

**BOROUGH OF BARROW-IN-FURNESS**  
**OVERVIEW AND SCRUTINY COMMITTEE**

Meeting:- Thursday 3rd December, 2015  
at 2.00 p.m. (Committee Room No. 4)

**A G E N D A**

**PART ONE**

1. To note any items which the Chairman considers to be of an urgent nature.
2. To receive notice from Members who may wish to move any delegated matter non-delegated and which will be decided by a majority of Members present and voting at the meeting.

3. **Admission of Public and Press**

To consider whether the public and press should be excluded from the meeting during consideration of any of the items on the agenda.

4. Declarations of Interest

To receive declarations by Members and/or co-optees of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the revised Code of Conduct, they are required to declare any disclosable pecuniary interests or other registrable interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared in the Register, as well as any other registrable or other interests.

5. Apologies for Absence/Attendance of Substitute Members.
6. Confirmation of Minutes of the meeting held on 22nd October, 2015 (copy attached).
- (D) 7. Friends of Barrow Cemetery Group.
- (D) 8. Localised Flooding.
- (D) 9. Street Cleansing Report.
- (D) 10. Performance Management Quarter 2 2015-2016.

**NOTE (D) – Delegated  
(R) – Referred**

**Membership of Committee**

Councillors Heath (Chairman)  
Cassidy (Vice-Chairman)  
Gill  
Husband  
McLeavy  
Opie  
Preston  
Proffitt  
C. Thomson  
M. A. Thomson  
Wall  
Williams

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# **BOROUGH OF BARROW IN FURNESS**

## **OVERVIEW AND SCRUTINY COMMITTEE**

Meeting, Thursday, 22nd October, 2015  
at 2.00 p.m.

PRESENT:- Councillors Heath (Chairman), Cassidy (Vice-Chairman), Gawne, Gill, Husband, Opie, Preston, Proffitt, C. Thomson, Wall and Williams.

Officers Present:- John Penfold (Corporate Support Manager) and Paula Westwood (Democratic Services Officer – Member Support).

### **19 – Apologies for Absence/Attendance of Substitute Member**

Apologies for absence were received from Councillors McLeavy and M. A. Thomson.

Councillor Gawne had attended as a substitute for Councillor McLeavy for this meeting only.

### **20 – Minutes**

The Minutes of the meeting held on 10th September, 2015 were taken as read and confirmed.

### **21 – Friends of Barrow Cemetery Group**

The Corporate Support Manager provided Members with an update on the progress being made to establish a ‘Friends of the Cemetery’ Group.

He reported that Members of the Friends of Barrow Cemetery Workgroup had met on 8th October and had agreed that there would be benefits to establishing a ‘Friends of the Cemetery’ Group. They had also agreed that a Terms of Reference would be required to ensure that the group focussed on delivering benefits to the Cemetery. The group discussed potential membership and the following were thought to be the most likely groups of people who would be interested in joining:-

- People who had a keen interest in the building and grounds;
- Community Groups; and
- Funeral Directors.

He also advised that the group had discussed Quick Response (QR) Codes on memorial trees. The Cemetery had around 1000 trees and the Council were required to keep a record of them. QR codes would be one option to keep track of the trees; another benefit of them would be that members of the family could also add more information onto the code about the person passed.

A question had been raised over the stability of the QR codes. The group had considered that the codes would work on a permanent memorial; but it had been questionable as to how they would work on memorial trees which could occasionally blow over and need to be removed. The Corporate Support Manager advised that a variety of methods of affixing the QR codes to trees had been discussed at the Workgroup meeting and advised the Committee that he would suggest to the Cemeteries and Crematorium Manager to trial a variety of methods in a small area.

In respect of the Chapel, the Corporate Support Manager advised the Committee that two members of the Public had contacted Councillor Wall stating that they wanted it to be saved. One of whom was willing to invest some money into the Chapel and believed there should be a place for the public to come and visit. The Cemetery and Crematorium Manager had advised that around four years ago it had been suggested that it would cost around £400,000 to restore the Grade II Listed Building. He reported that the Workgroup had agreed that this would be a longer term ambition and further information would be required.

RESOLVED:- (i) To agree to the establishment of a 'Friends of the Cemetery' Group; and

(ii) To agree that the Friends of Barrow Cemetery Workgroup would continue to look at the issues surrounding QR Codes and the Chapel and report back to this Committee.

## 22 – Street Cleansing Report

The Corporate Support Manager provided an update on the recycling performance.

In the first two quarters of 2015/2016 the Borough had recycled or composted 5,013 tonnes of waste compared to 2,757 tonnes in the same period of 2014/15. The recycling reward value for the first two quarters was £321,233 compared to £337,638 in the previous year. This had been attributable mainly to a reduction in green waste due to adverse weather conditions in the Spring, a breakdown had been presented as follows:-

### Recycling Tonnages

	Q2 2015/16 (tonnes)	Q2 2014/15 (tonnes)
Green waste	2564	2757
Kerbside co-mingled	1685	1693
Kerbside paper	389	463
Bring site co-mingled	375	356

It had been proposed that Members visited Ulverston or Kendal to observe SLDC's Recycling Recovery Vehicles (RRV) in operation in order for them to assess their performance against our Recycling Compaction Vehicles (RCV). The Corporate Support Manager advised the Committee that a visit would be arranged for week commencing 9th November to Kendal.

RESOLVED:- That the report be noted.

The meeting closed at 2.22 p.m.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<b>Part One</b>
<b>Date of Meeting:</b>	<b>3rd December, 2015</b>	<b>(D) Agenda Item 7</b>
<b>Reporting Officer:</b>	<b>Corporate Support Manager</b>	
<b>Title: Friends of Barrow Cemetery Group</b>		
<b>Summary and Conclusions:</b>		
To provide Members with an update of the progress being made to establish a Friends of Barrow Cemetery Group.		
<b>Recommendation:</b>		
Members are invited to consider the information and agree how to progress this.		

### **Report**

At the last meeting of this Committee it was agreed that we should establish a Friends of Barrow Cemetery Group. I have contacted the Federation of Cemetery Friends and they are going to provide me with a starter book called "Saving Cemeteries" and enrol the Friends of Barrow Cemetery Group as associate members. The Group will then have to go through the process of becoming fully constituted so that they can become full members of the Federation.

At the last meeting, the use of Quick Response codes as a method of monitoring memorial trees was discussed. A question had been raised over the stability of the QR codes. The Corporate Support Manager had advised that a variety of methods of affixing the QR codes to trees had been discussed at the Workgroup meeting and it had been suggested that the Cemeteries and Crematorium Manager carried out trial using a variety of methods in a small area. The Property Information Manager has provided the Cemeteries and Crematorium Manager with QR codes and the trial has started. I will provide updates to this Committee when I receive feedback.

### **Background Papers**

Nil.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<b>Part One</b> <b>(D)</b> <b>Agenda</b> <b>Item</b> <b>8</b>
<b>Date of Meeting:</b>	<b>3rd December, 2015</b>	
<b>Reporting Officer:</b>	<b>Corporate Support Manager</b>	
<p><b>Title: Localised Flooding</b></p> <p><b>Summary and Conclusions:</b></p> <p>Members requested that we reviewed arrangements for localised flooding as part of the scrutiny work programme.</p> <p><b>Recommendation:</b></p> <p>Members are invited to consider the information and agree how to progress this.</p>		

### **Report**

Members requested that we reviewed arrangements for localised flooding as part of the scrutiny work programme. Cumbria County Council is the lead partner for flood management and has established Making Space for Water Groups (MSfWG) for each of the six districts.

The role of the MSfWG is:

- Provide accurate assessments of the risk, nature and scale of local flooding;
- Identify and bring forward solutions to reduce the risk of flooding from local sources;
- Record, investigate and mitigate the effects of flooding incidents (hotspots);
- Seek and create opportunities for more effective integrated water management, as directed by the Lead Local Flood Authority (LLFA) Working Group, in line with the national and local flood risk management strategies prepared by the Environment Agency and LLFA respectively;
- Ensure good communication, knowledge sharing, problem solving and operational working between partners;
- Create a common understanding of the roles, responsibilities and limitations of organisations; and
- Review and respond appropriately to the UK MSfWG strategy.

An Environmental Protection Officer is our lead Officer on MSfWG and I have invited him to this meeting to provide an update of current arrangements.

### **Background Papers**

Nil.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>	<b>(D) Agenda Item 9</b>
<b>Date of Meeting: 3rd December, 2015</b>	
<b>Reporting Officer: Corporate Support Assistant</b>	
<p><b>Title: Street Cleansing Report</b></p> <p><b>Summary and Conclusions:</b></p> <p>To provide Members with an update of the recycling performance.</p> <p><b>Recommendation:</b></p> <p>Members are invited to consider the information and take note of the report.</p>	

### Report

From April to October 2014/15 there were 2866.34 tonnes of green waste collected compared to April to October 2015/16 where there were 2845.42 tonnes. Kerbside co-mingled from April to October 2014/15 collected 1980.06 tonnes and this year from April to October collected 1941.53 tonnes. During April to October 2014/15 there were 544.02 tonnes collected of Kerbside paper and in the same period of this year there were 448.28 tonnes. The recycling tonnage collected for Bring site co-mingled last year from April to October was 412.08 whereas this year throughout the same time scale there were 431.86.

Table recycling tonnages:

	April-October 2015/16 (tonnes)	April-October 2014/15 (tonnes)
Green waste	2845.42	2866.34
Kerbside co-mingled	1941.53	1980.06
Kerbside paper	448.28	544.02
Bring site co-mingled	431.86	412.08

Members visited Kendal to watch SLDC's Recycling Recovery Vehicles (RRV) in operation so that they could assess their performance against our Recycling Compaction Vehicles (RCV). The visit took place on 11th November and four Members attended.

### Background Papers

Nil

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<b>Part One</b>
<b>Date of Meeting:</b>	<b>3rd December, 2015</b>	<b>(D) Agenda Item 10</b>
<b>Reporting Officer:</b>	<b>Director of Resources</b>	
<p><b>Title: Performance Management Quarter 2 2015-2016</b></p> <p><b>Summary and Conclusions:</b></p> <p>This report sets out the performance management outturn for the period ended 30<sup>th</sup> September, 2015.</p> <p><b>Recommendations:</b></p> <p>Members are invited to consider the performance figures and determine whether further action is required.</p>		

### **Report**

The Council has a performance management framework to help deliver its priorities. The Council's Priorities for 2015 - 2019 are:

1. **Housing** – The Council is committed to continuing to provide a greater choice of good quality housing and regenerate the oldest and poorest housing in the Borough;
2. **Regeneration and Public Realm** – The Council is committed to working with partners and service providers to enhance the built environment and public realm;
3. **Local Economy** – The Council is committed to work on mitigating the effects of cuts in public spending, their impact on the local economy and working to secure a long term economic recovery for the community; and
4. **Service Delivery** – The Council strives to provide good quality, efficient and effective services while reducing overall expenditure.

Progress against the objectives for delivering the Council's priorities have been reviewed and we are on target against most of the objectives. Revised targets have been set for the following and where necessary target dates have been revised (generally into 2016/17):

- **Priority 2.1** "enhanced heritage offer at the Dock Museum" with BAE Systems. This is a significant piece of work and the original target date was ambitious.



- **Priority 4.2** “redesign of the website” the design consultant is preparing options based on staff feedback.

Progress against all objectives is attached as **Appendix 1**.

We have identified a number of performance indicators that we will monitor on a regular basis and report quarterly to Management Board and to the Executive Committee.

Targets have been identified based on the data from 2014/15 and they may need to be adjusted as more data is collected.

The outputs are shown in **Table 1**.

The performance against the target is on track for most indicators at the end of the first two quarters. The right hand column shows the cumulative figure for the first two quarters of 2015/16. This can be compared to the left hand column which shows the figure for the same period in 2014/15.

There is a significant increase in users at the Park Leisure Centre which is attributable to the introduction of the family membership, the Pirate Cove and Splash Zone.

There is a significant reduction in the NNDR liability on void commercial properties which is mainly attributable to BAE systems occupying part of two floors in Craven House.

There is one indicator where the output is more than 5% below target and this is Forum ticket sales, which are 6.6% lower than target at this point in the year.

There have been delays in receiving local land charge highways information from Cumbria County Council in September. Service delivery discussions are ongoing in order to speed up the highways information process.

The Love Recycling Incentive Scheme launched in October 2015 and the benefits of this will be reflected in the percentage of household recycling in the coming quarters.

#### Background Papers

Nil

**Table 1: Council Indicators for Quarters 1&2 2015/16**

<b>Indicator</b>	<b>Q1&amp;2 2014/15</b>	<b>July</b>	<b>August</b>	<b>September Q1&amp;2 2015/16</b>
Average time to process new housing benefit claims	<b>17.7 days</b>	<b>16.8 days</b>	<b>16.4 days</b>	<b>16.4 days</b>
(Local) Target		18	18	18
Average time to process new council tax support claims	<b>17.1 days</b>	<b>16.4 days</b>	<b>16.0 days</b>	<b>16.2 days</b>
(Local) Target		18	18	18
Average time to process changes of circumstances for housing benefit claims	<b>5.8 days</b>	<b>5.5 days</b>	<b>5.4 days</b>	<b>5.8 days</b>
(Local) Target		6	6	6
Average time to process changes of circumstances for council tax support claims	<b>5.1 days</b>	<b>5.3 days</b>	<b>5.3 days</b>	<b>5.2 days</b>
(Local) Target		6	6	6
Park Leisure centre activity numbers	<b>127,914 visits</b>	<b>99,463 visits</b>	<b>120,519 visits</b>	<b>144,668 visits</b>
Target		85,517 visits	106,633 visits	127,914 visits
Dock museum visitor numbers	<b>29,307</b>	<b>18,353 visits</b>	<b>24,236 visits</b>	<b>29,007 visits</b>
Target		19,484 visits	26,050 visits	29,307 visits
The Forum ticket sales	<b>20,780</b>	<b>15,992</b>	<b>16,035</b>	<b>19,404</b>
Target		16,781	17,335	20,780
Income from Pay and display ticket sales	<b>£296,000</b>	<b>£200,588</b>	<b>£249,920</b>	<b>£307,205</b>
Target		£190,600	£243,200	£295,800
Percentage of local land charges searches completed in 5 working days	<b>87%</b>	<b>97%</b>	<b>97%</b>	<b>92%</b>
Target		98%	98%	98%
Percentage of council tax collected	<b>56.92%</b>	<b>38.27%</b>	<b>47.32%</b>	<b>56.6%</b>
Target		38.5%	47.5%	56.9%
Percentage of NNDR collected	<b>57.49%</b>	<b>42.05%</b>	<b>48.62%</b>	<b>57.39%</b>
Target		40%	47.2%	57.2%
NNDR liability on void commercial properties	<b>£136,666</b>	<b>£97,700</b>		
Target		£136,000		
Average days of sickness per employee	N/A	<b>4</b>		
Target		6		
Right to buy sales	<b>10 sales</b>	<b>8 sales</b>		
Target		10 sales		

Indicator	Q2 2014/15	July	August	September
High risk premises due for inspection completed for food safety		N/A		
Target		70		
Average household recycling percentage		<b>37.4%</b>	<b>37.3%</b>	<b>37.1%</b>
Target	<b>37.2%</b>	37.10%	36.55%	36.58%
Number of disabled facilities grants		<b>23 grants</b>	<b>25 grants</b>	<b>35 grants</b>
Target	30 grants	22 grants	25 grants	30 grants
Percentage of Planning applications processed; major applications in 13 weeks and others in 8 weeks				
Major	<b>67%</b>	<b>90%</b>	<b>83%</b>	<b>77%</b>
Target		50%	50%	50%
Minor	<b>61%</b>	<b>33%</b>	<b>41%</b>	<b>40%</b>
Target		50%	50%	50%
Other	<b>65%</b>	<b>66%</b>	<b>68%</b>	<b>68%</b>
Target		50%	50%	50%
Supply of ready to develop housing sites - the number of dwellings that can be built on as deliverable housing sites as percentage of housing supply requirement		<b>129%</b>		
Target		100%		

Progress against Council Priority objectives

## Housing

No.	Objective	Action	Outcome and Progress	Target	Responsible
1.1	Bring empty properties back into use.	Deliver the Clusters of Empty Homes project.	<p>349 properties brought back into residential use by 2017.</p> <p>Progress to date: We have an advanced loan funding of £950k to the owners of 320 flats on Barrow Island. A further £950k will be advanced by the end of the year. The project is on target to refurbish at least 150 flats by the end of 2015/16. At present it is not possible to estimate how many of these will be occupied.</p> <p>Improved properties following group repair scheme.</p>	80 properties	Assistant Director Regeneration and Built Environment.
1.2	Improve the choice and quality of properties in the Town Centre.	<p>Deliver group repair of properties in Rawlinson Street.</p> <p>Establish group repair scheme for Greengate Street.</p> <p>Development strategy for vacant land at Arthur Street.</p>	<p>Progress to date: Project on site. Anticipated completion date will be December 2015.</p> <p>Improved properties following group repair scheme.</p> <p>No progress to date.</p> <p>Assess options for development and present to Members.</p> <p>Progress to date: Exclusivity with Copperplane has ended. Advice is being taken on remarketing the site and options to be considered.</p>	<p>25 properties</p> <p>2016/17</p> <p>2016/17</p>	Assistant Director Regeneration and Built Environment.

No.	Objective	Action	Outcome and Progress	Target	Responsible
1.3	Adopt the Council's plan.	Publication of preferred options.	<p>Approved planning policies guiding the development and use of land in the Borough.</p> <p>Progress to date: The preferred options were published in June 2015. The draft publication is planned for 2016/17.</p>	June 2015	Assistant Director Regeneration and Built Environment.
1.4	Achieve and maintain the decent homes standard for the Council's housing stock.	Major improvements to dwellings failing the decent homes standard.	<p>The decent homes standard is achieved for all of the Council's housing stock.</p> <p>Progress to date: On target to complete this activity by 31<sup>st</sup> March 2016.</p>	75 properties	Assistant Director Housing.

## Regeneration and Public Realm

No.	Objective	Action	Outcome and Progress	Target	Responsive
2.1	Improve the amenities of the Borough.	Review the waste collection, recycling and street cleansing strategy.	<p>Strategy for the services will be established which can focus service development. A dedicated contract working group has been established.</p> <p>Refurbished crematorium building and office facilities.</p> <p>Progress to date: The asbestos removal is now complete and building work has begun.</p> <p>Enhanced facilities and features for visitors.</p> <p>Progress to date: BAE and the Dock Museum have appointed a consultant for the design and delivery of this project. The consultant is currently designing a visitor survey to be completed for October half term 2015. The project will use the current and October survey data to develop a clear project plan with the Dock Museum and BAE to enhance the visitor experience. Following the completion of the consultants work and a finalised report, the project will have staged targets through 2016.</p>	<p>March 2016</p> <p>September 2015</p> <p>Completion March 2016</p> <p>2016/17</p>	Assistant Director Community Services.
		Agree proposals for the crematorium refurbishment.			
		Agree enhanced heritage offer for the Dock Museum with BAE Systems.			

No.	Objective	Action	Outcome and Progress	Target	Responsible
2.2	Improve the streetscape and central courtyard on Barrow Island.	Improve the general streetscape by introducing trees and better quality street furniture. Landscape the central courtyard and areas between adjacent blocks of flats.	<p>Improved streetscape and public realm on Barrow Island funded from the cluster of Empty Homes grant funding.</p> <p>Progress to date:</p> <p>A contractor has been selected to carry out the landscaping scheme. This cannot start on site until the refurbishment of the flats is further advanced. Start date and final scope of works are to be agreed, but this should be completed by December 2015.</p>	2016/17	Assistant Director Regeneration and Built Environment.

### Local Economy

No.	Objective	Action	Outcome and Progress	Target	Responsive
3.1	Continue to support the Marina Village development. The Marina Village development remains a long-term aspiration of the Council.	Site assembly of remaining 3 parcels of land.	Site assembly continues as purchases become available, subject to valuations being agreed.	2015-2016 and beyond	Executive Director.

No.	Objective	Action	Outcome and Progress	Target	Responsive
3.2	Support commercial regeneration of Barrow town centre.	Shop front grant scheme delivered.  Support town centre partnership and BID process.	<p>Shop fronts and shopping streets improved.</p> <p>Progress to date: It is anticipated that 15 valid applications will be made during 2015/2016. However these may not be approved and paid by 31<sup>st</sup> March 2016. If planning consent is required the process takes 8 weeks and grants are paid when the work is complete. During the winter time there may be delays in exterior painting because of the weather. This can delay the final approval and payment of the grant.</p> <p>Progress to date: The Business Improvement District is progressing.</p>	15 shops	Executive Director.
3.3	Support the delivery of BAE Systems site investment programme.	Work with BAE Systems to facilitate the programme.	Opportunities for the Borough maximised.	2015-2016 and beyond	Assistant Director Regeneration and Built Environment.
3.4	Assist in the delivery of the Barrow Island Growth Scheme.	Work with Cumbria County Council to facilitate the project.	<p>Serviced plots and rate relief incentives on the Waterfront.</p> <p>Progress to date: Cumbria County Council have granted planning permission to commence remediation works and these are likely to start mid-2016. A contractor has been appointed to relocate the allotments.</p>	Commence groundworks 2016/17	Assistant Director Regeneration and Built Environment.



No.	Objective	Action	Outcome and Progress	Target	Responsive
3.5	Support for low income families.	<p>Maintain support for the Council Tax Reduction Scheme.</p> <p>Support discretionary housing payments.</p>	<p>Financial protection for those on low income.</p> <p>Progress to date: The Local Council Tax Reduction Scheme for 2016-2017 was presented approved by Full Council on the 13<sup>th</sup> October, 2015.</p> <p>Financial assistance with housing costs.</p> <p>Progress to date:</p> <p>Maximise DHP funding by assisting all tenants who meet criteria to make application to ensure all relevant information is provided to support their DHP application.</p> <p>Maximise DHP funding by assisting all homeless/potentially homeless persons presenting who meet the criteria to ensure all relevant information is provided to support their DHP application.</p> <p>BBC has 49 tenants currently in receipt of DHP as at 9<sup>th</sup> October, 2015.</p>	<p>September 2015</p> <p>Throughout 2015-2016</p>	Management Board.

		<p>Support disabled facilities grants.</p>	<p>Support for disabled residents to remain in their homes.</p> <p>Progress to date: DFGs continue to be delivered in line with our statutory duties. Referrals from Occupational Therapists have been much slower than in previous years (approximately 50% of the equivalent period in 2014-2015). We understand that this is due to changes in CCC internal process and are taking this up with the County Council.</p>	<p>Throughout 2015-2016</p>	
	<p>Monitor the Welfare Reform Action Plan. Facilitate Universal Credit services in partnership with the DWP.</p>	<p>Assist Council tenants to mitigate the impacts of welfare reform.</p>	<p>Assist Council tenants to mitigate the impacts of welfare reform.</p>	<p>Throughout 2015-2016</p>	
	<p>Review the use of capital assets to assist the development of the third sector in the Borough.</p>	<p>As properties become available, the future use assessment will include consideration of the third sector.</p>	<p>Provide effective services for those claiming Universal Credit.</p> <p>Opportunity to make the best use of Council assets for the community.</p> <p>Progress to date: Exclusivity periods of six months have been offered on 1-5 Lawson Street and 102 Abbey Road to allow third sector organisations to work up proposals for bringing the properties back into use. 1-5 Lawson Street has been offered to 'The Well' – a drug rehabilitation organisation. 102 Abbey Road has been offered to Sonic Zoon Industries CIC – a music-based community interest company.</p>	<p>Throughout 2015-2016</p> <p>2015-2016 and beyond</p>	<p>Management Board</p>
<p>3.6</p>					

## Service Delivery

No.	Objective	Action	Outcome and Progress	Target	Responsive
4.1	Provide future financial sustainability of the Council.	Agree a new Budget Strategy for 2016-2020.	Awaiting the outcome of the Spending Review and Local Government financial settlement.	December 2015	Executive Director.
4.2	Improve the customer experience.	Redesign website and landing pages (residential, commercial and visitor).	Improved use of the web site.  Progress to date: Wireframes for the new web design have been developed and circulated. Feedback has been given from the web group and this task is to be completed by the revised target for completion by the end of January 2016.	January 2016	Management Board.
		Introduce new online forms for services.	Increase self-service online.  Progress to date: A project to review the use and sustainability of the existing web forms has begun.	September 2016	
		Review services available online to increase web usage.	Revised target for completion September 2016. Increase services available online.  Progress to date: The web group under took an exercise to identify the importance and relevance of the service, the information gathered has been used to assist with the wireframe development.	December 2015	

		<p>Introduce online booking for the Park Leisure Centre facilities.</p>	<p>Self-service available to customers.</p> <p>Progress to date:  Online bookings have been implemented and from early analysis of the reports it has been identified that there has been a reduction in the front desk bookings due to the uptake of the online self-service.</p> <p>Customer focussed services.  Consistent service delivery.  Links to web site and Web Strategy.  Review the strategy for:</p> <ul style="list-style-type: none"> <li>• Self-service opportunities;</li> <li>• Telephone services;</li> <li>• Face to face provision.</li> </ul>	<p>June 2015</p>	
<p>4.3</p>	<p>Provide greater flexibility of transparency data.</p>	<p>Implement the Comprehensive Knowledge Archive Network (online database) for transparency publishing.</p>	<p>Progress to date:  This is now complete and published on the website.</p> <p>Publishing consistency and analysis tools available to users.</p> <p>Progress to date:  CKAN is now fully up and running. It is connected to data.gov.uk and the LGA Data Inventory. There are currently 45 datasets on the portal. Documentation has been produced and training given to some members of staff. The use of CKAN needs to be rolled out to other departments through Management Group.</p>	<p>March 2016</p> <p>June 2015</p>	<p>Management Board.</p>

No.	Objective	Action	Outcome and Progress	Target	Responsive
4.4	Measure customer satisfaction.	<p>Review current customer satisfaction data collected in all services.</p> <p>Develop a plan to collect priority service data in relation to customer satisfaction.</p>	<p>Identify areas where information is required and review best practice across the Council.</p> <p>Progress to date: Areas identified and action being taken; this includes the feedback from Development Services open days.</p> <p>Customer satisfaction information will be reported to Members and will be used to develop services around expectations as far as possible.</p> <p>Progress to date: On schedule to be completed by March 2016, awaiting feedback.</p>	March 2016	Management Board.
4.5	Implement the Workforce Strategy	<p>Cascade performance appraisals.</p> <p>Review absence management policies.</p>	<p>Deliver training sessions to managers and supervisors.</p> <p>Progress to date: Managers completing appraisals are on track, the figures will be looked at in December and then action will be taken to encourage managers to complete this by the end of March 2016.</p> <p>Assist management in the control of days lost to sickness.</p> <p>Progress to date: The review of the absence policy was agreed at Management Board and will now go to the Executive Committee in December and full Council on 19<sup>th</sup> January 2016.</p>	From April 2015	Director of Resources.

		Carry out second workforce survey.	Survey staff to measure the impact of actions taken from the results of the first survey. Progress to date: The survey is on schedule to be completed by March 2016.	March 2016	
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