

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Scrutiny Committee  
9 October 2014

**From:** Director of Support Services and Deputy Chief Executive

**Subject:** **COUNCIL PLAN PERFORMANCE 2013/14**

**All Wards**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 The purpose of this report is to provide an overview of the Council's performance for 2013/14 against the Council Plan 2011 to 2015.
- 1.2 As part of the move away from shared services, a revised Performance Management Framework was developed and published in September 2013 outlining the way in which the Council monitors its progress.
- 1.3 With the support of Service Managers, this framework is now well-established and successfully operates a rigorous quarterly performance monitoring regime.

### **2.0 MONITORING PERFORMANCE:**

- 2.1 A thorough review of performance indicators was undertaken by all services for 2013/14 to ensure the most meaningful and measurable targets were used to accurately illustrate progress towards the aims outlined in the Council Plan. As a result, the Council was assured that performance was properly monitored, managed and actions were put in place to achieve these aims.
- 2.2 Performance is closely monitored and challenged via quarterly reporting to Management Team, Performance Boards and at Scrutiny Committee.
- 2.3 When designing indicators and determining the target levels of performance to achieve, the following is taken into account:
  - The impact of service delivery on customers and residents
  - The financial implications and financial settlement in 2013/14
  - The economic climate and likely demand for services
  - The Council Plan and matters arising from its review, performance monitoring, risks and strategic direction
- 2.4 By following progress towards these targets using carefully designed indicators the Council is able to make informed decisions to support its aims.

### **3.0 SUMMARY OF PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS (KPIs):**

- 3.1 The Council Plan's performance is measured and monitored by Key Performance Indicators (KPIs). These are carefully designed to monitor progress towards the Council's priorities in the year. Performance against each indicator is then reported quarterly to Scrutiny Committee, allowing regular review, discussion and prompt implementation of any remedial action deemed necessary.

- 3.2 A synopsis of performance reported to these meetings throughout the year is provided in the attached Annex A - Annual Performance 2013/14.
- 3.3 In summary, the majority of priorities within the Council Plan were met during 2013/14. Of the indicators monitored, 81% performed on or above target for the year, 7% were within the tolerance range set and 12% were below target.
- 3.4 The 12% (5) indicators that under-performed in 2013/14 were as follows:
- 3.4.1 The number of telephone enquiries resolved at the first point of contact recorded a performance of 39.8% against a target of 50%. However, a new peak in demand was reached as 8,416 telephone calls were received in March 2014, including 1,000 calls in a single day on 13 March. High levels of customer contact across all channels were experienced throughout the year, resulting in an overall 10.4% increase in the volume of telephone calls and 4.8% increase in visitors to the Council offices on the previous financial year. Much of this increase would appear to result from the impact of Welfare Reform. Work is ongoing to increase first point resolution by the use of improved technology and task analysis to expand the number of services provided through the Contact Centre.
- 3.4.2 The Communities Fund allocated £28,030 to projects through Supporting Area Action & Prepared Parishes Grants, against a target of £50,000. Although below target for the year, performance is reliant on community bids, with remaining funds being rolled forward to enable the work to be completed during the next financial year.
- 3.4.3 Provision of new dwellings to the community reached a total of 166, significantly below the in-year increased target of 420 but a slight improvement on the previous year (151 new dwellings). On 10 December 2013 the Council approved a relaxation of the Local Development Framework (LDF) phasing policy to enable the Council to demonstrate a robust 5 year supply of deliverable housing sites, a requirement of the National Planning Policy Framework. This should boost housing construction although it may take some time before the impact is seen.
- 3.4.4 The aim to develop and implement an external communications strategy for the Council in 2013/14 was not realised within this financial year, however a report was approved at the June 2014 Cabinet.
- 3.4.5 To facilitate opportunities for local economic growth the aim was to approve 40 hectares of employment land by March 2015, with an in-year target set at 12 hectares. Of this 40 hectares just 3.6317 hectares has been approved since 2011 where achievement has been hindered by the changes in the economic environment. The actions to increase employment in the District forms part of the Economic Strategy and will be incorporated into the action plan that is in development.
- 3.5 The three priorities which fell below the annual target but still performed within the acceptable tolerance range were as follows:
- 3.5.1 The recycling rate for 2013/14 was 46.8% against a target of 48%. The Waste Strategy is currently under review and will address matters of collection and vehicle capacity amongst other factors. Work is being undertaken to increase tonnages further.

3.5.2 For the Council to become more business friendly and to fully understand and respond to business needs, a Business Engagement Strategy was developed. Although this did not achieve the scheduled September publication deadline, following a consultation with other Council teams and a small group of businesses, the strategy was completed and approved by the Management Team at the beginning of the new financial year 2014/15

3.5.3 A range of measures were required to support the sustainability of micro-business in the area. After a slow start to this project momentum increased throughout the year, providing some valuable support through a range of business engagements, road shows, meetings and forums. A significant amount of work has since been accomplished and strategic initiatives established with the potential for considerable improvement in this area during the current year. The range of support initiatives for local business continues to expand and receive positive feedback from the local business community.

3.6 Of the indicators which performed particularly well during the year, the following are of note:

3.6.1 The number of homelessness preventions exceeded the in-year performance target due to actions taken by the Council. The total for the year was 380 preventions against the target of 120, highlighting the growing impact of the Welfare Reform.

3.6.2 Supporting the community to participate in sport and active recreation by securing developer contributions and providing external funding for public open space schemes continued to significantly exceed the annual target of £100k. Cumulative totals of £193.7k developer contributions were allocated and £106.2k external funding was released during the year.

#### **4.0 CONCLUSION:**

4.1 Performance for the year 2013/14 has been managed and where under performance has been recognised appropriate action plans have been developed to minimise the impact to the Community.

#### **5.0 RECOMMENDATION:**

5.1 It is recommended that Scrutiny Committee consider the report for 2013/14 performance against the Council Plan for 2011 to 2015.

JUSTIN IVES

**Background papers:** Hambleton District Council Plan Annual Performance Report 2013/14

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## Annual Performance 2013 - 2014

The Annual Performance Report provides an overview of how well Hambleton District Council (“the Council”) has performed during the last financial year 2013/14, summarising progress towards delivering our aims and highlighting significant local outcomes. This also helps to inform the priorities and actions for the year ahead.

### The Hambleton Year in Review

As we look back at the third year of this term, it is a good time to review how far we’ve come and where we are now in Hambleton.

In 2010 the Government announced large-scale public spending cuts aimed at reducing UK’s budget deficit. A spending review set out changes giving local authorities more control over their funding with the intention to enable greater flexibility to fulfil statutory duties, despite major funding reductions. This shift in emphasis is driving authorities to work smarter and more economically, has necessitated some significant restructuring at local level, both fiscal and organisational.

The Localism Act was also introduced in 2011, aiming to devolve more decision making powers from central government back into the hands of individuals, communities and Councils. As a result Hambleton, in common with other authorities, has experienced a period of considerable change as we address the complexity of the challenges facing local government.

#### Meeting the Challenge

Having initially focused primarily on managing the financial restrictions, in the second half of 2013-14 the aims in the Council Business Plan were refreshed for the year to reflect the first stages of an operational restructure.

The Council recognises that, irrespective of the fiscal crisis of the past few years, our citizens and communities continue to need co-ordinated services. In order to create savings in a difficult climate without a reduction in services, the Council commenced a wide ranging operational restructure, beginning with senior management.

A cutback in the number of Directors and consequent streamlining of portfolios illustrates how the Council is working hard to balance the requirements of central government, whilst ensuring that provision of excellent services to the Hambleton community remains at the heart of everything we do.

#### Local Economy

The economic downturn was brought into sharp focus locally during 2013/14 with some 500 jobs lost when HM Prison closed in November 2013 and the Rural Payments Agency closure a few months later as well as continuing job cuts at NYCC, all of which directly affect Northallerton as well as the wider district.

To help redress these pressures one of our key focus areas has been driving growth through a strong programme of business engagement and support. Hambleton District Council helps businesses thrive in Hambleton by funding apprenticeships, running business networking and information workshops, improving employment opportunities and gradually working to rebuild a stronger economy.

Alongside this we must continue to allocate resources to core business areas such as reducing and managing waste, supporting healthy lifestyles, providing leisure facilities and striving for customer service excellence.

#### Community Participation

Working closely with our citizens, particularly during times of austerity, allows the Council to fine-tune and prioritise services based on actual needs, which is essential to organisational and community planning efforts.



Our ageing population combined with increased life expectancy will continue to place considerable strain on resources. These and other emerging trends lead to recognition of the role of older people and their important, yet often invisible, contributions to society – from caring for grandchildren to mentoring future business leaders.

Demographic projections show an increasingly diverse constituency, especially among the younger generation. Council is ready and able to include these new citizens and voices in the fabric of our society.

### **Income boost**

The indications are that the economy as a whole is beginning to pick up across the country. To further advance the localism agenda, The Local Government Finance Act 2012 allowed that from April 2013 Councils can keep a proportion of the business rates revenue, as well as growth on that revenue. It is unlikely however that a rural authority like Hambleton will have quite as much scope for business rate growth as more urban areas. Nationally it is recognised that business rate growth is ultimately dependent upon geography, major infrastructure and efficient transport such as high speed rail links from which rural communities have limited opportunity to benefit.

### **Regeneration**

The Council recognise that people engage with what they feel part of, and value what they help to build. Engaging citizens, businesses and local communities is indispensable when it comes to developing a sense of ownership in local decision-making and service delivery.

As we work towards rejuvenating the region out of recession, we were pleased to unveil the blueprint for the redevelopment of the former HM Prison and the Rural Payments Agency offices to the public in February. New homes, shops and leisure opportunities feature in a major new master plan for the centre of Northallerton.

Over 500 people attended the consultation event on the draft options for the sites, which highlighted how they could make a long term impact on the town's economy. The Council and its partners including landowners, education bodies, potential developers and occupiers and other local groups, see this as an opportunity for the town centre.

### **The year ahead**

After slow growth in 2011 and 2012, the UK economy showed clear signs of recovery during 2013 and expert forecasts expect this to continue in 2014/15. All major industry sectors and regions are now showing positive growth trends.

At Hambleton, the regeneration plan will help our region as will our sustained focus on continuous improvement in all services especially supporting growth and developing customer excellence.

One of the key issues facing our staff is the organisational restructure. This involves a review of all our service areas to determine how we can work most efficiently, without losing the ability to provide effective services to the community. All staff are engaged with the process as the Council move towards a more streamlined organisation.

A more detailed review of our progress during 2013-14 follows.

## The Council Plan 2011 to 2015

The Council Plan sets out the direction for Hambleton District Council ('the Council') and is updated annually to reflect any changes to community needs, policies or services, giving an overview of our priorities and key actions. As mentioned above, the revised in-year Council Business Plan also takes account of issues considered to be of particular importance to the community that are to be monitored through the coming year.

### Our Priorities

To sustain continuous improvement efforts were concentrated in our four priority areas:

- Customer Services & Asset Management
- Housing, Planning & Waste Management
- Leisure and Health
- Support Services & Economic Development

### Our Aims

Our aims define the purpose of the priority for Council services with actions to describe what we do and why.

The Council always works towards providing high quality services. The ability to improve services is dependent upon the availability of reliable performance monitoring data. If data is poor, it is impossible to gain a clear picture of performance. Good quality performance data is therefore essential to the success of the Council, enabling Councillors and officers to make well-informed decisions to improve services. In order to meet its commitment to data quality, the District Council ensures that:

- Data quality is owned and understood across the organisation
- Robust quality control procedures are in place
- Performance information and systems are scrutinised annually by internal audit
- Data from partners is of a high standard and is verified for accuracy
- Actions recommended by system reviews are implemented

### The Golden Thread

Each Council service develops and maintains a Service Plan as a summary of what the service does, how it supports the Council's aims, and its key actions for the year together with performance indicators, targets and risks.

Within each Service Plan service objectives are linked 'upwards' with the corporate aims and 'downwards' with the relevant performance indicators, thus ensuring the connection to the Council's priorities and activities.

### Risk Assessment

Key Actions have been risk assessed from 1 to 25 (i.e. likelihood x impact) according to the Council's Risk Management Guide, where a rating of below 6 is classified 'Low' risk, 6 to 12 is 'Medium' risk and above 12 is 'High' risk.

### Our Values

Our values are the key principles that underpin everything we do to achieve our vision: **Openness, Transparency, Respect and Responsibility**

## Our Staff

Hambleton District Council had 598 employees at the end of March 2014, providing over 20 different services. The workforce comprises:

- 57% employees are female and 43% are male
- 36% work full time and 64% work part time
- the average age of staff is 39 years
- 4% of our employees are disabled or have a limiting long term illness, compared to the 9.1% of the working age population of Hambleton that has a disability

The Council is committed to having well trained and developed staff because they are more able to deliver good quality services.

## Performance 2013-14

A snapshot of statistics highlights some of the Council's public services:

2012-13 in Numbers:	Our Service to Our Customers in 2012/13	2013-14 in Numbers:
193,678	Visits to our website <a href="http://www.hambleton.gov.uk">www.hambleton.gov.uk</a> .	260,000
762,726	Web pages viewed and average number of pages per session	1,006,220 / 3.87
145,900	Customer Enquiries to our Customer Services Team	157,127
76,638	Council tax bills issued	71,274*
2,897 <sup>#</sup>	New and existing benefit claims processed	17,441 <sup>^</sup>
2m	Waste and recycling bins collected (39,500 every week)	2.8m (720k per quarter)
9,893 tonnes	Tonnes of compostable green waste collected	12,001 tonnes
1060	Planning permission applications considered	1,203~
1133	Licences issued for taxis, alcohol, events and entertainment, gambling, and street collections	1,616
290	Families we helped prevent becoming homeless	512
57	New affordable homes for local residents	60
718	Food hygiene interventions	756
25	Contaminated land assessments	24
32	Projects in Hambleton receiving grant funding	31
235	Investigated requests for service about noise	226

*\*figure only appears reduced by 5k because March Council Tax bills were issued in April to avoid confusion with Annual Statements*

*<sup>#</sup> new claims only*

*<sup>^</sup> includes change of circumstances and other existing claim processes*

*~includes applications subsequently withdrawn*



A summary of key achievements for each Priority area and the services aligned to them, illustrates the Council's performance during 2013-14

## Customer Services and Asset Management

### 1. To put our customers first and provide high quality, value for money services that meet the needs of our communities

Key achievements 2013 - 14
<ul style="list-style-type: none"> <li>▪ Customer Services received 157,127 enquiries, an overall increase for the year of 8.4%.</li> <li>▪ This reflects the predicted escalation of enquiries resulting from Welfare Reform. The upward trend is expected to continue during 2014-15.</li> <li>▪ Proportion resolved at first point of contact :               <ul style="list-style-type: none"> <li>○ 79.2% face to face</li> <li>○ 39.87% telephone</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Proportion of customers who contacted us that were satisfied with the service :               <ul style="list-style-type: none"> <li>○ 93.58% face to face</li> <li>○ 96.7% telephone</li> <li>○ 55.75% website</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ To fulfil the strategy of improving services offering greater choice, easier access and increased value for money, a Customer Change programme has commenced and is ongoing.</li> <li>▪ This incorporates a new corporate CRM / web project.</li> <li>▪ With the increased use of mobile phones some customers may be charged a higher rate for using the 0845 contact number. To alleviate this, from 12 March 2014 HDC will only use 01609 779977 as the published contact number.</li> </ul>

### 2. Encouraging our residents to become more involved in making decisions and delivering services which impact on their local communities.

Key achievements 2013 - 14
<ul style="list-style-type: none"> <li>▪ Community asset transfer project discussions begun with 4 communities, funding allocated to enable this work to be completed during 2014/15</li> </ul>
<ul style="list-style-type: none"> <li>▪ Four of the five Area Partnerships have undertaken a review of their Action Plans and identified priorities for 2014-2015.</li> <li>▪ Work is ongoing to explore whether there is an appetite for re-establishing a Thirsk Area Partnership.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Council's 'Prepared Parishes' grant awarded £750 from scheme to support emergency plans drafted by Bedale Town Council, Newton On Ouse Parish Council &amp; Brompton Flood Group.</li> <li>▪ As part of the Council's work to strengthen engagement with Parish Councils the inaugural Hambleton Parish Liaison meeting was hosted on in November with representation from NYCC and over 30 Parish Council/Parish Meetings. Parish Liaison Meetings, held every six months, help ensure local issues are brought to the attention of the Council and can be addressed through Area Partnership Action Plans where appropriate.</li> <li>▪ A review of the constitutions of the 4 operational Area Partnerships to ensure they are up to date, relevant, reflect the role of Elected Member and are consistent across the District has been undertaken.</li> </ul>



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Attendance of Elected Members at Area Partnership meetings remains constant and regular articles appear in Council Talk to ensure they are aware of the work being undertaken.
<ul style="list-style-type: none"> <li>▪ Council launched the Investing in Communities Scheme awarding £500k funding to 15 projects; a further 16 projects received Community Grants Programme funding of £75k which supported : <ul style="list-style-type: none"> <li>- <i>Hambleton Food Share</i></li> <li>- <i>Northallerton Badminton Club</i></li> <li>- <i>Crash Bank Wallop Youth Theatre</i></li> <li>- <i>Seamer Village Hall</i></li> <li>- <i>West Tanfield tennis courts</i></li> <li>- <i>Thirsk Meals on Wheels</i></li> </ul> </li> <li>▪ In a joint project by Northallerton Retail &amp; Business Forum, Northallerton Town Council and Hambleton District Council shoppers and visitors can now benefit from free access to wi-fi in Northallerton High Street</li> <li>▪ £20k European LEADER funded 7 smaller environmental enhancements such as 'Wi-Fi enabling' Thirsk, Easingwold &amp;, Stokesley</li> </ul>
<ul style="list-style-type: none"> <li>▪ Members of the Area Partnerships took part in a consultation event to determine future LEADER priorities.</li> </ul>
<ul style="list-style-type: none"> <li>▪ £28,030 of the £50k in-year target has been allocated to projects through Supporting Area Action &amp; Prepared Parishes Grants.</li> <li>▪ Remaining funds have been ring-fenced and rolled forward to support community asset transfer projects during 2014/15.</li> </ul>

### 3. Improving the performance and productivity of our services

Key achievements 2013 - 14
<ul style="list-style-type: none"> <li>▪ All services have reviewed and refreshed key indicators to maximise effective performance monitoring during the final year of this Council's term.</li> <li>▪ We are confident we will be able to clearly demonstrate continuous improvement throughout the full term of this Council.</li> </ul>
<ul style="list-style-type: none"> <li>▪ A survey of revellers &amp; licensees was conducted during Aug/Sept 2013</li> </ul>

## Housing Planning and Waste Management

### 4. To minimise the impact of waste on the environment by increasing the amount of household waste that is recycled

Key achievements 2013 - 14
<ul style="list-style-type: none"> <li>▪ A total 19,643 tonnes of waste was collected and sent to landfill.</li> <li>▪ We collected 6,220 tonnes of materials for recycling.</li> <li>▪ We collected 12,001 tonnes of green composting material.</li> <li>▪ We achieved a higher recycling / composting rate this year of 46.8%</li> <li>▪ A competition for Hambleton schoolchildren was run by YorWaste to help increase the amount of recycling we do. The winning pictures are displayed on the District's waste lorries.</li> <li>▪ Following the success in the market towns, Recycling Officers put in place new recycling bins for cans and plastic bottles, outside the Leisure Centres in Northallerton, Bedale, Thirsk and Stokesley.</li> </ul>

**5. To meet the housing needs of all sections of the local community by providing an adequate amount and range of housing, including affordable housing**

<b>Key achievements 2013 - 14</b>
<ul style="list-style-type: none"> <li>▪ A total 166 new dwellings were completed this year, 40% of the increased target but an improvement on last year.</li> <li>▪ 60 affordable homes, 51 of them rural, were delivered.</li> <li>▪ A developer/owner survey carried out June-September revealed a surplus of 169 dwellings on the District's 5 year supply of specific deliverable sites, with a further 30 dwellings granted planning permission.</li> <li>▪ The housing requirement for the next 5 years was increased to include allowance for backlog and under supply from previous years, meaning a challenging revised annual target of 420; with 105 per quarter.</li> <li>▪ In December 2013 Council agreed to relax the Plan's LDF phasing policy so as to allow more sites to come forward and boost supply.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Studies were completed on Economic Development / Town Centres, and Affordable Housing Viability, together with a Demographic study to update our housing needs evidence.</li> <li>▪ A new Local Development Scheme was adopted in April and is being publicised.</li> <li>▪ The Sustainability Appraisal work will be commissioned and essential consultation work undertaken with Parish Councils and other organisations and neighbouring Councils during 2014-15.</li> <li>▪ The Housing Mix, Settlement Hierarchy / Rural Development and Renewable Energy policy work is underway in-house and Member workshops will be held to obtain further steer prior to consultation.</li> </ul>
<ul style="list-style-type: none"> <li>▪ There are signs of an increase in house-building with 64 sites under construction at the end of March 2014, which will provide about 1,400 dwellings.</li> </ul>

**6. To ensure that the Planning Service supports the sustainable economic growth and development of the District**

<b>Key achievements 2013 - 14</b>
<ul style="list-style-type: none"> <li>▪ The system of allocating developer funding is unique to Hambleton and ensures the Community gains maximum benefit and control over the use of these funds.</li> </ul>
<ul style="list-style-type: none"> <li>▪ We allocated a total of £193,704.33 this year, of which £106,227.78 has been released.</li> </ul>

**7. To reduce homelessness by providing direct support to District residents in need**

<b>Key achievements 2013 - 14</b>
<ul style="list-style-type: none"> <li>▪ Homelessness preventions totalled 380, far in excess of the profiled target, reflecting the growing impact of Welfare Reform.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Discretionary Housing Payments funding was drained before the end of the year, causing an unavoidable increase in homelessness applications.</li> </ul>

## Leisure and Health

- 8. Promote healthy lifestyles by promoting Council leisure facilities so that more people are participating in physical activity and who feel they are in good health.**

### Key achievements 2013 - 14

- A total of £114,736 external funding has been secured.
- Preparations for the Hambleton section of the Tour de France route are well underway, the village of West Tanfield preparing to host in excess of 5,000 visitors. The call has gone out for volunteers to help on 5th July.

- 9. Supporting the community to participate in sport and active recreation.**

### Key achievements 2013 - 14

- Leisure Centre attendance and income fell slightly during the year, particularly in swimming and swimming lessons. This follows a national trend, Sport England report a 10% decline in overall swimming participation since 2007.
- A drop in Hambleton LC Membership can be attributed to local economic downturn with public sector job losses from relocation of services such as HM Prison, Police HQ, Rural Payment Agency and NYCC.
- Attendance in both 0-10 yrs and 60+ age groups has remained fairly buoyant, whilst the 10-19 year old age group has fallen slightly.

## Support Services & Economic Development

- 10. Provide financial sustainability**

### Key achievements 2013 – 14

- Achieved Business Rate collection rate for the year 98.68%
- Achieved Council Tax collection rate for the year 98.47%

- 11. Minimise the impact to the Council and community of the changes to Welfare Reform**

### Key achievements 2013 - 14

- As expected 2013-14 has seen a vast amount of change as welfare reform necessitated reassessment of customers' entitlements prompting a big increase in enquiries and demand for support to help existing customers understand the impact upon them, alongside a continuing rise in new customers.
- Requests for Discretionary Housing payments alone increased threefold.
- In addition the service was affected by vacancies and the separation of shared services with Richmondshire DC.

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- Despite these pressures, processing times for both New Claims and Changes in Circumstances have improved steadily throughout the year.
- New benefit Claims turnaround has reduced by 10 days to an average 22.3 days; Change in Circumstances processing has been brought down to 6.39 days, less than half the time taken at the beginning of the year.
- A total of £168,640 fraud was identified during the year. 51 investigations were closed during the period.

## 12. Implement the Local tax scheme & ensuring all properties are taxed to minimise impact to the community & Council

### Key achievements 2013 - 14

- The amount paid out under the new Council Tax Reduction scheme has reduced by £116k over the year.
- The total rateable value has decreased by £124k due to changes in property valuations.
- However the number of properties has increased by 26.

## 13. To support local economic growth.

### Key achievements 2013 - 14

- 15 Council and 14 Business Apprentices were placed during the year
- 10 businesses have been approved and are seeking apprentices
- We provided workspaces, and facilitated the availability of workspaces by other providers, to foster opportunities for business start-ups and economic growth.
  - average workspace occupancy of 91.2% against a target of 95%;
  - average managed workspace occupancy of 75.8% against a target of 75%.
- A baseline position for the Council was established in relation to engagement with business across the District.
- A Business Engagement Strategy was developed and approved for publication during early 2014-15.
- A total of 3.6317 hectares of additional land was approved in 2013-14. Again this falls below the in-year target of 12 hectares. Achievement was hindered by changes in economic circumstances since the adoption of LDF policies.
- 9 business networks supported including the establishment of Thirsk Industrial Park Business Group.
- 5 Tour de France roadshows being delivered across Market Towns.
- Hambleton Strategic Business Forum Spring Conference launched & marketed.
- Hambleton Strategic Business Forum met
- New awards event being established for Hambleton companies, following Tour de France and the Great Yorkshire Show in July 2014.

## Key Plans & Strategies

### Putting Customers First

- Hambleton District Council Business Plan 2011 - 2015
- Customer Charter
- Customer Service Standards
- Communications Strategy
- Equality & Diversity Policy
- Performance Management Framework

### Delivering Value for Money

- Asset Management Plan
- Capital Programme
- Hambleton's Medium Term Financial Strategy 2011-2015
- Transformation Programme
- Workforce Plan

### Building Stronger, Safer Communities

Community Engagement Strategy

Community Safety Plan

Economic Regeneration Strategy

Environmental Health Enforcement Strategy

Hambleton District Council Housing Strategy

Homelessness Prevention Strategy

Hambleton District Local Plan and Local Development Framework

Food Safety Enforcement Policy

Home Energy Conservation Plan

Licensing Enforcement Policy

North Yorkshire Waste Plan

### Working in Partnership

- Our Significant Partnerships include:
  - Community Safety
  - North Yorkshire Strategic Housing Board
  - Yorkshire Supporting People Partnership
  - York & North Yorkshire Waste Management Partnership
  - North Yorkshire Building Control
  - Veritau Audit