a significant enough impact that any result would be misleading. Therefore the direction of travel on performance, should be considered with this in mind, particularly with the decrease in numbers of those which have performed on or above target.

3.4.5 One of the areas with significant impact is in relation to crime and ASB and although the figures are not available, in broad terms crime is down and ASB is up. Less people on the streets, especially at night has meant both burglary and violent crimes are down. Newark did see a rise in retail theft (shop lifting) during April / May due to a small group of prolific individuals. These have now been arrested and the level has since dropped. There has been an increase in ASB in all areas of Newark and Sherwood and a noticeable increase in ASB associated with young people in Balderton and Farndon.

Figure 3.4.6 PI Status

PI Description	Business Unit	Result	Target	Comment
Percentage of lettable floor space occupied at the Butter Market	Asset Management and Car Parks	50%	50%	Comment not required due to meeting target.
Percentage of failing sites - street and environmental cleanliness – Litter	Environmental Services	1.71%	8%	Comment not required due to meeting target.
Percentage of failing sites - street and environmental cleanliness – Detritus	Environmental Services	0.85%	6%	Comment not required due to meeting target.
Average number of days taken to respond to flytipping reports	Environmental Services	1.4 days	2.5 days	Comment not required due to meeting target.
Percentage of Website availability	ICT and Digital Services	100%	100%	Comment not required due to meeting target.
Percentage of planning applications determined within the national target	Planning Development	100%	90%	Comment not required due to meeting target.

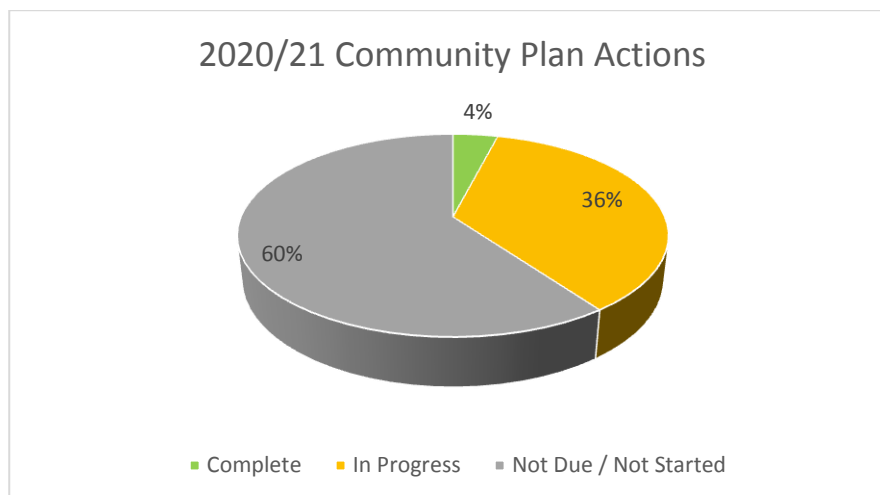
PI Description	Business Unit	Result	Target	Comment
(13 weeks) - Major applications				
Percentage of planning applications determined within the national target (8 weeks) - Minor applications	Planning Development	98%	90%	Comment not required due to meeting target.
Percentage of planning applications determined within the national target (8 weeks) - Other applications	Planning Development	98%	90%	Comment not required due to meeting target.
Percentage of planning applications determined within the national target (8 weeks) - Non-major applications	Planning Development	98%	89%	Comment not required due to meeting target.
Percentage of CCTV recorded incidents that are Proactively generated	Public Protection	41.26%	22%	Comment not required due to meeting target.
Average number of days to process new Housing Benefit / Council Tax Support claims	Revenues and Benefits	21 days	20 days	The slight missed target is pleasing given the additional pressures and workload caused by an increase in new claims related to covid-19 during the period. As at the end of July, this figure had already improved to 16 days, indicating quarter 2 performance is back on track.
Number of engagement activities with schools on employment opportunities	Economic Development	0	5	This is a direct impact of following Covid-19 Government guidelines.
Number of user visits to leisure centres	Housing, Health and Community Relations	0	318,750	Leisure centres remained closed for the whole of quarter 1
Number of measures installed within NSDC area to support living in a warm and healthy home	Housing, Health and Community Relations	1	15	This is a direct impact of following Covid-19 Government guidelines.
Percentage of apprenticeships offered by NSDC as a % of the workforce	HR and Training	0.17%	2.30%	There was 1 offered during quarter 1. The Council needs to offer 13 more apprenticeships during the year to meet its annual target.
Average number of days to	Revenues and	10.3	5 days	Processing times for changes

PI Description	Business Unit	Result	Target	Comment
process change of circumstances for Housing Benefit claims	Benefits	days		has dipped due to the impact of the pandemic on workload and system issues that have taken some time to resolve.
Percentage of Discretionary Housing Grants budget offered	Revenues and Benefits	12.7%	40%	A further £48,000 has been committed which if taken into account equated to 22% of the grant fund.

3.5 Actions

3.5.1 Of the 138 Community Plan actions for 2019-23, for this period, 5 (4%) are completed and 49 (36%) are currently in progress, compared to 5 and 45 respectively at the end of the last quarter. In addition to the above performance information, set out below is progress against a selection of significant key activities that have taken place under each objective during quarter 1.

Figure 3.5.2 2020/21 Community Plan Actions



3.5.3 Improve the Cleanliness and Appearance of the Local Environment

Action	Status/ Comment
Respond to National Waste Strategy.	Completed
Reallocate resources to increase capacity around street cleansing.	Completed
Increase awareness and take up of the bulky waste collection service offered by the Council.	Bulky waste ceased for a period due to Covid-19 guidance and has since resumed.

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

Activities within Actions	Status / Comment
Continue visible presence of Community Protection Officers.	There has been a continued visible presence of Community Protection Officers and they have been supporting the local community and town centres as businesses have reopened to encourage the public to follow Government advise and in the prevention of ASB.
Publicise enforcement action on our media platforms.	Enforcement action against offenders is publicised on our media platforms.
Taken action on 260 anti-social behaviour and environmental health reports relating to Coronavirus.	Additional activity in relation to Covid-19 support.

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

Action	Status / Comment
Close the funding gap to enable the delivery of the Newark Southern Link Road.	Discussions on a collaborative partnership have progressed and positive discussions with Nottinghamshire County Council have also been undertaken. The SLR is also identified as a likely priority of Future Towns Deal Funding, with a view to closing the gap. A Towns Deal was submitted to Government at the end of July.

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

Action	Status / Comment
Housing Revenue Account to deliver 335 homes by 2021/22.	A further 10 completed in quarter 1.

3.5.7 **Increase Visits to Newark & Sherwood and the Use of Visitor Attractions by Local Residents**

Action	Status / Comment
Review the pricing policy for attractions.	A comprehensive visitor market research project was planned to take place throughout May to September 2020, but was delayed due to Covid-19 restrictions.

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

Action	Status / Comment
Improvements to Sherwood Arts and Crafts Visitor Centre.	Phase 1 refurbishment of the former toilet block at Sherwood Arts and Crafts Centre is complete.

3.5.9 **Enhance and Sustain Town Centres**

Action	Status / Comment
Bid for national high street funding (was not successful).	Completed
Reuse of the Corn Exchange and Buttermarket.	Tambo Lounge reopened in the Buttermarket in mid-July following closure in mid-March.
Improve the night time economy and overnight accommodation within the town centre.	There was a severe impact on businesses due to Covid-19. A mix of businesses and night time economy options are being considered by the Newark Place Strategy led by Benoy Ltd.

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

Action	Status / Comment
Develop a local offer for care leavers.	Completed

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

During the first quarter, the ability to directly interact with residents has been significantly reduced due to Covid-19. However, it is important to note some of the activities that have been contributing to this objective which are Covid-19 related; these are set out below. A report on activity relating to Covid-19 was brought to Policy and Finance Committee in June and a follow up report is due for the September cycle which gives greater detail.

Activities within Actions	Status / Comment
Leisure Centres to be fully operational and Covid-19 secure.	Leisure centres successfully reopened in July.
Development activity.	Some development activity has been paused due to Covid-19 as supporting those with complex needs and bringing

Activities within Actions	Status / Comment
	rough sleepers in from the streets has been a priority.
Temporary accommodation project.	Work has continued to progress on the temporary accommodation project to progress onto the detailed design phase with the procurement of an employer's agent WTP and additional surveys.
Responded to more than 867 requests in total and collected and delivered medication to vulnerable residents on more than 239 occasions.	Additional activity in relation to Covid-19 support.
Delivered more than 176 emergency food parcels to vulnerable individuals and families and more than 300 hot meals to residents on behalf of Carriages Café.	Additional activity in relation to Covid-19 support.
Responded to more than 452 additional requests, including welfare checks, supporting food supply at local food banks and providing advice/referrals to other community groups.	Additional activity in relation to Covid-19 support.

3.5.12 Increase Participation with the Council and Within Local Communities

Action	Status / Comment
Webcast appropriate Council and Committee meetings.	Since November 2019, the operational committees and Planning and Council meetings have mostly been webcast and or live streamed through Facebook and Twitter.
Communicate decisions via social media.	Communications with residents via social media is an ongoing process and has been heavily and effectively utilised during the lockdown and recovery phases to get key messages out to the public. As part of a new and refreshed focus on customer insight the way in which the Council undertakes engagement with its residents is in progress.
Customer services has taken more than 4,379 Coronavirus support related calls.	Additional activity in relation to Covid-19 support.
Visited 163 premises to provide Covid-19 guidance checks and support.	Additional activity in relation to Covid-19 support.

3.5.13 Generate More Income, Improve Value for Money and Increase Resident’s Satisfaction with the Council

Action	Status / Comment
Undertake a review and implement the preferred option into the most cost effective and appropriate way to deliver management of the Council’s housing stock.	Completed
Adopt a commercial strategy.	The council has an adopted commercial strategy. A project management toolkit has been developed and two types of Project Management Training has been rolled out to approx. 80 staff.
Paid £1,051,099.67 in discretionary grants to 104 local businesses and £26,560,000 in business rate grants to 2,263 local businesses.	Additional activity in relation to Covid-19 support.

3.5.14 Once the revised Community Plan is approved, a number of additional and alternative performance elements will be incorporated within section 3.4 and 3.5. Detailed reporting on housing performance is presented to the Homes and Communities Committee.


4.0 Customer Contact, Comments 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. For context, housing now included in this section and there is a 3 stage process required to involve tenants in complaint resolution. Work is in progress to align, where possible, housing complaints and the council’s other complaints and comments so that they are recorded and monitored in the same way.

4.1.1 Stage 1 and 2 Complaints

The number of stage 1 and stage 2 complaints received for the first quarter of 20/21 was 78, compared with 31 for the same period of the previous year. Whilst the direction of travel shows a 152% increase in complaints, it is worth noting that 22% of complaints were related to housing and were not included in 19/20 quarter 1 figures. In addition, an increase in complaints can be viewed positively because we actively encourage our customers to provide feedback to us. Customer feedback is our main source of information for making improvements to services and we will use feedback and insight more going forward to drive change and improvements.

Figure 4.1.2 All Complaints Direction of Travel

	Complaints Qtr 1 2019/20	Complaints Qtr 1 2020/21	Direction of Travel
All Complaints	31	78	

Stage 1	28	73	↑
Stage 2	3	5	↑

Figure 4.1.3 Stage 1 and 2 Complaints by Business Unit

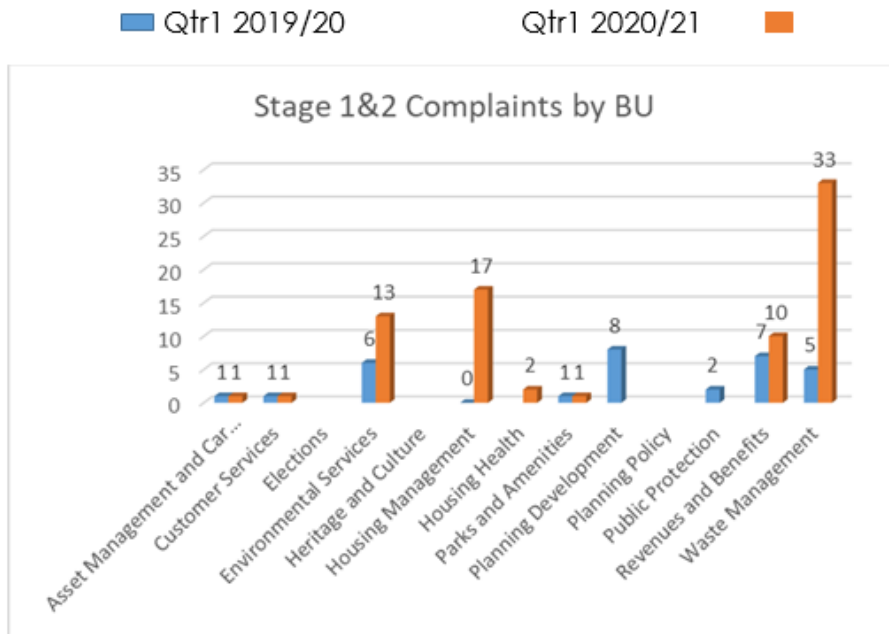
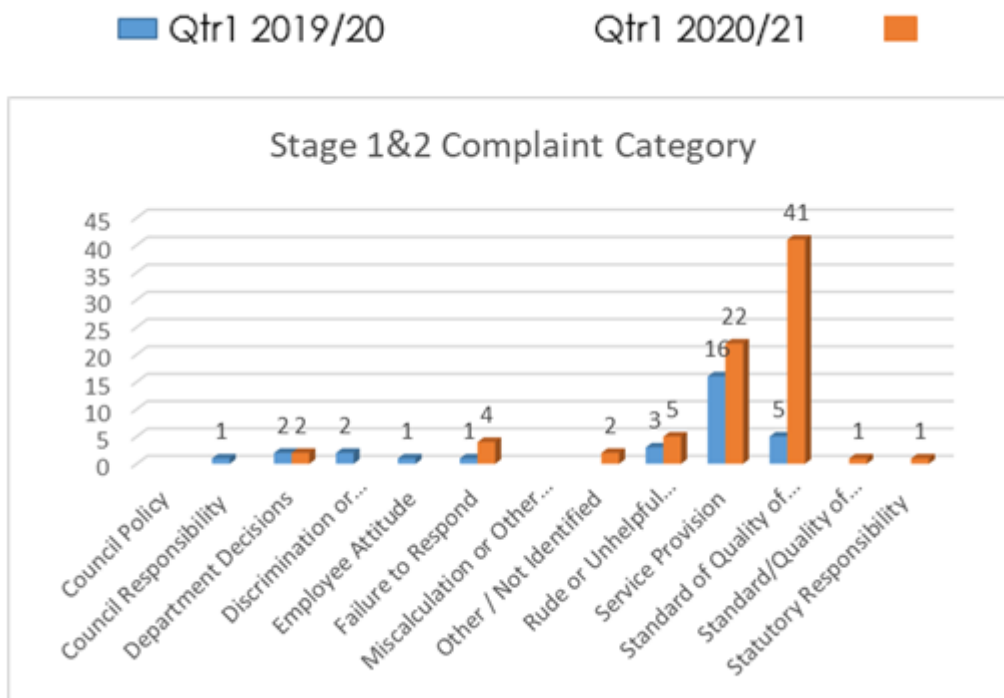


Figure 4.1.4 Stage 1 and 2 Complaints by Category



4.1.5 63 (81%) complaints related to service provision or standard and quality of service. Of the 40 complaints fully or partially upheld, 34 (85%) were cited as one of those two reasons. 28 (82%) of these were attributed to just 3 service areas; specifically Waste Management (11), Housing (10) and Environmental Health (7).

4.1.6 It is worth noting for context that these services have thousands of interactions and transactions with customers within a quarter, and that 40 fully or partially upheld complaints is just a fraction of that. However, standard of quality of service and service provision are areas that we have a large degree of control over and can improve upon. The importance of both of these elements and the impact on customer satisfaction and complaints will be highlighted at team meetings and during tool box talks.






4.2 Stage 2 Complaints

4.2.1 There were a total of 5 Stage 2 complaints received during quarter 1 of 2020/21 compared with 3 in the same period of 2019/20. Of these, 4 were completed during the period; one was fully upheld (housing repairs) and one was partially upheld (waste).

4.2.2 Whilst Stage 2 complaints looks to have increased significantly, they have increased in line with Stage 1 complaints and therefore are proportionate. Over the next 12 months we are looking to further encourage customer feedback and engagement and improving our customer insight and as a result, Members can look forward to more detailed reports going forward.

4.3 Engagement with Customers and Residents

Figure 4.3.1 Customer Contact Breakdown with Direction of Travel

Contact	2019/20 Qtr 1	2020/21 Qtr 1	Direction of Travel
MP enquiries relating to residents' queries	41	23	
Ombudsman enquiries	2	2	
Face to Face enquires – Southwell	45	0	
Face to Face enquires – Ollerton	304	0	
Face to Face enquires - Castle House	3,875	0	

4.3.2 The figures above show that face to face contacts have declined, specifically linked to the closure of our offices to the public for the whole of quarter 1 as per Government guidelines in relation to Covid-19. Historically however, there has been a significant increase in customers accessing digital services and the continued popularity of social media. The Council uses this as a channel to promote key messages and events and this has been particularly of value during the peak of the pandemic and our ongoing response and recovery.

4.3.3 As part of the integration of the housing service, similar to work highlighted at 4.1.1 we are reviewing our complaints procedures to reflect the two Ombudsmen that apply depending on the nature of the complaint and aligning to either a two or three stage process, including a tenants panel.

4.4 Data Protection (DP), Freedom of Information (Fol) and Environmental Information Regulations (EIR)

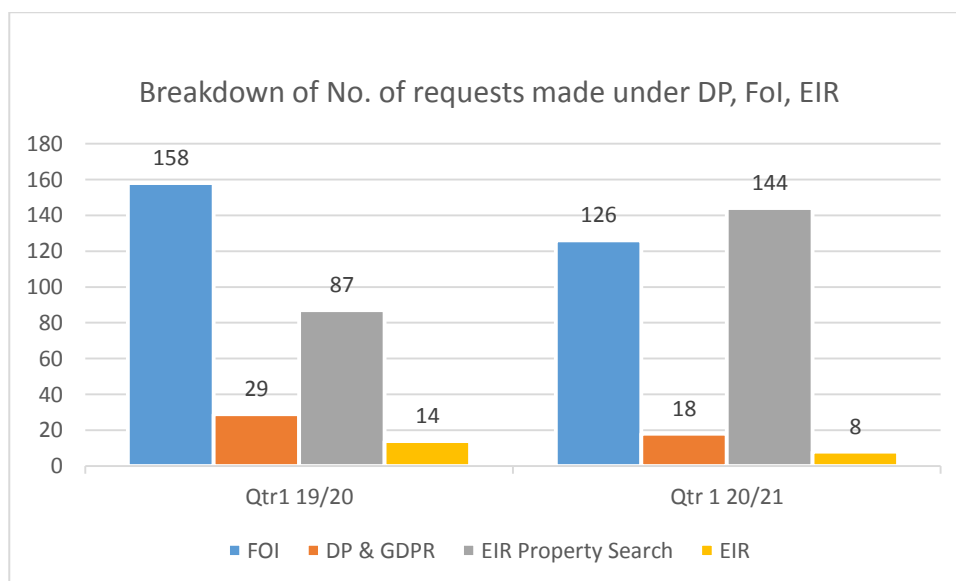
4.4.1 Provided below are the contacts received by the Council in relation to DP, Fol and EIR.

Definitions	
Freedom of Information (FOI)	The Freedom of Information Act 2000 provides public access to information held by public authorities.
Data Protection Act DPA	Was developed to control how personal or customer information is used by organisations or government bodies. It protects people and lays down rules about how data about people can be used.
Environmental Information Regulations (EIR)	The Environmental Information Regulations 2004 (EIRs) give a general right of access to all the environmental information held by the Council providing one or more of the exemptions does not apply.

Figure 4.4.2 DP, Fol and EIR Direction of Travel

Contact	2019/20 Qtr 1	2020/21 Qtr 1	Direction of Travel
No. of requests made under DP, Fol, EIR	288	296	↑

Figure 4.4.3 DP, Fol and EIR Breakdown Comparison



4.4.4 Additional transparency data has been 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.

5.0 Sickness Absence

- 5.1 The Council has an annual target of no more than 6 days sickness absence per FTE for 2020/21. The result for sickness absence at the first quarter of the year was 1.13 days per FTE against a target of 1.5 days per FTE. This compares to 1.78 days per FTE for the same period last year, a decrease of 0.65 days.
- 5.2 Salaries paid in relation to sickness absence for the first quarter of 2020/21 was £60,357, compared to £63,675 for the same period last year, a decrease of £3,318. For clarity, this is not an additional cost for absence. The true additional cost for quarter 1 (agency / overtime / additional hours) was £14, which is £816 lower than the same period last year.

6.0 Authorisations made under Regulation of Investigatory Powers Act

- 6.1 The Regulation of Investigatory Powers Act 2000 (RIPA) governs the use of covert surveillance by public authorities. Local authorities are only permitted to carry out covert surveillance for the purposes of preventing or detecting crime, or preventing disorder and only where such action is necessary, proportionate, justified and compatible with human rights. Since 1 November 2012 local authorities have been required to obtain judicial approval prior to using covert surveillance. Additionally, since this date local authority use of directed surveillance under RIPA has been limited to the investigation of crimes which attract a six month or more custodial sentence, with the exception of offences relating to the underage sale of alcohol and tobacco.
- 6.2 Under the legislation it is the responsibility of the designated Senior Responsible Officer, which for the Council is the Director of Governance & Organisational Development, to ensure regular reports to Members on the Council's use of RIPA powers. The Council's usage of covert surveillance has always been low and it should be noted that there have been NO authorisations of covert surveillance by the Council for several years.
- 6.3 The last inspection of the Council's use of RIPA took place on 20 April 2016 by the Office of Surveillance Commissioner. We anticipate a "desktop"/ virtual inspection during October rather than a visit from a member of the inspectorate. The Council's policy relating to RIPA was updated in October 2019 and can be found via the following link:
<https://www.newark-sherwooddc.gov.uk/media/intranet/documents/policies/Current%20RIPA%20Policy%20and%20Procedure%202019.pdf>

7.0 Equalities Implications

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

8.0 Financial Implications – (FIN20-21/4995)

8.1 Revenue Current Year/Future Year

A separate report relating to budgetary performance will be submitted by Financial Services.

8.2 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.

9.0 Community Plan – Alignment to Objectives

9.1 This report provides an overview of performance and performance related activity which are linked to KPIs and actions referenced in the Community Plan. We will continue to develop the Community Plan to ensure services are delivered adequately. As a reminder, the revised Community Plan is being presented in a separate report to this Committee and Quarter 2 and ongoing performance will reflect any changes, subject to its approval.

10.0 RECOMMENDATION

That the Committee notes and comments on the content of the report.

Reason for Recommendation

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

Background Papers

Community Plan 2019-2023

For further information, please contact Nicola Priest (Performance Officer) on Extension 5526 or Natalie Cook (Transformation Manager) on Extension 5275.

Deborah Johnson
Assistant Director – Transformation & Communications