

A meeting of the **OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 2 JUNE 2015 at 7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 10)

To approve as a correct record the Minutes of the meetings held on 7 April 2015 and 20th May 2015.

**L Berridge
338026**

2 SETS OF MINUTES

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 14)

A copy of the current Notice of Key Executive Decisions, which was published on 20th May 2015, is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic Services
388015**

4. CORPORATE PLAN PERFORMANCE MONITORING (QUARTER 4) (Pages 15 - 24)

Adrian Dobbyne, Corporate Team Manager will present to the Panel on Corporate Plan Performance Monitoring for Quarter 4

**A Dobbyne
388100**

5. CUSTOMER SERVICES MONITORING REPORT (Pages 25 - 40)

J Taylor, Head of Customer Services will present the Customer Service Monitoring Report to the Panel.

**J Taylor
388199**

6. CUSTOMER SERVICE STRATEGY (Pages 41 - 46)

John Taylor, Head of Customer Services will present the Customer Service Strategy to the Panel.

**J Taylor
388199**

7. FACING THE FUTURE

Project and Programme Manager L Lock will present Facing the Future to the Panel. **(TO FOLLOW)**

**L Lock
388086**

8. WORKPLAN STUDIES (Pages 47 - 50)

To consider the work programmes of the Economic and Environmental Well-Being Overview and Scrutiny Panels.

**L Berridge
388026**

9. OVERVIEW AND SCRUTINY PROGRESS (Pages 51 - 58)

To consider a report on progress of the Panel's activities.

**L Berridge
388026**

10. SCRUTINY (Pages 59 - 66)

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that sit within the remit of the panel.

**Democratic Services
388169**

Dated this 22 day of May 2015



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*

- (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
- (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Ms Lucie Berridge, Scrutiny Officer, Tel No. 01480 388026/e-mail Lucie.Berridge@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Tuesday, 7 April 2015.

PRESENT: Councillor S J Criswell – Chairman.
Councillors I J Curtis, M Francis, R Fuller, P Kadewere, S M Van De Kerkhove and Mrs R E Mathews.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors K M Baker, R C Carter, A J Hardy, Mrs P A Jordan and Mrs D C Reynolds.

ALSO IN ATTENDANCE: Ruth Rogers – Healthwatch Cambridgeshire Chief
Inspection Laura Hunt – Cambridgeshire Constabulary
Detective Sergeant Ian Moore – Cambridgeshire Constabulary

100. MINUTES

The minutes of the meeting of the Panel held on 3rd March 2015 were approved as a correct record and signed by the Chairman.

101. MEMBERS' INTERESTS

There were no declarations of interest received from those Members that were present.

102. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which had been prepared by the Executive Leader for the period 1st April 2015 to 31st July 2015.

It was noted that a report on the Customer Services Strategy would be presented to the Panel's meeting in June and the Annual Report on the Home Improvement Agency would be presented to the Panel's meeting in July.

103. HEALTHWATCH UPDATE

The Chairman welcomed Ruth Rogers, Chairman of Healthwatch Cambridgeshire, to the meeting who proceeded to address the Panel to provide an update on its activities.

The Panel had previously received a presentation two years ago when Healthwatch Cambridgeshire had recently been inaugurated

and was without a full complement of staff.

As a background it was explained that the role of Healthwatch Cambridgeshire was to ensure public voices were heard in all aspects of health and social care and was a not for profit organisation.

Healthwatch Cambridgeshire encompassed the whole of Cambridgeshire and had played a significant role prior to the Care Quality Commission audit of Hinchingsbrooke Hospital. It was explained that Healthwatch Cambridgeshire had facilitated public comments and complaints regarding Hinchingsbrooke Hospital. These had included many positive views as well as negative. Overall a balanced view about the hospital and what could be improved had been received.

The Chairman of Healthwatch had attended a meeting with the new Chairman and the two new Non-Executive Members for Hinchingsbrooke Healthcare NHS Trust and had felt a strong commitment from the Board. It was noted that more Non-Executive Members were to be recruited.

Mental Health Services was listed on the Panel's activities and it was noted that this service was problematic within Cambridgeshire. A local charity called 'Pinpoint' had assisted with the collection of evidence regarding problems faced by parents in the diagnosis and provision of care, especially for children with additional needs and disabilities. Healthwatch Cambridgeshire had been able to escalate these issues to Healthwatch England for national recognition.

Accessing GP appointments was a growing issue and it was NHS England that was the responsible authority for this matter. A lack of funding was a key issue in addressing this problem. When the GP surgery in Cambourne had been established funding was accessible that allowed the surgery to open before it had the required number of patients. However, this funding was no longer available.

Healthwatch Cambridgeshire encouraged people to contact them with any concerns, compliments or complaints they had regarding health and social care. District Councillors played an important role as they received contributions from constituents.

In response to questions regarding accident and emergency hospital admissions it was explained that many and varied conditions arrived for treatment at accident and emergency departments. UnitingCare Partnership had been selected by Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) to improve older people's healthcare and those with lifelong conditions. Often cross boundary issues meant that the care provided was variable. A new system was introduced on 1 April 2015 whereby 18 neighbourhood teams had been established consisting of multi-disciplinary individuals with the intention of preventing such issues and avoiding hospital admissions.

Healthwatch Cambridgeshire had not undertaken any formal analysis to assess the correlation between obtaining a GP appointment and accident and emergency attendances as there had been other studies done on the matter. It was acknowledged that difficulties in accessing

GP appointments was impacting on accident and emergency attendance figures and it was reported that the Citizen Advice Bureau had undertaken a recent survey which had established that some people, particularly younger people, were unaware of information about their local GP surgery such as its opening times, and therefore went to accident and emergency instead.

In response to questions regarding communicating with other organisations, avoiding duplication of work and the budget situation of Healthwatch Cambridgeshire, it was explained that there were many other organisations that had a significant amount of knowledge. Therefore Healthwatch Cambridgeshire worked closely with Hunts Forum of Voluntary Organisations and any other organisations that wanted to work in partnership to avoid duplication of work and for information sharing purposes. It also beneficial that Healthwatch Cambridgeshire had a clear definition of its remit and purpose. It was further explained that Cambridgeshire County Council provided a grant to Healthwatch Cambridgeshire via central Government which was not ring-fenced. In the 2015/2016 budget there had been a 5% cut in the grant, which Healthwatch Cambridgeshire had accommodated. However, if such reductions continued in future years it would be difficult to absorb.

A point was made that some GP surgeries were operated by part-time GPs which created problems regarding continuity of care.

Given the varied knowledge amongst the Panel regarding health care services, the Chairman enquired how the Panel should work with Healthwatch Cambridgeshire to best inform policies and hold health care services to account. It was explained that Ms Rogers would discuss with the Chief Executive of Healthwatch Cambridgeshire the information that it gathered as it was not currently separated into district level. Councillors could be provided with the information that Healthwatch Cambridgeshire collated and circulated to its providers. The Chairman stated that he would continue his discussions with the Chief Executive of Healthwatch Cambridgeshire.

The Chairman concluded by expressing appreciation to Ms Rogers on behalf of the Panel for attending the meeting.

104. CLOSER WORKING WITH THE POLICE

The Panel received a presentation from Chief Inspector Laura Hunt, who was accompanied to the meeting by Detective Sergeant Ian Moore, to inform the Panel on:

- Policing Priorities;
- Vision within Huntingdonshire for 2015/16;
- Control Strategy Priorities;
- Similarities between the Community Safety Priorities and Huntingdonshire District Council Corporate Plan.

It was reported that the priorities for Huntingdonshire Police, alongside its neighbourhood policing activities, were:

- Responding to local concerns - understanding our communities

and managing risk within them;

- Investigating crime and protecting the vulnerable - protecting those who will be hurt, or hurt again, if we don't take action;
- Staff professionalism - supporting, developing and rewarding 'our people' to deliver Policing Priorities; and
- Keeping people safe in their communities.

An explanation was provided on how the priorities were being achieved. There was now less focus on numbers and more on value-based outcomes. The way in which crime data was recorded had changed which had affected the statistics in some Police forces. The changes had resulted in a slight reduction in overall crime in Huntingdonshire which demonstrated that the force had previously been recording crime data accurately.

The Huntingdonshire Police Vision for 2015/16 was to be supporting, empowering and belonging. Putting the person at the heart of all that the Police do and aiming for a seamless service.

Special Constables were slowly being recruited and those that had completed the required number of hours each month, along with Police Community Support Officers, were issued with handheld devices to reduce the need to work out of the station and therefore create a greater street presence.

It was explained that the Police previously had control strategy priorities such as dwelling burglaries and anti-social behaviour. These were still a priority but the following were now significant emerging issues:

- Cyber-crime;
- Modern-day slavery; and
- Child sexual exploitation.

It was reported that there was an intelligence gap in addressing the above priorities. Reference was made to the human trafficking case - Operation Endeavour by Fenland Police.

It was further reported that there was evidence in Huntingdonshire of modern-day slavery and by working in partnership with various organisations and gathering intelligence the Police would be able to address the problem earlier. For example a dwelling generating more waste than was appropriate to the size of the premises could identify a house of multiple occupancy.

To address street drinking in Huntingdon Town Centre the Police had worked in partnership with the District Council to introduce a Public Spaces Protection Order (PSPO) for the town centre. Street drinking was an issue in Oxmoor particularly in the summer months and the reasons for this needed to be explored as it could be an indication of hot-bedding, whereby the individual was unable to go to their place of residence until a set time.

Huntingdonshire had already experienced an issue with child sexual

exploitation via an Albanian owned hand car wash establishment in St Neots. Children were incited to work for individuals and where unaware that they are being exploited.

One of the aims of the Community Safety Plan was to focus on victims and the vulnerable which was also a policing priority. Common ground and shared objectives existed between the Huntingdonshire Police priorities and Huntingdonshire District Council Corporate Plan. It was noted that Luminus Group were hosting a Mental Health Seminar on 22 April 2015.

The Chief Inspector wanted a continued and meaningful dialogue with the Councillors and enquired how best to achieve this. The Panel noted that the Council had a Community Safety Partnership. However, the Chief Inspector stated that there was no longer continued Councillor representation at the meetings and the issues considered were operational issues. The Panel's responsibility was a challenging role and therefore more appropriate to strategic issues.

An example was provided of how the Panel could be involved in future decisions. Huntingdonshire Police were required to identify £6.9 million of savings in the 2016/2017 budget. The Panel could consider the proposed savings in relation to any budget savings the Council was proposing and the impact these could have.

The public perception of the Police was not good and a recent experience by a Councillor was relayed to the Chief Inspector. The public had a wealth of knowledge and the way in which the Police could be contacted needed to be improved. It was acknowledged that public confidence in the Police required improvement and articles in the national press did not assist with this issue. Regarding mental health cases it would be preferable if the Police could work in partnership with other organisations as currently if the Police were concerned for an individual with a mental health issue the Police had to arrest and detain the person in a police cell, which was not necessarily the most appropriate place.

Concern was expressed by the Panel at the length of time calls to 101 were answered. The average current wait time for 101 calls to be answered was seven to eight minutes. However, it could be considerably longer.

Concern was also expressed by a Panel member regarding the three control strategy priorities relating to Cyber-crime; Modern-day slavery; and Child sexual exploitation as these would not necessarily build public confidence when the issues that were directly affecting the public were other matters such as dwelling burglaries. It was emphasised that matters such as dwelling burglaries were still a priority for the Police and depending on the crime experienced in a particular area would determine the weekly priorities for that Policing area. An example was provided whereby there had been a number of tool thefts from vehicles in the Yaxley area over the previous week, which would therefore feature as a priority for that Police area.

The former and present Sergeant for Ramsey was commended by the Local Ward Member.

The Panel had been made aware that crimes such as child sexual exploitation or matters concerning vulnerable people were often complex and people were able to report any concerns via any methods, such as emailing the Chief Inspector, eCops or Crimestoppers.

The Chairman noted that an annual report by Huntingdonshire Community Safety Partnership was presented to the Overview and Scrutiny Panel (Social Well-Being) and it was the responsibility of the Panel to scrutinise and challenge.

A Panel Member noted that the former Neighbourhood Panel meetings were multi agency meetings which had been useful and could be re-instated. The Chief Inspector noted that attendance by the public at these meetings had been variable and she was keen to see if there was an appetite for a version of the Neighbourhood Panel meetings. The Chief Inspector further noted that in the past eighteen months only three Parish Councils had invited her to a Parish Meeting. Following the elections a Panel Member offered to place an article in his quarterly newsletter to assess the interest in re-establishing Neighbourhood Panel meetings. It was noted that a model for Neighbourhood Panel meetings was in existence which could be adopted by any organisation should they wish to facilitate such meetings.

The Managing Director suggested that the Panel might wish to consider taking the Panel meetings on the road and invite the public to address the meeting.

The Panel agreed for the Managing Director and the Chief Inspector to meet to discuss the way forward regarding continued dialogue between District Councillors and the Police. One potential option suggested was for the Chief Inspector to regularly attend and present to the Overview and Scrutiny Panel (Social Well-Being).

The Panel also requested that they be invited to the Mental Health Seminar being hosted by the Luminous Group on 22 April 2015.

The Chairman concluded by expressing appreciation to the Chief Inspector on behalf of the Panel for attending the meeting.

105. WORKPLAN STUDIES

The Panel received and noted a report (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Economic Well-Being and Environmental Well-Being.

106. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting.

Referring to the Redesign of Mental Health services the Chairman

noted that a Children's Mental Health Team Representative was to be invited to attend a future Panel Meeting either in June or July 2015.

Councillor Fuller provided an update regarding the Affordable Housing Working Group. It was reported that there was a considerable amount of information that the Group was still attempting to digest, such as affordable housing in terms of this authority particularly as the Local Plan contained affordable housing figures which the Working Group had been informed would never be achieved. The Elphicke-House report contained good suggestions and the Working Group had requested the Head of Development report on how it related to the authority. Community Land Trusts (CLTs) had been discounted and there was no desire for the authority to invest in affordable housing as it would be better to use its finances elsewhere. The Affordable Housing Working Group would like a representative from each of the Panels to sit on the Affordable Housing Working Group as it had a wider remit than the Social Well-Being Panel.

Following discussions, given the imminent submission date of the Local Plan it was agreed that a meeting would be arranged with the Affordable Housing Working Group, the Managing Director, the Executive Councillor (Strategic Planning and Housing) and the Leader in order to progress the matter including the inclusion of recommendations for the Local Plan and to inform any refresh of the housing strategy.

107. SCRUTINY

The 154th Edition of the Decision Digest was received and noted.

Chairman

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Wednesday, 20 May 2015.

PRESENT: Councillors M Francis, R Fuller, T Hayward,
Mrs P A Jordan, P Kadewere,
Mrs R E Mathews, D J Mead and M C Oliver.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors S J Criswell, A J Hardy and Mrs D C Reynolds.

108. MEMBERS' INTERESTS

No declarations were received.

109. ELECTION OF CHAIRMAN

RESOLVED

that Councillor S J Criswell be elected Chairman of the Panel for the ensuing Municipal Year.

Councillor S J Criswell in the Chair.

110. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED

that Councillor R E Mathews be appointed Vice-Chairman of the Panel for the ensuing Municipal Year.

Chairman

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NOTICE OF KEY EXECUTIVE DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by Councillor J D Ablewhite
Date of Publication: 20 May 2015
For Period: 1 June 2015 to 30 September 2015

Membership of the Cabinet is as follows:-

| | | |
|--------------------------|--|---|
| Councillor J D Ablewhite | - Executive Leader of the Council | 3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk |
| Councillor R C Carter | - Executive Councillor for Operations & Environment | 5 The Paddock Bluntingsham Huntingdon PE28 3NR Tel: 07986 325637 E-mail: Robin.Carter@huntingdonshire.gov.uk |
| Councillor S Cawley | - Executive Councillor for Organisational Change & Development | 6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk |
| Councillor D B Dew | - Executive Councillor for Strategic Planning & Housing | 4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk |
| Councillor J A Gray | - Executive Councillor for Resources | Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk |

| | |
|--|---|
| <p>Councillor R Harrison</p> <p>- Executive Councillor for Strategic Economic Development & Legal</p> | <p>55 Bushmead Road Eaton Socon St Neots PE19 8GC</p> <p>Tel: 01480 406664 Email: Roger.Harrison@huntingdonshire.gov.uk</p> |
| <p>Councillor R Howe</p> <p>- Deputy Executive Leader of the Council with responsibility for Commercial Activities</p> | <p>The Old Barn High Street Upwood Huntingdon PE26 2QE</p> <p>Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk</p> |
| <p>Councillor D M Tysoe</p> <p>- Executive Councillor for Customer Services</p> | <p>Grove Cottage Maltings Lane Ellington Huntingdon PE28 0AA</p> <p>Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk</p> |

Notice is hereby given of:

- 12
- Key decisions that will be taken by the Cabinet (or other decision maker)
 - Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk. Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment

7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

Notes:- (i) Additions changes from the previous Forward Plan are annotated ***

(ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

| Subject/Matter for Decision | Decision/ recommendation to be made by | Date decision to be taken | Documents Available | How relevant Officer can be contacted | Reasons for the report to be considered in private | Relevant Executive Councillor | Relevant Overview & Scrutiny Panel |
|--|--|---------------------------|---------------------------------|--|--|-------------------------------|------------------------------------|
| Customer Services Strategy | Cabinet | 18 Jun 2015 | | John Taylor, Head of Customer Services Tel No. 01480 388119 or email John.Taylor@huntingdonshire.gov.uk | | D Tysoe | Economic (Well-Being) |
| 13 A14 Joint Local Impact Report, Statement of Common Ground and Environmental Impact Assessment Matters | Cabinet | 18 Jun 2015 | Environmental Impact Assessment | Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk | | D B Dew | Environmental Well-Being |
| Acquisitions and Disposal Policy | Cabinet | 18 Jun 2015 | | Clive Mason, Head of Resources Tel No. 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk | | J A Gray | Economic Well-Being |
| Community Chest Grant Aid Awards 2015/16 | Grants | Jun 2015 (date tbc) | | Dan Smith, Community Health Manager Tel No. 01480 388377 or email Dan.Smith@huntingdonshire.gov.uk | | J A Gray R Harrison | Social Well-Being |
| Commercial Investment Strategy | Cabinet | 16 Jul 2015 | | Colin Luscombe, Estates Strategic Assessment Tel No. 01480 387086 or email Colin.Luscombe@huntingdonshire.gov.uk | | J A Gray | Economic Well-Being |

| Subject/Matter for Decision | Decision/ recommendation to be made by | Date decision to be taken | Documents Available | How relevant Officer can be contacted | Reasons for the report to be considered in private | Relevant Executive Councillor | Relevant Overview & Scrutiny Panel |
|--|--|---------------------------|---------------------------------------|---|--|-------------------------------|------------------------------------|
| Draft Huntingdonshire Design Guide Supplementary Planning Document**** | Cabinet | 16 Jul 2015 | Draft Supplementary Planning Document | Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk | | D B Dew | Environmental Well-Being |
| Benefits Risk Based Verification Policy *** ## | Cabinet | 16 Jul 2015 | | Amanda Burns, Benefits Manager, Benefits Manager Tel No. (01480) 388122 or email: Amanda.Burns@huntingdonshire.gov.uk | Paragraph 7 | D B Dew | Social Well-Being |
| Shared Services - Legal/I. T/Building Control *** | Cabinet | 16 Jul 2015 | | Mrs Joanne Lancaster, Managing Director Tel No. (01480) 388001 or email Jo.Lancaster@huntingdonshire.gov.uk | | S Cawley | Economic Well-Being |
| Marketing Strategy & Branding for Huntingdonshire | Cabinet | 16 Jul 2015 | | Sue Bedlow, Economic Development Manager Tel No. 01480 317096 or email Sue.Bedlow@huntingdonshire.gov.uk | | R Harrison | Economic Well-Being |
| Home Improvement Agency - Annual Report | Cabinet | 16 Jul 2015 | | Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email Trish.Reed@huntingdonshire.gov.uk | | D B Dew | Social Well-Being |
| Housing Register Lettings Policy Amendment | Cabinet | 16 Jul 2015 | | Jon Collen, Housing Needs and Resources Manager Tel No. 01480 388220 or email Jon.Collen@huntingdonshire.gov.uk | | D Tysoe | Social Well-Being |

Agenda Item 4

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan – Performance Report

Meeting/Date: O&S Social Well-being, 2 June 2015
O&S Economic Well-being, 4 June 2015
O&S Environmental Well-being, 9 June 2015
Cabinet, 18 June 2015

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2014/15 for the period 1st January 2015 to 31st March 2015.

The Corporate Plan's strategic themes have been allocated to Overview and Scrutiny Panels as follows:

| | |
|--------------------------|--|
| Social Well-being | 1. Working with our communities |
| Economic Well-being | 1. A strong local economy 2. Ensuring we are a customer focused and service-led Council |
| Environmental Well-being | 1. Enable sustainable growth |

Recommendation(s):

Members are recommended to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan, as summarised in Appendix A and detailed in Appendix B.

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1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2014/15.

2. BACKGROUND

- 2.1 The Council's [Corporate Plan 2014-16](#) was adopted by Council in April 2014. This was a two year plan setting out what the Council aimed to achieve in addition to its core statutory services. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2014/15. An updated version of the Corporate Plan listing actions and indicators for 2015/16 was adopted by Council in April 2015 and progress against these will be reported to future Overview & Scrutiny Panel meetings.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview & Scrutiny Panels have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. It is intended that Members should concentrate their monitoring on the strategic themes and associated objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator.
- 3.3 Overview and Scrutiny Panels each receive separate quarterly performance reports, ordered by strategic theme. Cabinet receive a single report covering all of the Corporate Plan strategic themes and all Corporate Indicator results.
- 3.4 The Performance Indicator data has been collected in accordance with the procedures identified in the service area data measure template.
- 3.5 As the report refers to 2014/15, references are made to the Portfolio Holders and Heads of Service relevant at that time and not necessarily the current structure.

4. RECOMMENDATION

- 4.1 Members are recommended to consider and provide comments to Cabinet on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2014/15, as summarised in Appendix A and detailed in Appendix B.

CONTACT OFFICER

Adrian Dobbyne, Corporate Team Manager

(01480) 388100

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Appendix A

Performance Summary Quarter 4, 2014/15



A strong local economy

Progress on Key Actions:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 6 | 0 | 1 | 0 |

Progress on Corporate Indicators:

| Green | Amber | Red | Not due |
|---------------------------------------|-------|-----|---------|
| No Corporate Indicators in this theme | | | |

Making Huntingdonshire a better place to live, work and invest

Highlights include the launch of a fast track pre-application advice to potential growing businesses.



Enabling sustainable growth

Progress on Key Actions:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 3 | 2 | 4 | 0 |

Progress on Corporate Indicators:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 1 | 3 | 3 | 1 |

Delivering new and appropriate housing with minimum impact on our environment

Highlights include the completion of a successful Stage 4 Targeted Consultation for the Local Plan 2036.



Working with our communities

Progress on Key Actions:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 8 | 5 | 0 | 0 |

Progress on Corporate Indicators:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 3 | 2 | 0 | 0 |

Making sure they thrive and get involved with local decision making

Highlights include new temporary accommodation units, leading to fewer households being placed in B&Bs.



Ensuring we are a customer focused and service led council

Delivering value for money services

Highlights include the identification of savings of £1.8m through the first tranche of Zero Based Budgeting.

Progress on Key Actions:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 7 | 1 | 0 | 0 |

Progress on Corporate Indicators:

| Green | Amber | Red | Not due |
|-------|-------|-----|---------|
| 9 | 5 | 1 | 1 |

Appendix B

STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period January to March 2015

Summary of progress for Key Actions

| | | | | | | | | | |
|---|----------------------|---|--|---|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
| 8 | | 5 | | 0 | | 0 | | 0 | |

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

| | | | | | | | | | |
|---|----------------------|---|--|---|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
| 3 | | 2 | | 0 | | 0 | | 0 | |

WE WANT TO: Create safer, stronger and more resilient communities

| Status | Key Actions for 2014/15 | Target date | Portfolio Holder | Head of Service | Progress Update – Q4 / end of year 2014/15 |
|--------|--|--------------------------|------------------|-----------------|--|
| G | Manage the implementation of the joint CCTV service with Cambridge City | June 2014 | Cllr Howe | Chris Stopford | <u>CCTV</u> The shared service is fully operational, work has commenced on the commercialisation of the service to generate additional income and zero based budgeting principles are being used to fully understand the new operating budgets. |
| G | Increase the use of fixed penalty notices (FPN) for littering | March 2015 | Cllr Tysoe | Eric Kendall | <u>Street Scene</u> 11 FPNs in Q4 and 19 FPNs issued for full year. |
| G | Manage the Community Chest to encourage and promote projects to build and support community development. | Decisions made July 2014 | Cllr Sanderson | Chris Stopford | <u>Community</u> Over £25k of the £30k Community Chest pot has been claimed by recipients of the 2014/15 awards. |

| Status | Key Actions for 2014/15 | Target date | Portfolio Holder | Head of Service | Progress Update – Q4 / end of year 2014/15 |
|----------|---|---------------------------------|-----------------------------------|-----------------|--|
| | | | | | The application process for 2015/15 Community Chest awards has opened and applications are being received in preparation for review and award in June. |
| G | Deliver diversionary activities for young people | Monitoring reports mid-Oct 2014 | Cllr Howe (commercial activities) | Jayne Wisely | <u>Sports and Active Lifestyles Team</u> 933 attendances to Street Sports reported to year end, with 200 young people attending. 2,638 attendances to other diversionary or positive activities, with 1,421 young people attending. |
| A | Review our current partnership commitments to deliver value for money and alignment with corporate priorities | March 2015 | Cllr Ablewhite | Adrian Dobbyne | <u>Corporate Team</u> The review was completed in Quarter 4, but this has indicated a much greater number of partnerships than originally anticipated. This will then mean much more work is required to fully review to assess for value for money so the action will roll forward into 2015/16. |

WE WANT TO: Improve health and well-being

| Status | Key Actions for 2014/15 | Target date | Portfolio Holder | Head of Service | Progress Update – Q4 / end of year 2014/15 |
|----------|--|-------------|------------------|-----------------|---|
| G | Investigate the business case for incentivising the private rented sector to take housing needs clients. | Ongoing | Cllr Chapman | John Taylor | <u>Housing Needs & Resources</u> The Council has been using the Town Hall Lettings (THL) option to help access private sector rented properties and 20 clients have been helped into private sector tenancies through this. THL will continue to acquire properties through 2015/16 so this option is helping to provide a route to private sector housing. |
| G | Review the current arrangements for commissioning temporary accommodation | Ongoing | Cllr Chapman | John Taylor | <u>Housing Needs & Resources</u> The newly commissioned temporary accommodation units with Luminus were in operation by the end of March 2015, leading to the lowest number of households placed in B&B for some considerable time. Other temporary accommodation opportunities to be considered as they arise. |
| G | Support healthy lifestyle through the provision of open space on new developments | Ongoing | Cllr Dew | Andy Moffat | <u>Development Management</u> Open space was negotiated where relevant in line with the Local Plan policy. |

| Status | Key Actions for 2014/15 | Target date | Portfolio Holder | Head of Service | Progress Update – Q4 / end of year 2014/15 |
|----------|---|-------------|------------------|-----------------|--|
| G | Carry out a review of the Disabled Facilities Grants (DFG) programme | July 2014 | Cllr Dew | Andy Moffat | <u>Housing Strategy</u> This review was completed in Q2. |
| A | Enable a new extra care scheme to be built to meet needs in St Ives and in Ramsey | | Cllr Dew | Andy Moffat | <u>Housing Strategy</u> St Ives: A planning application for a revised scheme for Langley Court was being considered in Q4. Loan to Luminus being appraised for due diligence. Ramsey: Planning application is awaited. |
| A | Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded 'Action on Energy' scheme | March 2015 | Cllr Tysoe | Eric Kendall | <u>Environment Team</u> Target – 400 Home Energy assessments to be undertaken in homes in Huntingdonshire by 31st March 2015. Progress – 108 Home Energy Assessments were undertaken in Huntingdonshire Homes in the 4 th Quarter bringing the total for the year to 375. After a very slow start, numbers of assessments and measures installed have increased significantly. The scheme has been heralded by Government as one of the most successful Green deal schemes in the UK and grant funding has been received to continue the delivery of the scheme in 2015/16. |

WE WANT TO: Empower local communities

| Status | Key Actions for 2014/15 | Target date | Portfolio Holder | Head of Service | Progress Update – Q4 / end of year 2014/15 |
|----------|---|--------------|------------------|-----------------|--|
| A | Support community planning including working with parishes to complete parish plans | | Cllr Ablewhite | Chris Stopford | <u>Community</u> No further activity from Q3 on this action. 5 Neighbourhood Plan applications approved to date are at various stages of progress. |
| A | Review control and management of Council assets | January 2015 | Cllr Gray | Clive Mason | <u>Estates</u> At the end of March 2015, a consultant's report was being prepared for a commercial estate strategy. This initial report was received in mid-May and is currently being reviewed. The Capital programme approved by Cabinet in April 2015 includes planned maintenance for the current commercial estate. |

Corporate Performance and Contextual Indicators

Key to status

| | | | | | | | | | |
|---|----------------------|---|--|---|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
|---|----------------------|---|--|---|-----------------------------|---|--------------------------|-----|----------------------------------|

| Performance Indicator | Full Year 2013/14 Performance | Annual 2014/15 Target | Outturn 2014/15 Performance | Outturn 2014/15 Status |
|--|-------------------------------|-----------------------|-----------------------------|------------------------|
| Number of missed bins per 100,000 households Aim to minimise | 48.5 | 40 | 36 | G |
| Comments: (Operations) <i>The number of missed bins continues to be low and is a testimony to the excellent work done by the refuse collection crews and supervisors.</i> | | | | |
| Percentage of household waste recycled or composted Aim to maximise | 57.45% | 57.8% | 56.66% | A |
| Comments: (Operations) <i>The percentage figure drops over the winter months due to the reduction in compostable waste being collected.</i> | | | | |
| % of food establishments in the district that are broadly compliant with food hygiene law Aim to maximise | 94.94% | n/a | 96.11 % | G |
| Comments: (Community) <i>Q4 showed a further improvement in the number of food establishments in the district that the broadly compliant with food hygiene law. The team continue to undertake targeted interventions to support those businesses identified as being not broadly compliant, including the provision of advice and food hygiene training.</i> | | | | |
| Number of Disabled Facilities Grants (DFG) completed Aim to maximise | 238 | 200 | 207 | G |
| Comments: (Development) <i>Number completed exceeded target.</i> | | | | |

| Performance Indicator | Full Year 2013/14 Performance | Annual 2014/15 Target | Outturn 2014/15 Performance | Outturn 2014/15 Status |
|---|-------------------------------------|-----------------------------|-----------------------------------|------------------------------|
| Disabled Facilities Grants – Average time (in weeks) between date of referral to practical completion for minor jobs up to £10k Aim to minimise | 31 weeks | 24 weeks | 25.75 weeks | A |
| Comments: (Development) <i>This information is provided by Cambs Home Improvement Agency.</i> | | | | |

HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|------------------------------|---|
| Title/Subject Matter: | Customer Service Performance Update |
| Meeting/Date: | Overview & Scrutiny (Social Well-Being) - 2 nd June 2015 |
| Executive Portfolio: | Executive Councillor for Customer Services |
| Report by: | Head of Customer Service |
| Ward(s) affected: | All |

Executive Summary:

This paper updates Members on the work of the Customer Service Team. This paper is submitted to Members on a six monthly basis. For the first time this report covers not only the Call Centre and Customer Service Centres (CSC) it also includes the Website.

Across Customer Services performance continues to be measured and, on the whole, performance remains good. Some staffing changes have created challenges in the period reported on, and these are being managed. The team continues to work hard to bring about improvement and a number of notable successes are presented in the report.

A new Council website is being built. This will feature information and services focussed on customer need, and it will work across many devices such as phones, tablets as well as traditional PCs and laptops. The new website will be easier to use, navigate and understand. It is thought this improvement will help to increase usage of the website and levels of satisfaction, which although still widely used, has seen a small decline in customer satisfaction in recent times.

The report concludes by noting that improvements have been made to corporate performance reporting and asks whether continuing to produce this paper and data, separately to a fuller organisational assessment of performance, is something that should continue.

Recommendation(s):

It is recommended that:

- O&S (Social Well-Being) note the contents of this report.
- O&S (Social Well-Being) consider, in the light of improved reporting of corporate performance, whether this report should continue to be produced.

1. PURPOSE

- 1.1 This paper is intended to update Members on the work of the Customer Service Team. This paper is submitted to Members on a six monthly basis.
- 1.2 The paper also considers the value of this report alongside other management information changes that have been made in recent months.

2. BACKGROUND

- 2.1 Customer Service is the front line, and first contact, for many customers and it is important Members are informed on the performance of this service.

3. ANALYSIS

- 3.1 Appendix 1 contains the detailed report. Some key areas of performance are summarised below.
- 3.2 Work is underway to revisit the Council's Customer Service Strategy. Separate papers have been presented to Members on this subject. This will impact across the whole Council – but will of, course be, highly relevant to the Customer Service Team.
- 3.3 The Huntingdon CSC met its target to answer 75% of customers within 10 minutes on average over the last 6 months. The Call Centre missed its 80% of customers answered within 20 seconds achieving 73%.
- 3.4 A total of 3 trained FTE's left the Call Centre during this period which impacted service delivery. One of these FTEs have been replaced, but as it takes 6 months to fully train an advisor, becoming fully functional does take time. As a result, more of the senior advisors and team leader time has been spent on the phone, especially during peak periods, which has impacted normal management activities such as reporting, training reviews, lean continuous improvement work and staff 1-2-1's.
- 3.5 The Call Centre manager has been seconded for 2 days per week to manage the Website Redevelopment Project. Call Centre team leaders are partially acting up to cover for this, so this has been challenging given the staffing issues highlighted above.
- 3.6 Employee satisfaction remains high but some staff members are concerned about the potential future changes following the ZBB. Communication about these potential changes is occurring on a regular basis (see 5.1).
- 3.7 The website has maintained high levels of availability to customers with 98.96% availability. The 'downtime' is caused by planned maintenance activity.
- 3.8 A new Council website is being built. More information on this is provided in section (11). In the meantime work has occurred to make 75% of our most popular online forms work in a more mobile and tablet friendly format.
- 3.9 Website Usage is high with approximately 1800 customer visits* a day to [main website](#), 580 to our online applications and 1220 a day to our [leisure offering](#)**.

Our top application, [Modern.gov Committee Minutes](#), receives an average of 450 views a day and our [Bin Collection Calendar](#) receives 420 views a day

*A visit is defined as a period of activity on the website by a single customer not exceeding 20 minutes and will typically include a number of pages.

**This figure excludes customers using the phone application to book facilities.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 Comments to be sought from O&S (Social).

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The coming year is likely to see changes to the way Customer Service is delivered. The Zero Based Budgeting process is underway with the Call Centre and CSC. It is likely these teams may merge and be located at Pathfinder House, and this may create a period of uncertainty for staff. This is being managed by ongoing communication with the teams involved and they will be fully involved in any changes that are made.

5.2 IMD is likely to become part of a single IT service involving partners from Cambridge City and South Cambridgeshire – which may impact on the development of a new Website. Staff may become unsettled during this change, and other work pressures may be created. This is being managed by high levels of communication with Officers, and by running the Website Redevelopment Project in line with the Council's project management methodology. In addition to this rigour, the Project Board is chaired by the Corporate Director (Services) together with two Heads of Service – ensuring this project is driven from the top of the organisation.

6. TIMETABLE FOR IMPLEMENTATION

6.1 Over the next six months a number of actions will be taken, including:

- July-15 – completion of ZBB on the Call Centre and CSC
- Oct-15 – launch of the new website

7. LINK TO THE CORPORATE PLAN

7.1 This paper directly supports the Council Objective 'Ensure we are a customer focussed and service led Council'.

8. CONSULTATION

8.1 A key element of the Customer Service Strategy is to engage with our customers. As part of monitoring the Customer Satisfaction averaged 98% for the Call Centre and the Customer Service Centre.

9. LEGAL IMPLICATIONS

(Comments from the Acting Legal Services Manager / Solicitor)

9.1 No Legal implications.

10. RESOURCE IMPLICATIONS

(Comments from the Head of Resources)

10.1 No resource implications

11. OTHER IMPLICATIONS

11.1 **IT implications** - the implementation of the new Website is a key project. It will need to remain customer focussed and fit for purpose. The new site:

- Will have less content – being focussed on the information and services customers need
- Works on mobile phone/tablets - more than 50% of customers access our website using these devices
- Can rapidly change/develop - there is a high degree of flexibility to alter the website
- Will be tested fully and developed using customer feedback – as part of the project customers will be invited to use the ‘new’ site alongside the ‘old’, and give feedback direct to the Project Team.
- Content for the new website is currently being written centrally and it is intended that once live, content will continue to be written in this way in liaison with services. This is to improve consistency, relevance and usability of the content and to prevent ‘sprawl’ of the new website.

11.2 **Improvements to reporting** - Since this report was commissioned by Members the Council has significantly improved its performance reporting. Each quarter a full reporting suite is shared with O&S and Cabinet, and Portfolio Holders and Senior Officers are held to account over performance.

11.3 The quarterly report covers the Council’s work towards its corporate objectives. One of these objectives is to ‘Ensure we are a customer focussed and service led Council’, and it details organisational performance against 8 actions and 15 performance measures.

11.4 Continuing to produce a Customer Service performance paper separately to a fuller organisational assessment of performance is something that merits debate.

12 REASONS FOR THE RECOMMENDED DECISIONS

12.1 This report is intended as an update for Members on performance of the Customer Service Team, and it fulfils that purpose.

12.2 Since the instigation of this report was commissioned significant improvements have been made to the reporting of organisational performance.

12.3 It is recommended:

- O&S (Social Well-Being) note the contents of this report.
- O&S (Social Well-Being) consider, in the light of improved reporting of corporate performance, whether this report should continue to be produced.

13. LIST OF APPENDICES INCLUDED

Appendix 1. Availability of main website

Appendix 2. Customer Satisfaction

Appendix 3. Website and Eforms usage data

Appendix 4. Call Centre and CSC Report and graphs

BACKGROUND PAPERS

None

CONTACT OFFICER

John Taylor, Head of Customer Service
01480 388119

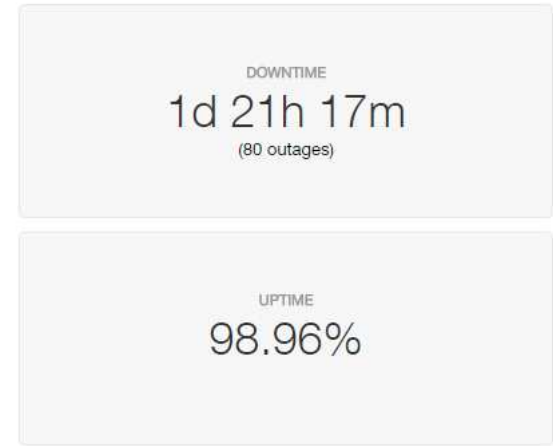
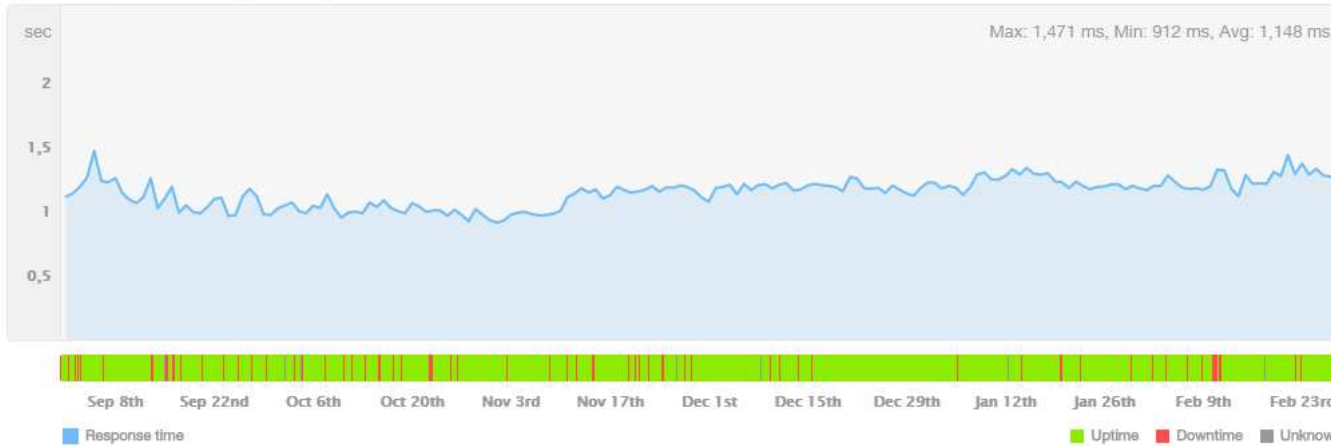
Appendix 1 . Availability of main website.



Huntingdonshire.gov.uk

type: HTTP, host: www.huntingdonshire.gov.uk

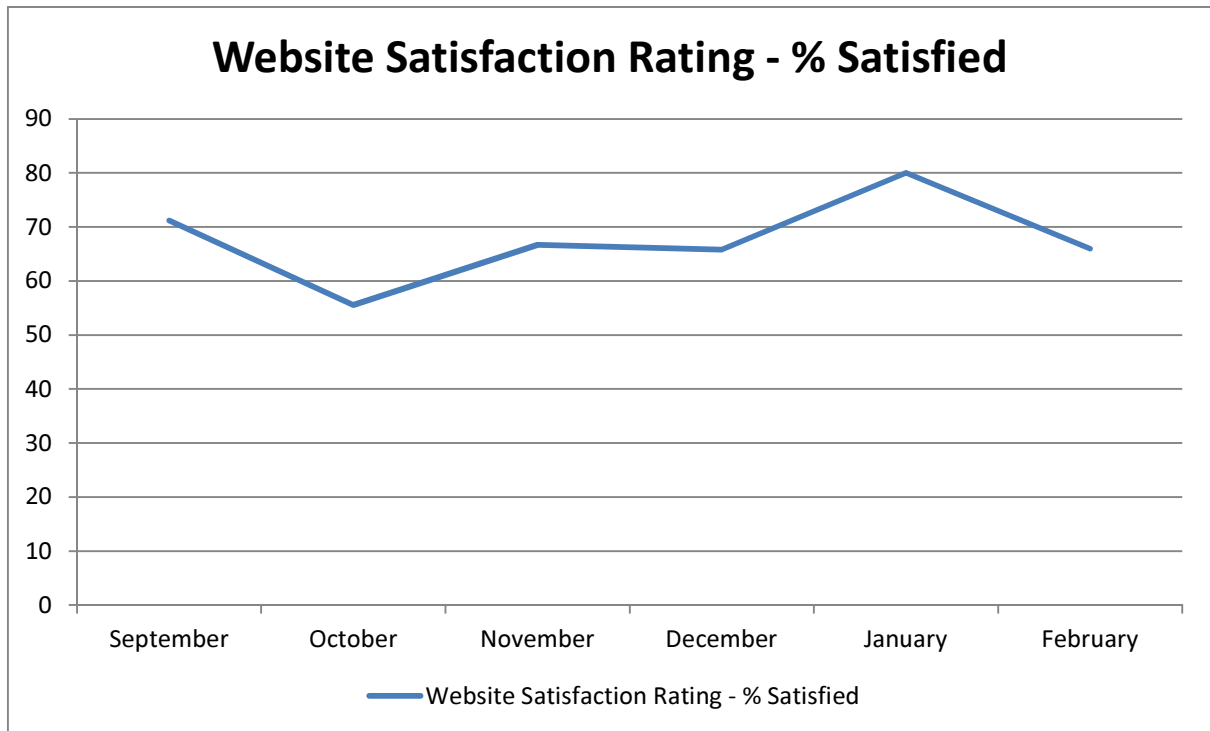
EDIT CHECK



Appendix 2 - Customer Satisfaction

68%* of customers were satisfied with the website during the period.

Source – Socitm website visitor satisfaction survey on main website. Survey invites 1/3 visitors to complete.



Appendix 3 Website and Eforms usage data. (1st September 2014 – 28th February 2015)

E-forms:

No of e forms submitted: 11,025

No of e forms: 87 (56 of these have been updated to the new, easier to use, mobile style)

Websites: (Huntingdonshire, One Leisure, Applications)

Total Page views: 1,853,642

Desktop: 50%

Mobile: 30%

Tablet: 20%

Top 10 pages (page views):

| | | |
|-----|-----------------------------------|---------|
| 1. | Main Homepage | 164,326 |
| 2. | One Leisure Homepage | 102,243 |
| 3. | Refuse Calendar | 88,272 |
| 4. | Swimming | 81,044 |
| 5. | Planning home | 64,681 |
| 6. | One Leisure - Book and Pay Online | 48,618 |
| 7. | Fitness Classes | 40,093 |
| 8. | One Leisure - St Ives Indoor | 38,893 |
| 9. | Council Tax Home | 29,756 |
| 10. | Contact Us | 28,707 |

Appendix 4

Customer Service report for the period October 2014 to March 2015

Information about achieving our priorities

- Employee Satisfaction was 98% at the Call Centre and 88% at the Customer Service Centre. The Customer Service management team prioritises, even in busy periods, supporting and motivating staff to do a good job to ensure the welfare of our employees and to provide excellent customer service for our residents. Some staff members are concerned about the implications of the Customer Service teams being combined, but the management team is being open about the changes and communicating regularly.
- In December, staff visits were arranged between the Call Centre and CSCs in preparation for our teams coming together.
- The Call Centre handles the council's main social media accounts and we engaged with 1255 people during this period¹. We have over 1800 followers on Twitter and 600 likes on Facebook. This has increased from 1380 followers on Twitter and 427 likes on Facebook since the beginning of September.
- The Call Centre and Customer Service Centre have worked with IMD to make sure our payment handling processes are PCI compliant. HDC wants to obtain a compliance certificate.
- Customer Service has worked with the Planning department to help the admin team catch up with validation work, which has improved their team's capacity and customer service.
- Updated and revised all parking permit leaflets and forms and arranged for Web to be updated to allow customers to self-help more.
- Commenced working with Housing Services to provide 'Community Navigators' once a month in the CSC—designed for older people to assist in accessing services.
- All four of our team leaders have now had lean training and are working on a number of projects with other departments like In-cab technology with Operations.
- We are using lean to look at a process with Housing Services and are hoping to introduce a first contact form at the Call Centre (online form developed by IMD) to help triage customers and gather the right customer information at the first point of contact to prevent them having to come into the CSC numerous times unnecessarily. We are testing this concept at the moment.
- We also used lean to work with Planning to define customer journeys in greater detail and have created a substantial map which guides call centre advisors when taking calls about planning permission. Planning also worked with us and introduced a first contact officer which has is working well for customer services and our customers.
- Call Centre staff had a lean meeting with Operations about issues we all face working together and started looking at process improvement. We agreed on where some of the problem areas are and we started to work together to come to some solutions. Work has slowed on this due to staffing problems at the Call Centre and other priorities.
- Call Centre manager led project to improve the updating of the Phonebook using Lean processes.

¹ Social media 'engagement' is active participation of our members (i.e. friends, followers). From clicks on our links and posting and commenting, to re-tweeting your posts and viewings of our videos.

- CSC worked with Matthew Wynn and colleague from South Cambs DC to share the CS's Violent Incident localised procedures.
- All Call Centre staff have either completed their ITQ qualification or are working towards it.

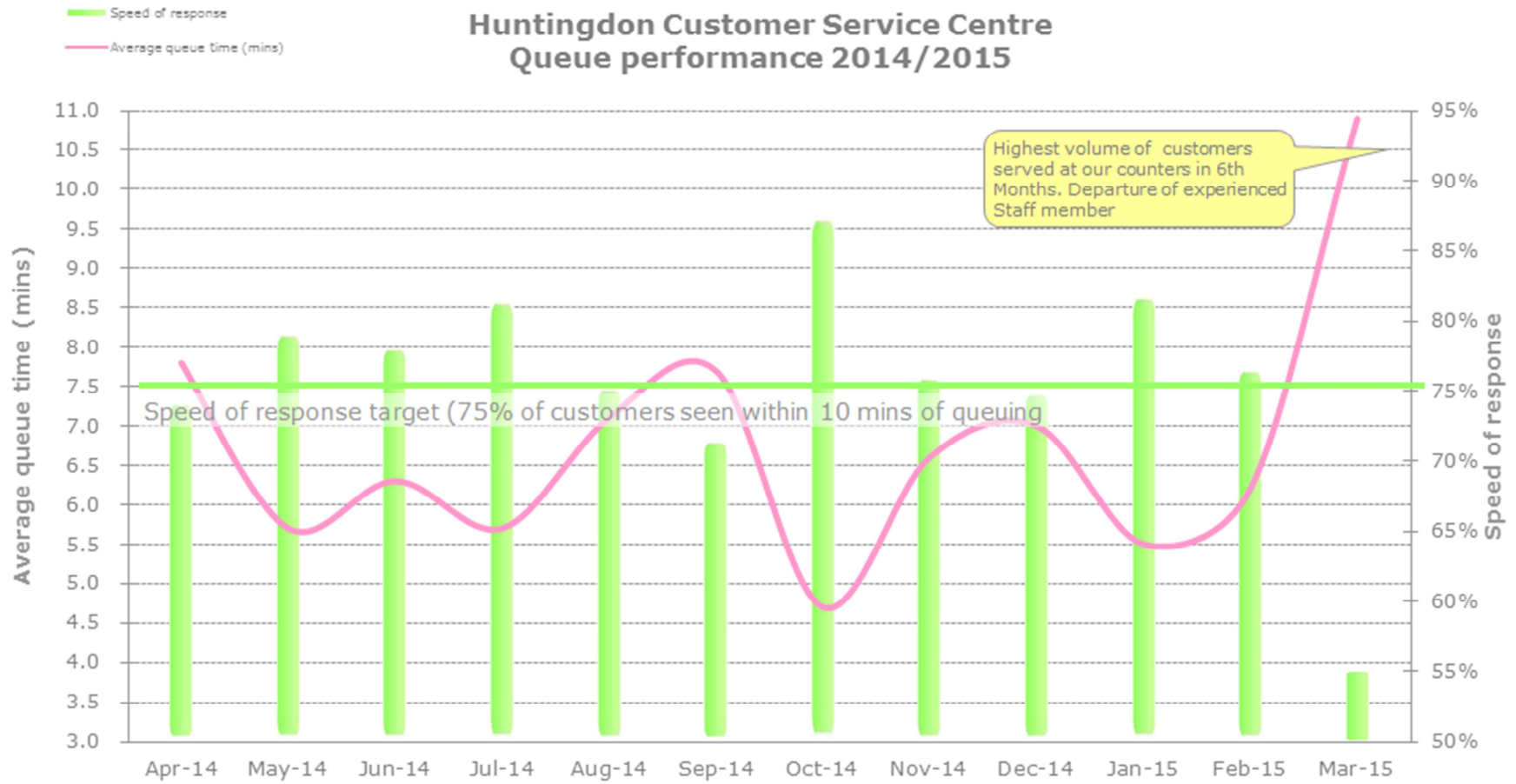
Information about Demand

- The Customer Service Centre met its speed of response target dealing with 75% of customers within 10 minutes. However, 884 customers waited longer than 20 minutes over 6 months with 51 waiting longer than 40. The longest wait was 56 minutes.
- The Call Centre missed its speed of answer target achieving 73% of calls answered within 20 seconds. 14,000 customers would have experienced a longer wait than 20 seconds, with the average wait time around 41 seconds. The longest wait was 14:45 minutes. 6% of customers abandoned, our target is 5%. This is largely due to short staffing and the pressure of training new staff, which can have an effect on service level. Furthermore, the Call Centre experienced very high volumes of Elections calls in March due to the Electoral registration letter that was sent to every household.
- Some bin collections moving forwards over the Christmas period affected us as many customers failed to realise this and didn't put their bins out. Due to this, many customers had excess waste over the Christmas period. Customers in this position did become angry because they had a high amount of waste during the festive period.
- PFH opening over Christmas really positively impacted Customer Services as back office staff were available to help customers. The Christmas opening period helped to reduce the spike in calls we usually get in early January.

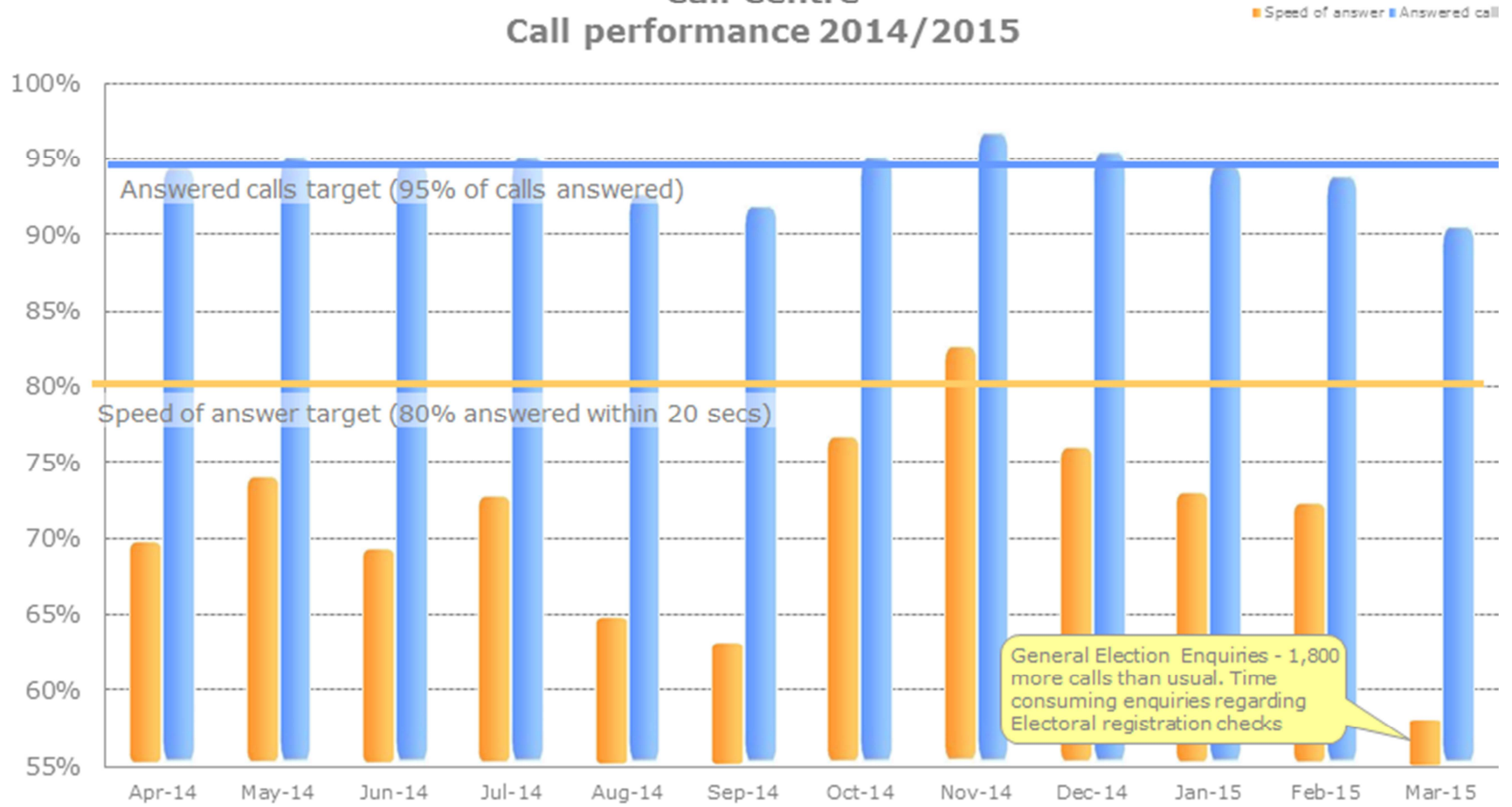
Risks

- Staff turnover has occurred in this period as people left to pursue other careers, maintaining a productive team requires effort and training replacements does take time,
- The Call Centre's likely move to PFH within the next 6 months will cause disruption and technical challenges in presenting CCC's phone system at PFH. Also a risk to morale with staff concerned about changes to the team. We plan to consult with the teams at the end of 2015.
- A highly skilled CSC advisor resigned, which created a risk to service provision as a result of being short staffed. We have appointed a temporary member of staff to cover reception.

Huntingdon Customer Service Centre Queue performance 2014/2015

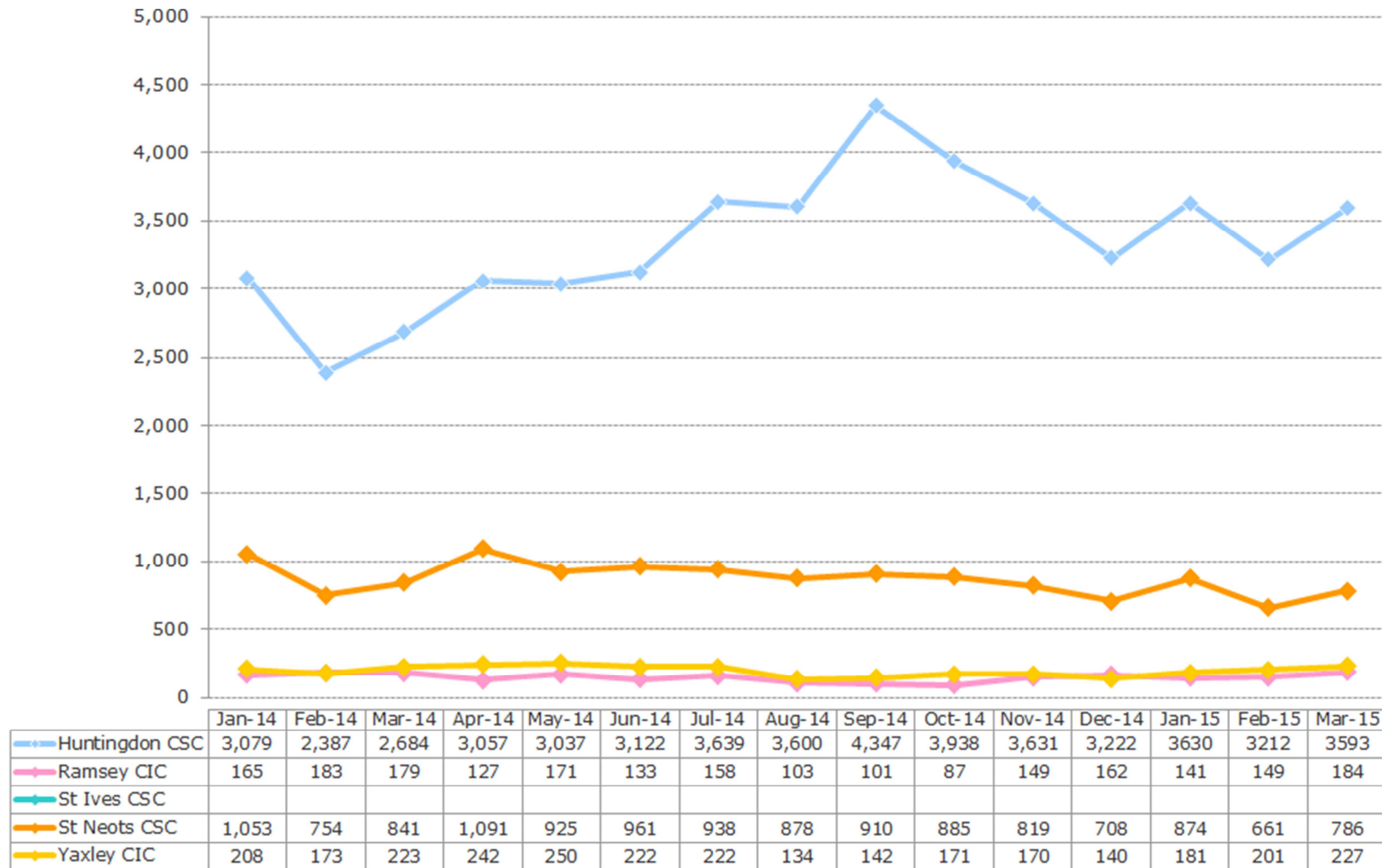


Call Centre Call performance 2014/2015

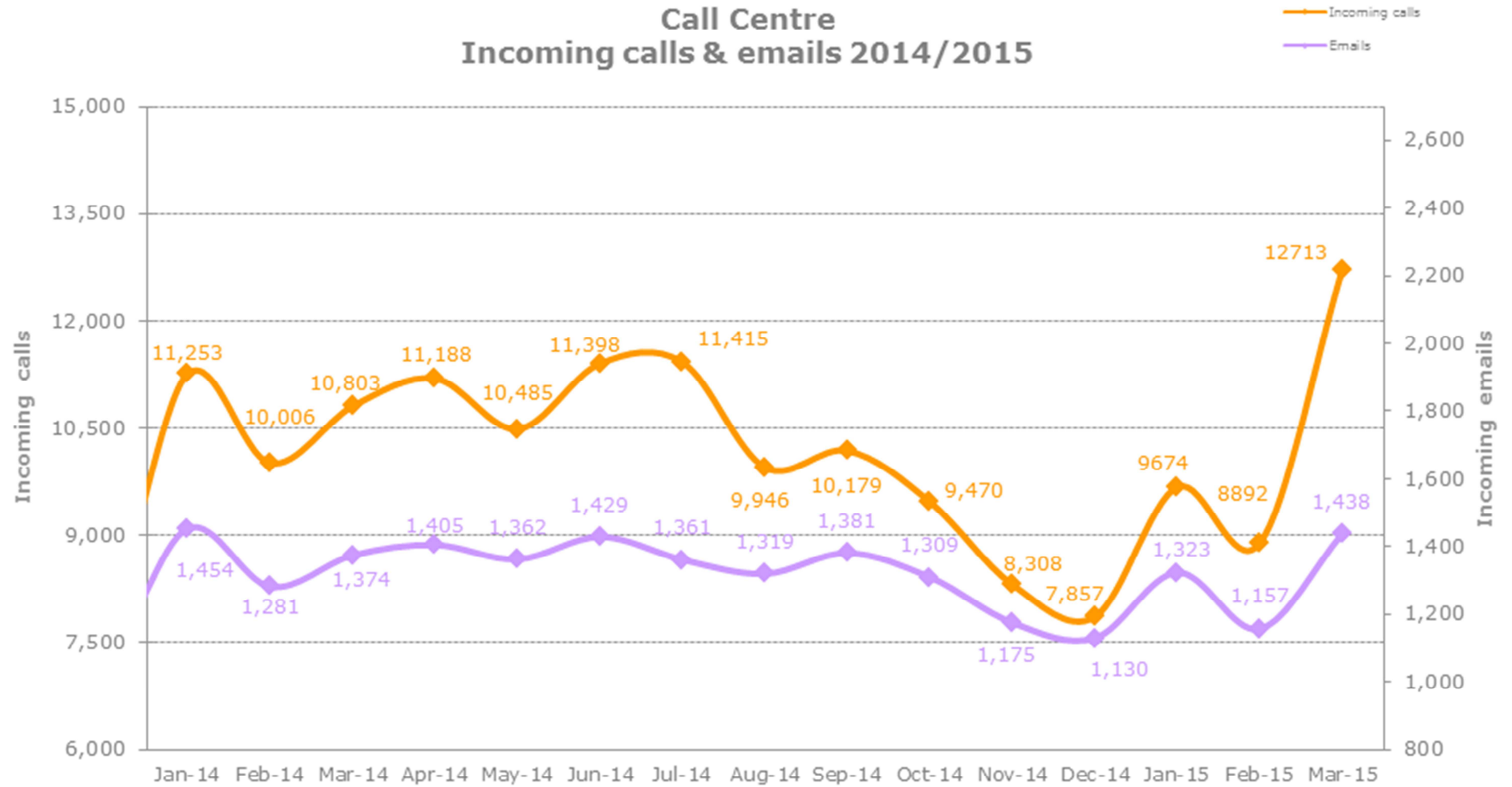


In the following page the term 'enquiry' refers to the information or service requested by the customer. Some customers may make more than one enquiry in a single visit.

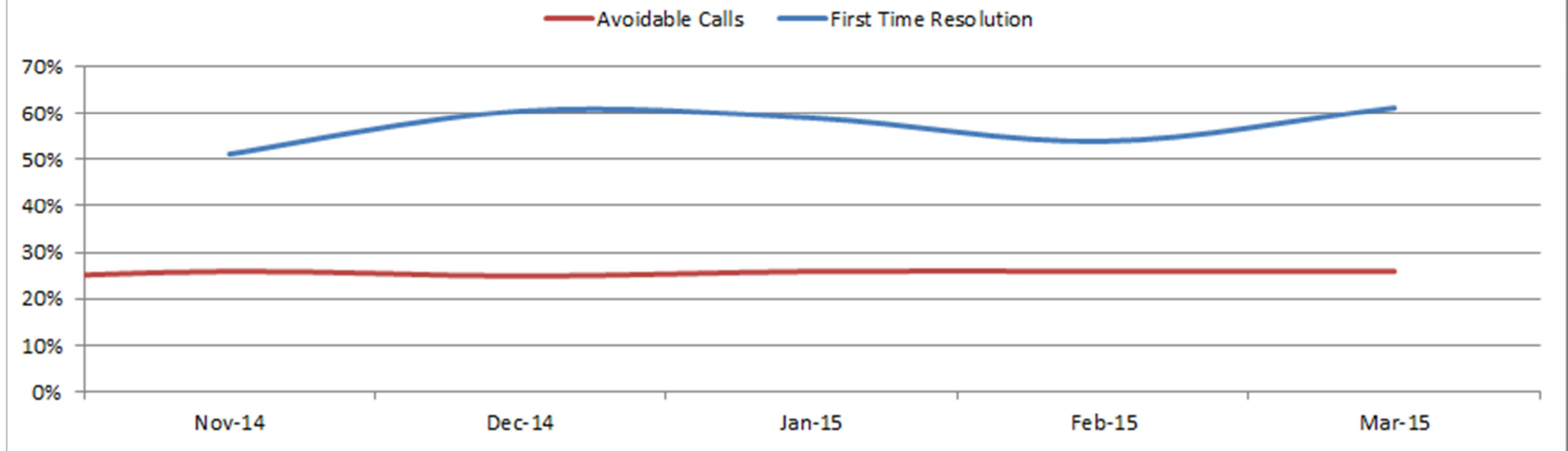
Customer Service Centres' enquiries per month



Call Centre Incoming calls & emails 2014/2015



Call Centre - % of customer calls classed as avoidable and % resolved first time without transfers or support calls to the back office



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HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|------------------------------|--|
| Title/Subject Matter: | Customer Service Strategy - 2015-2018 |
| Meeting/Date: | Overview & Scrutiny (Social Well-Being) - 2 nd June 2015 Cabinet – 18 June 2015 |
| Executive Portfolio: | Executive Leader, Chairman of the Cabinet and Executive Member for Strategic and Delivery Partnerships, and Executive Councillor for Customer Services |
| Report by: | Head of Customer Service |
| Ward(s) affected: | All |

Executive Summary:

This paper is intended to update Members on work to produce a revised Customer Service Strategy, and to consult on the outputs of the work to date – prior to submission of the final strategy later in 2015.

A summary 'on a page' has been produced. This takes the foundation of the previous Strategy and has updated the content to reflect other Council Strategies and Policies. The summary also takes into account customer feedback – and has passed through a number of Officer groups.

The views of Members are now being sought to ensure the strategic direction being adopted is sound.

Recommendation(s):

It is recommended that:

- O&S (Social Well-Being) and Cabinet provide feedback on the summary document, prior to a full Strategy being produced later in 2015

1. PURPOSE

- 1.1 This paper is intended to update Members on work to produce a revised Customer Service Strategy, and to consult on the outputs of the work to date – prior to submission of the final strategy later in 2015.

2. BACKGROUND

- 2.1 The Customer Service Strategy is a key corporate document. It sets out how the Council will deliver customer service across the Council and underpins much of what the Council does.
- 2.2 The current version of the Customer Service Strategy was approved by Council in 2013. Since that time considerable change has happened at the Council and it is prudent to ensure the document is fit for purpose and compliments other strategic plans.

3. ANALYSIS

- 3.1 Officers have reviewed the content and layout of the previous strategy. The document contained useful content and ideas, many of which remain relevant today.

- 3.2 However this assessment has also identified that:

- The current plan is extremely ambitious and stretches to 36 pages in length. It is not easy to quickly grasp the key elements of the Strategy.
- The focus of many actions is on the Customer Service Team – rather than the Council as a whole. This focus has inevitably meant the delivery of the Customer Service Strategy has not ‘reached out’ into the organisation as intended.
- The number of actions is considerable and many are specific to certain services or tasks – and don’t impact across the Council.

- 3.3 Officers have also examined a number of key documents, including the:

- Corporate Plan – to ensure its objectives are supported by the emerging Customer Service Strategy
- Council’s Code of Conduct – to ensure the Core Values of the Council are woven into the emerging Customer Service Strategy
- ‘Plan-on-a-page’ – making sure the Customer Service Strategy compliments the strategic aims of the Council and the financial challenges faced.
- Latest feedback we have from Customers on what the Council does, and what the Council’s priority services should be

- 3.4 Having completed the review it has become apparent a revised Customer Service Strategy should be shorter, simpler to understand and relevant to Officers and Members alike.

- 3.5 The final Customer Service Strategy is likely to contain:

- A one page introduction from the Managing Director and the Executive Leader of the Council;
- A single page showing the summary ‘on a page’

- A page for each of the objectives which expands and explains in more detail what each means
- A single page explaining how the strategy will be delivered and monitored

3.6 A key principle of the revised Customer Service Strategy is a 'one-page' summary that all can quickly understand and work towards. This is primarily aimed at Officers and Members, although the vision and objectives also have value for our customers. This draft 'one-page' summary is shown at Appendix 1.

3.7 At this stage the intention is to generate feedback on this summary, prior to a final version of the Customer Service Strategy being presented to Members in 2015.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 Comments to be sought from O&S (Social) – see recommendations.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 Customer Service means many things to many people – including every comment and idea from consultation will not be possible. By involving key stakeholders and listening to their views the Strategy should meet the needs of most contributors.

5.2 The Strategy may be seen as owned by the Customer Service Team – not every Council service. The Senior Management Team and all Portfolio Holders will play a key role in ensuring this does not happen.

6. TIMETABLE FOR IMPLEMENTATION

6.1 The timetable for implementation of the strategy is shown below:

| Date | Action | Notes |
|----------------|---|--|
| June-15 | Consultation with Officers and Members | Covering the principle content of the Customer Service Strategy |
| July & Aug -15 | Refinement of the Customer Service Strategy, including some Customer consultation | Using the feedback develop the document |
| Sep-15 | Final Customer Service Strategy passed to Officers and Members for approval | Document will be focussed and easy to read |
| Sep-15 | Communication of the Customer Service Strategy | Will require a detailed communications plan |
| Jan-Apr 16 | Integration into Service Plans for 16/17 | Senior Management Team to consider how their teams can contribute to the Strategy |
| Apr-16 onwards | Ongoing management & delivery becomes Business As Usual | Annual review and progress updates within monitoring of the Corporate Plan and Service Plans |

7. LINK TO THE CORPORATE PLAN

7.1 This Strategy directly supports the Council Objective 'Ensure we are a customer focussed and service led Council' – but it also contributes to all the strategic priorities and objectives.

8. CONSULTATION

8.1 To date the summary has been developed in light of feedback from:

- Corporate Director (Services)
- The Customer Service Governance Board
- The Senior Management Team
- A number of operational staff – for example Call Centre and CSC staff

8.2 The Strategy also examined the findings from the most recent survey of customers. The 'Balancing the budget - Have your say' consultation was aimed at providing residents, businesses and the voluntary sector, with the opportunity to comment on service priorities. The process also raised awareness of what the council does and the financial pressures it faces. Over 700 responses were received.

8.3 The survey showed that most customers are focussed on the delivery of high quality visible services such as Waste Collection, Parks & Open Spaces, Environmental Health etc. Services such as Markets, Street Rangers and Customer Service were scored as less relevant for Customers – but these services also scored highly as 'don't know' indicating many customers do not fully understand what services these teams provide.

8.4 Alongside this assessment of the services provided by the Council the 'free-text' responses from customers were assessed. Findings in this area focussed on car parking, the local economy, areas outside of the Council's control (e.g. Parish/County issues) and income generation.

8.5 This consultation exercise was useful in determining priorities for the budget setting process. Understanding what is important to customers gives the Council a clear focus on ensuring priority services (e.g. waste collection) continue to provide good quality service within the context of a revised Customer Service Strategy – something the Zero Based Budgeting exercise will help achieve.

8.6 It is intended to deliver a further round of consultation on the proposed strategy. This is planned to take place in the summer of 2015 once feedback from Members has been received.

9. LEGAL IMPLICATIONS

(Comments from the Acting Legal Services Manager / Solicitor)

9.1 No Legal implications.

10. RESOURCE IMPLICATIONS

(Comments from the Head of Resources)

10.1 No Resource implications

11. OTHER IMPLICATIONS

- 11.1 The implementation of the Strategy will have continued implications for the Website. It will need to remain customer focussed and fit for purpose. A new website is due to be launched in Autumn 2015. The site:
- Will have less content – being focussed on the information and services customers need
 - Works on mobile phone/tablets - more than 50% of customers access our website using these devices
 - Can rapidly change/develop - there is a high degree of flexibility to alter the website
 - Will be developed using customer feedback – as part of the project customers will be invited to use the 'new' site alongside the 'old', and give feedback direct to the Project Team.

12 REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The Customer Service Strategy is an important document, and is ready for a revisit.
- 12.2 A summary 'on a page' has been produced. This takes the foundation of the previous Strategy and has updated the content to reflect other Council Strategies and Policies. The summary also takes into account customer feedback and has passed through a number of Officer groups.
- 12.3 It is now recommended that:
- O&S (Social) and Cabinet provide feedback on the summary document, prior to a full Strategy being produced later in 2015.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft Customer Service Strategy 'on a page'

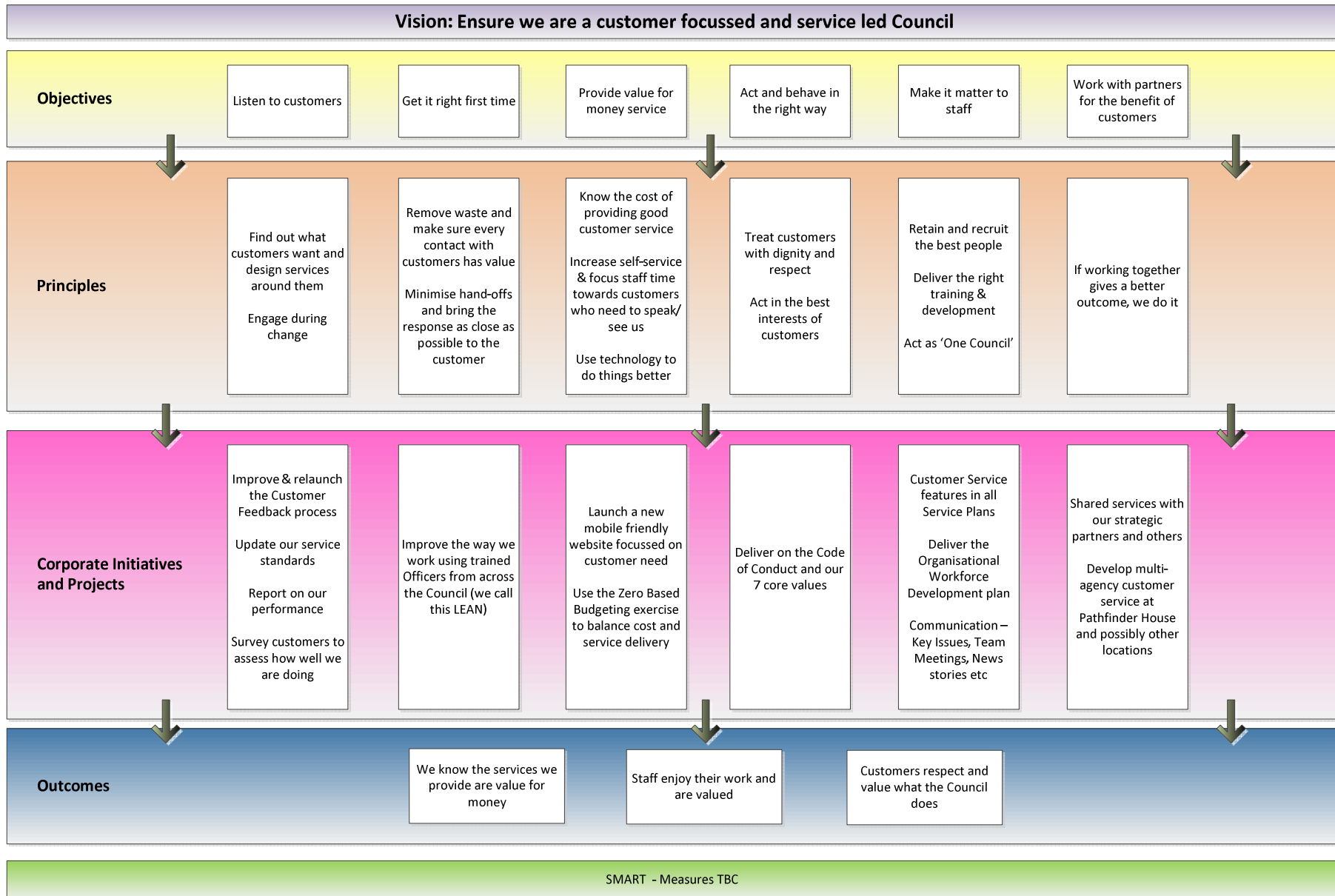
BACKGROUND PAPERS

None

CONTACT OFFICER

John Taylor, Head of Customer Service
01480 388119

Appendix 1 – Draft Customer Service Strategy ‘on a page’



CURRENT ACTIVITIES

| STUDY | OBJECTIVES | PANEL | STATUS |
|---|---|--------------------------|---|
| Delivery of Advisory Services Across the District | <p>To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013 – 2015.</p> <p>To discuss funding arrangements for the final year of the Voluntary sector agreements.</p> | Social Well-Being | Annual performance report considered by Panel in June 2014. |
| Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire | To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act. | Social Well-Being | The Panel received the latest six-monthly report on the effect of the Government's Welfare Reform programme and how it impacts on households in Huntingdonshire. Further updates only to be provided when circumstances require it. |
| Flood Prevention within the District | To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments. | Environmental Well-Being | Representatives from the Environment Agency delivered a presentation on flood risk management within Huntingdonshire. A scoping report was considered by the Panel in April 2014 and a Working Group was appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with flood alleviation in the District. A meeting of the Working Group was held on 25th March 2015 at which Members considered the draft Cambridgeshire Flooding and Water SPD. |
| Waste Collection Policies | To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges). | Environmental Well-Being | First meeting of Working Group held on 24th June 2014. Further meeting to be arranged to consider the outcome of the survey work being undertaken by the Operations Division on affected properties and various other matters. |

| | | | |
|---|--|--------------------------|--|
| Litter Policies and Practices (to include graffiti removal) | To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes. | Environmental Well-Being | Scoping report received. Working Group appointed. |
| Affordable Housing | To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust. | Social Well-Being | <p>A Working Group meeting was held on 16th March 2015. Government changes affecting the supply of new affordable housing and the Elphick-House Report were reviewed.</p> <p>Next meeting to be held to scrutinise:</p> <ul style="list-style-type: none"> • The housing register • Statistics on homelessness • Housing Need • Bands of people on the register <p>The Working Group is seeking a member from each of the Economic and Environmental Panels to join the Working Group.</p> |
| Project Management | To be agreed in December. | Economic-Well Being | Following the Panel's discussion on the Project Closure reports for the Huntingdon Multi-Storey Car Park and One Leisure, St Ives, the Panel has agreed to establish a Select Committee in February 2015 to give further consideration to the issues emerging from the report, to seek assurances that improvements had been made to Council processes moving forward and to test the robustness of the Council's approach. Representatives from the Social and Environmental Well-Being Panels have also been appointed. The Terms of Reference for this Committee were considered at the Panel's December meeting. The Select Committee met in advance of their January meeting to discuss the scope of the Select Committee. Select Committee to be held on 17th February 2015. |
| Facing the Future | Ongoing monitoring role of financial implications of Facing the Future for the Medium Term Financial Strategy. | Economic Well-Being | The Panel has received two updates on progress with the delivery of the Facing the Future programme. Financial information will be presented to Members in February / March 2015. |
| The Health Economy | To establish priorities for future work on the local | Social Well-Being | Scoping paper considered. Further reports requested on: |

| | | | |
|--|-----------------|--|---|
| | health economy. | | <ul style="list-style-type: none">• on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience;• on community engagement, including examples of good practice;• on the impact of Welfare Reforms, including fuel poverty and how it was defined;• reviewing the Council's Equalities Impact Assessment arrangements, and• on the impact of growth on GP surgeries, school places and hospital capacity. |
|--|-----------------|--|---|

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| Panel Date | Decision | Action | Response | Date for Future Action |
|------------|--|---|--|--|
| | <p><u>Hinchingbrooke Hospital</u></p> <p>(a) Management of the Hospital</p> <p>1/04/14 With effect from 1st February 2012, Circle took over the management of Hinchingbrooke Hospital and representatives of Circle and the Hospital have since attended the Panel's meeting on an annual basis to provide updates.</p> <p>4/11/14 Requested sight of the report of the September 2014 CQC inspection</p> <p>Requested plan to inform future health scrutiny.</p> <p>6/01/15 Scoping report on potential work on the health economy. Further reports requested:</p> <ul style="list-style-type: none"> • on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience; • on community engagement, including examples of good practice; • on the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • on the impact of growth on GP surgeries, school places and hospital capacity. | <p>Link to report circulated directly to Members.</p> | <p>Hisham Abdel-Rahman, CEO, to report on Hinchingbrooke Hospital Action Plan.</p> <p>Ruth Rogers, Chair, to report on the work of Healthwatch Cambridgeshire.</p> | <p>3/03/15</p> <p>7/4/15</p> |

| Panel Date | Decision | Action | Response | Date for Future Action |
|-------------------|--|--|--|------------------------|
| 3/03/15 | Hisham Abdel-Rahman, CEO, attended the Panel and reported on the Hinchingsbrooke Hospital Action Plan. | | The Panel agreed to receive an update on the Hinchingsbrooke Hospital Action Plan at a future meeting. | |
| 4/02/14 | <p>(b) Financial and Operational Performance</p> <p>Presentation received from Mr R Murphy and Mr K Poyntz, representatives of Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) on the financial and operational performance of the Hospital. Agreed at the February 2014 meeting that some focus should be placed upon monitoring CCG's performance.</p> | Reports to be presented to the Panel every six months. | | |
| 3/2/15 | Presentation received from Mr R Murphy, Mr K Poyntz and Ms S Shuttlewood on hospital accountability. Discussed recent CQC report on the Hospital and CCG monitoring. | | | |
| 4/12/12 & 4/03/14 | <p><u>Delivery of Advisory Services Within the District</u></p> <p>The Voluntary Sector Working Group comprises Councillors R C Carter, Mrs P A Jordan, P Kadewere and Mrs R E Mathews</p> | | | |
| 10/06/14 | Annual performance report presented. Councillors also appointed to the Working Group. | | | |
| 4/11/14 | Councillor R C Carter to contact the Community Manager to begin discussions on funding arrangements for the final year of the Voluntary | | | |

| Panel Date | Decision | Action | Response | Date for Future Action |
|--|--|--|--|------------------------|
| | sector agreements. | | | |
| <p>7/01/14</p> <p>10/06/14 & 8/07/14</p> <p>4/11/14</p> <p>03/03/15</p> <p>07/04/2015</p> | <p><u>Redesign of Mental Health Services</u></p> <p>Representatives of Cambridgeshire and Peterborough Clinical Commissioning Group (C&P CCG) updated Panel on redesign of mental health services. Suggestion made to invite representatives of the service user group to a future meeting together with other relevant groups such as Hunts Mind.</p> <p>Representatives from the Mental Health Service User Network (SUN) and Mind in Cambridgeshire attended Panel's meeting. Delivered an insight into the impact of the redesign on mental health service users and on planned changes to the Personality Disorder Community Service/Complex Cases Service, including Lifeworks.</p> <p>Further update requested on Mental Health Services.</p> <p>Children's Mental Health Team Representative to be invited to attend a future Panel Meeting.</p> <p>During the 'Closer Working with the Police' presentation Members were informed that Luminus were hosting a Seminar on 22 April 2015 titled 'Improving Outcomes for People in Crisis because of a Mental Health Condition'. Panel Members subsequently received an invitation to attend the event. However, the event was postponed due to</p> | <p>June or July 2015 Panel Meeting</p> | <p>See item elsewhere on the Agenda.</p> <p>When the Seminar is re-scheduled Panel Members will receive an invite direct from Luminus.</p> | <p>3/03/15</p> |

| Panel Date | Decision | Action | Response | Date for Future Action |
|----------------|--|---|---|------------------------|
| | lack of attendance and it is intended to re-schedule the event at a later date. | | | |
| 4/06/13 | <p><u>Review of Elderly Patient Care at Hinchingsbrooke Hospital</u></p> <p>Working Group appointed comprising Councillors S J Criswell, Mrs P A Jordan, P Kadewere and Mrs R E Mathews to undertake a review of elderly patient care at Hinchingsbrooke Hospital. The study will be undertaken in conjunction with the Hospital.</p> <p>Oral report on recent Working Group meeting with the Hospital.</p> | Meetings held on 18th July and 11th November 2013 and 24th February 2014. | | |
| 4/03/14 | <p><u>Affordable Housing</u></p> <p>Councillors R Fuller, P Kadewere and S M Van De Kerkhove appointed onto a Working Group to carry out the study, together with former Panel Member Councillor I C Curtis.</p> | <p>First meeting held on 22nd July 2014 to scope out the work.</p> <p>Second meeting held on 23rd September 2014 on the new Local Plan. Executive Councillor present.</p> | <p>Terms of Reference agreed and further actions identified.</p> <p>Terms for draft policies for the new Local Plan discussed and recommendations made.</p> | |
| 4/11/14 | Formal update reported to the Panel. Findings to date and study programme endorsed. | | <p>Next meeting to be held to review:</p> <ul style="list-style-type: none"> • Rural housing programme – past and future • Community Land Trust model • Ways to increase awareness / take up | |

| Panel Date | Decision | Action | Response | Date for Future Action |
|--|--|--------|--|------------------------|
| <p>9/2/14</p> <p>16/03/15</p> <p>07/04/15</p> | <p>Working Group meeting held to discuss Community Land Trusts and rural affordable housing development.</p> <p>Working Group meeting held to discuss the Government changes affecting the supply of new affordable housing and the Elphicke-House Report.</p> <p>Given the imminent submission date of the Local Plan a is to be arranged with the Affordable Housing Working Group, the Managing Director, the Executive Councillor (Strategic Planning and Housing) and the Leader in order to progress the matter including the inclusion of recommendations for the Local Plan and to inform any refresh of the housing strategy.</p> | | <p>• Work of Foundation East</p> <p>Next meeting to be held to scrutinise:</p> <ul style="list-style-type: none"> • The housing register • Statistics on homelessness • Housing need • Bands of people on the register | <p>20/04/15</p> |
| <p>3/02/15</p> | <p><u>Huntingdonshire Strategic Partnership (HSP)</u></p> <p>Huntingdonshire Community Safety Partnership</p> <p>Annual review of the work of the Partnership.</p> <p>Children and Young People</p> <p>Details of the thematic group's priorities received</p> | | <p>The Panel considered the Annual report at the meeting on 7th October 2014.</p> | |

| Panel Date | Decision | Action | Response | Date for Future Action |
|------------|---|---|--|------------------------|
| 3/02/15 | <p>together with details of its terms of reference, membership and current matters being discussed.</p> <p>Presentation received. Agreed to receive reports of meetings to monitor progress.</p> <p>Health and Well-Being</p> <p>Background information received on the thematic group's outcomes, terms of reference, membership and Action Plan.</p> | <p>The Group meets four times per year in January, March, June and October.</p> <p>Invitation extended to the Chairman and Vice-Chair to attend a future meeting.</p> | <p>Reports to be submitted to the ensuing Panel meeting.</p> | |

ACTION LOG

(Requests for information/other actions other than those covered within the Progress Report)

| <u>Date of Request</u> | <u>Description</u> | <u>Response</u> |
|------------------------|--|--|
| 07/04/15 | <p>Chairman and Vice-Chairman met with Chief Inspector Hunt to discuss closer working between the Police and Councillors.</p> <p>Chief Inspector Laura Hunt delivered a presentation 'Closer Working with the Police'. The Chief Inspector wants a continued and meaningful dialogue with the Councillors. One potential option suggested is to have the Chief Inspector regularly attend and present to the Overview and Scrutiny Panel (Social Well-</p> | <p>The Panel has agreed for the Managing Director and the Chief Inspector to meet to discuss the way forward regarding continued dialogue between District Councillors and the Police.</p> |

| Panel Date | Decision | Action | Response | Date for Future Action |
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Decision Digest

Edition 155

Monthly summary of the decisions taken at meetings of the Cabinet, Overview & Scrutiny and other Panels for the period 25th March to 28th April 2015.

EXTERNAL AUDIT PLAN 2014/15

The content of the draft External Audit Plan for 2014/15 has been noted by the Corporate Governance Panel. Key audit risk areas for the year were identified and the approach undertaken to complete these audits was highlighted. The plan also took account of the zero based budgeting exercise for expenditure that the Authority has undertaken. The Panel's views on fraud and the triviality threshold of £90,000 were sought by the External Auditors. It was noted that the external audit function was to transfer to Ernst and Young from 2015/16, initially for two years.

EXTERNAL AUDIT GRANT CERTIFICATION 2013/14

The External Auditor's Grant Certification report 2013/14 has been noted by the Corporate Governance Panel. During 2013/14, the Council received significant central government grant for Housing Benefits and part of the control framework for such grants is that they are subject to external audit. During the audit some minor errors were identified resulting in the requirement for additional testing. The Panel expressed their concerns again as the rules issued for auditing benefit claims were too rigid meaning minor errors identified during sampling had significant cost implications for an authority.

EXTERNAL AUDITORS: ISA 260 REPORT - 2013/14: IMPLEMENTATION OF RECOMMENDATIONS

The Corporate Governance Panel has noted the External Audit's ISA 260 report which is required to be issued following the external audit of the Annual Financial Report. The report made four recommendations in respect of the Annual Financial Report and the Panel were informed of the progress with implementing the recommendations. The External Auditors would undertake a review of all recommendations and report back to the Panel in September 2015.

FRAUD TEAM UPDATE

Having fulfilled its objectives and Terms of Reference, the Corporate Governance Panel has approved to disband the Fraud Working Group. The Cabinet previously endorsed the findings of the Corporate Governance Panel to retain an in-house Fraud Team and good progress was being made. The Council was likely to have an operational Fraud Team prepared for the transfer of responsibility of welfare fraud investigation to the Department for Work and Pensions in May 2015.

The Corporate Governance Panel agreed that a new Fraud Working Group should feature as an item on the Corporate Governance Panel's Progress Report, to enable the Panel to consider whether they wished to establish a new Fraud Working Group, and if so, to determine the Terms of Reference, once the in-house Fraud Team was operational.

CODE OF FINANCIAL MANAGEMENT AND CODE OF PROCUREMENT UPDATE FOR 2015/16

The Corporate Governance Panel considered the Code of Financial Management and the Code of Procurement. The documents are reviewed on an annual basis to ensure that they reflect current legislation and the changing needs of the Council, as the policies underpin financial governance in the Council and are Annexes to the Council's Constitution. Having made amendments specifically to the Code of Financial Management, the Corporate Governance Panel has recommended the policies to Council for adoption.

ACCOUNTING POLICIES FOR THE ANNUAL FINANCIAL REPORT 2014/15

The Corporate Governance Panel was apprised of the outcome of the annual review of accounting policies applied by the authority when producing the Annual Financial Report. Three policies require amendment of which two are considered significant. However, none have an impact on the Council's general fund balance. The amendments were for clarification, transparency and to ensure compliance with International Financial Reporting Standards (IFRS) accounting arrangements. The Corporate Governance Panel has approved the amendments to the accounting policies noted within the Annex to the report.

INTERNAL AUDIT SERVICE: INTERNAL ANNUAL PLAN

Under the requirements of the Public Sector Internal Audit Standards, the Corporate Governance Panel were apprised of the Internal Audit and Risk Manager's opinion on the overall adequacy and effectiveness of the Council's internal control and governance processes.

Internal audit resources were currently insufficient to deliver the annual audit plan owing to a vacant post held within the team since October 2014. Efforts to recruit to the post had proved unsuccessful. However, it was expected that the vacant post would be filled during the year. The Corporate Governance Panel has approved the Internal Audit Plan 2015/16.

PROGRESS ON ISSUES ARISING FROM THE 2013/14 ANNUAL GOVERNANCE STATEMENT

The Corporate Governance Panel were apprised of and noted the progress made to date in respect of the four areas for improvement identified in the 2013/14 Annual Governance Statement. Good progress had been made across all four improvement areas and it was considered that all would be achieved prior to the preparation of the 2014/15 Annual Governance Statement.

IMPLEMENTATION OF AUDIT ACTIONS

A report outlining performance in implementing agreed internal audit actions for the year ending 28th February 2015 has been presented to the Corporate Governance Panel. Eight actions have not been introduced of which two are red actions and six are amber actions. The Panel were informed that despite the targets not being achieved, performance continued to improve month on month.

The Panel have expressed concern and disappointment at the number of agreed internal audit actions that have not been implemented and resolved to call to account the Heads of Service to meetings of the Panel in order that they provide an explanation as to why the audit actions remain outstanding.

The Chief Finance Officer will be presenting a report to the next meeting

regarding the management of monitoring and implementing internal audit actions, which the Panel have welcomed.

The Panel have also indicated its concern at the loss of data within the Audit Action e-database following a software transfer and the resulting officer time this has incurred. The Panel requested that the Internal Audit and Risk Manager and IMD Operations Manager provide a report to the next meeting of the Panel on the current situation, remedies to resolve the issues and prevention of a future re-occurrence.

HEALTHWATCH UPDATE

Ruth Rogers, Chairman of Healthwatch Cambridgeshire addressed the Overview and Scrutiny Panel (Social Well-Being) to provide an update on its activities.

The Panel previously received a presentation two years ago when Healthwatch Cambridgeshire had recently been inaugurated and without a full complement of staff.

The role of Healthwatch Cambridgeshire was to ensure public voices are heard in all aspects of health and social care.

Healthwatch Cambridgeshire had played a significant role prior to the Care Quality Commission audit of Hinchingbrooke Hospital as it had facilitated public comments and complaints regarding Hinchingbrooke Hospital. These have included many positive views as well as negative. Overall a balanced view about the hospital and what could be improved was received.

The Chairman of Healthwatch had attended a meeting with the new Chairman and the two new Non-Executive Members for Hinchingbrooke Healthcare NHS Trust and had felt a strong commitment from the Board. It was noted that more Non-Executive Members are to be recruited.

It was noted that mental health service is problematic within Cambridgeshire and a local charity called 'Pinpoint' had assisted with the collection of evidence regarding problems faced by parents in the diagnosis and provision of care, especially for children with additional needs and disabilities. Healthwatch Cambridgeshire has been able to escalate these issues to Healthwatch England for national recognition.

Accessing GP appointments is a growing issue and it is NHS England that is the responsible authority for this matter. A lack of funding is a key issue in addressing this problem. The type of funding accessible when the new GP surgery in Cambourne was established was no longer available.

Healthwatch Cambridgeshire encouraged people to contact them with any concerns, compliments or complaints they had. District Councillors played an important role as they received contributions from constituents.

CLOSER WORKING WITH THE POLICE

The Panel has received a presentation from Chief Inspector Laura Hunt to inform the Panel on:

- ◆ Policing Priorities;
- ◆ Vision within Huntingdonshire for 2015/16;
- ◆ Control Strategy Priorities;
- ◆ Similarities between the Community Safety Priorities and Huntingdonshire District Council Corporate Plan.

The priorities for Huntingdonshire Police are:

- ◆ Responding to community concern;
- ◆ Investigating crime; protecting the vulnerable;

- ◆ Staff professionalism; and
- ◆ Keeping people safe.

There is now less focus on numbers and more on value-based outcomes and an explanation was provided on how the priorities are being achieved.

The Huntingdonshire Police Vision for 2015/16 is to be supporting, empowering and belonging. Putting the person at the heart of all that the Police do and aiming for a seamless service.

Special Constables are slowly being recruited and those that have completed the required number of hours each month, along with Police Community Support Officers, are issued with handheld devices to reduce the need to work out of the station and therefore create a greater street presence.

The Panel were informed that the Police previously had control strategy priorities such as dwelling burglaries and anti-social behaviour. These matters are still a priority but the following are now significant emerging issues:

- ◆ Cyber-crime;
- ◆ Modern-day slavery; and
- ◆ Child sexual exploitation.

Common ground and shared objectives exists between the Huntingdonshire Police priorities and Huntingdonshire District Council Corporate Plan.

The Chief Inspector wants a continued and meaningful dialogue with the Councillors and has enquired how best to achieve this. The Panel has noted that the Council has a Community Safety Partnership. However, the Chief Inspector has stated that there is no longer continued Councillor representation at the meeting and the issues considered are operational issues. The Panel's responsibility is a challenging role and therefore more appropriate to strategic issues.

The Panel agreed for the Managing Director and the Chief Inspector to meet to discuss the way forward regarding continued dialogue between District Councillors and the Police. One potential option has been suggested to have the Chief Inspector regularly attend and present to the Overview and Scrutiny Panel (Social Well-Being).

Concern was expressed by the Panel at the length of time calls to 101 were answered. The average current wait time for 101 calls to be answered was seven to eight minutes. However, it could be considerably longer.

It has been emphasised that depending on the crime experienced in a particular area will determine the weekly priorities for that area. An example was provided whereby there had been a number of tool thefts from vehicles in the Yaxley area over the previous week, which will therefore feature as a priority for that area.

Crimes such as child sexual exploitation or matters concerning vulnerable people are often complex the Panel has been made aware that any concerns can be reported via any methods, such as emailing the Chief Inspector, eCops or Crimestoppers.

PREPARING TOWN CENTRES AND HIGH STREETS FOR THE 21ST CENTURY

The Overview and Scrutiny Panel (Economic Well-Being) Panel received a presentation from Mr W Grimsey on the subject of "Preparing Town Centres and High Streets for the 21st Century".

With less need for retailers in town centres, Mr Grimsey suggested that towns should consider other ways of attracting people in. This could be through offering a 'unique selling point' such as history or heritage or through

developing the towns as a 'community hub', with more residential property and health and education services provided in the centre.

Mr Grimsey was unable to give answers to specific questions about Huntingdonshire or our local towns and villages but encouraged each place to think about their area and consider having their own plans to provide an offer that would bring people in.

REVIEW OF PLANNING ENFORCEMENT

The Overview and Scrutiny Panel (Environmental Well-Being) received an update on Planning Enforcement and were informed that a more detailed review of the service will be completed for discussion at a future meeting in July or September 2015.

Members commented that complaints are still being received from Parish Councils regarding Planning Enforcement and this may be due to misunderstandings regarding the limitations of enforcement powers. The Panel were informed that work on the review must manage expectations of Parish Councils and be transparent regarding what can and cannot be achieved.

Members of the Panel requested clarification on timescales; it was noted that timescales often depend on the severity of the breach.

The Panel were informed that Planning Enforcement's discretionary powers are proportionate to any breach and any action is expedient and not based on costs or income.

Members questioned the fee regime utilised by Planning Enforcement and queried whether the Council could charge more for retrospective planning applications; whilst this has been

considered by Government, retrospective fees remain the same as standard application fees.

HUNTINGDONSHIRE LOCAL PLAN TO 2036: POSITION STATEMENT

The Overview and Scrutiny Panel (Environmental Well-Being) received an update on the current position in relation to the preparation of the Huntingdonshire Local Plan to 2036. The Executive Councillor for Strategic Planning and Housing informed Members that a good response was received to the eight week consultation and that a more detailed report will be completed for the June/July Cabinet in 2015.

Members of the Panel were informed that the comments collated during the consultation will be analysed and details of the respondents will be made available. It was noted that a variety of Stakeholders responded to the consultation, including the Environment Agency, the Highways Agency, landowners and Town and Parish Councils. Details of the respondents to the consultation will be published on the Council's website.

Concern was expressed regarding timescales and the Panel was informed that the Local Plan is still expected to be submitted to the Government Inspector by the end of 2015. The Local Plan will be submitted to the Members of Council at the adoption stage.

Concerns were also raised by the Panel relating to the clarity of changes to the Local Plan and the level of printing. The Executive Councillor for Strategy, Planning and Housing endorsed the suggestion that any further changes are printed as a supplement to the existing document or any changes be clearly highlighted.

NEIGHBOURHOOD PLANNING

The Overview and Scrutiny Panel (Environmental Well-Being) received an update on the current position in relation to the preparation of the Neighbourhood Development Plans for Huntingdonshire.

Members were informed that the District Council has a duty to support Town and Parish Councils in a range of technical aspects of preparing and processing Neighbourhood Development Plans, for which it receives government funding. Neighbourhood Development Plans need to be prepared in conformity with the strategic policies of the local planning authority's Development Plan. However, the main principle is that the parish or town Council is the promotor and owner of the plan and takes responsibility for co-ordinating its preparation from beginning to end.

It was noted by the Panel that the Council's draft Corporate Plan for 2015/16 includes a 'Key Action' that the Council will set out community planning offers and support community planning, working with Parishes to complete Neighbourhood and Parish Plans.

CAPITAL PROGRAMME 2015/16

The Overview and Scrutiny Panel (Economic Well-Being) considered a report by the Head of Operations on the proposed 2015/16 Capital Programme.

Members expressed interest in seeing more detail on the proposed capital scoring system which the Finance Governance Board had used to assess the proposals, details of which will be provided via email. The Head of Resources confirmed that this scoring system was based on methodology from The Chartered Institute of Public Finance and Accountancy (CIPFA).

The Cabinet has considered and approved the Capital Programme for

2015/2016, having been reviewed by the Finance Governance Board.

The bids submitted totalled £11.065m and the Finance Governance Board has recommended that £9.637m be approved. The 2016/2017 approved budget includes a Minimum Revenue Provision (MRP) of £1.905m and the recommended Capital Programme has reduced the amount to £1.776m. Therefore creating a budget saving.

There is a review scheduled of the constitution and financial governance provisions where it is to be proposed that a Member-led Treasury and Capital Management Group be established. In addition to approving the Capital Programme the Cabinet has agreed that until the Treasury and Capital Management Group is established that all business cases should be agreed by the relevant Executive Councillor prior to submission to the Finance Governance Board.

PROJECT MANAGEMENT SELECT COMMITTEE

The Overview and Scrutiny Panel (Economic Well-Being) has considered the outcome of the Project Management Select Committee. The Select Committee was held in February 2015 and looked back at past projects, including the Huntingdon Multi-Storey Car Park and the redevelopment of One Leisure St. Ives. Members were given a range of information on how projects will now be managed and access to details of current and past projects.

The Panel received and noted a report on the findings and recommendations of the Select Committee, which were submitted to the Cabinet. It was agreed that the report reflects the actions and conclusions from the session held on 17th February 2015.

The Cabinet has received a report to present the findings of the Project Management Select Committee and has agreed the recommendations contained within the report regarding how project management could be further improved.

The Cabinet has commended the work of the Project Management Select Committee and the Overview and Scrutiny Panel (Economic Well-Being).

CORPORATE PLAN 2015/2016

The Cabinet has recommended the updated Corporate Plan for 2015/2016 to Council for adoption.

Following the introduction of the Corporate Plan in 2014 there has been some confusion about the meaning of Strategic Themes, Outcomes and Priorities contained within the Plan. The content of the 2015/2016 Corporate Plan is broadly similar to the original version and minor amendments have been suggested.

The Cabinet were pleased to note that those surveyed via the Halifax Report ranked Huntingdon as the ninth best place to live in the country and the improvement compared to four years previously where Huntingdon was ranked 64th.

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