

## Critical Success Factors - 2017/18

### PEOPLE

#### People feel safe and secure in their communities which have low rates of crime and the fear of crime

Develop an agreed vision for the Night Time Economy, including analysis and consultation.	Partnerships and Sustainable Communities Manager
Develop an agreement with Ryedale District Council for the delivery of community safety support, to support additional income generation	Partnerships and Sustainable Communities Manager
CCTV - to retain (annually) the funding from partnership working with North Yorkshire Police	Parking and Venues Manager
Explore opportunities to work with other councils on provision of external CCTV	Parking and Venues Manager
Successfully bid for funding from DWP for RBI activities	Benefits Manager

#### People are healthy, with high levels of participation in sports, leisure and cultural activities, contributing to both mental and physical wellbeing

Achieve the target number of interventions for food safety in accordance with the Council's Food Safety Service Plan	Environment and Regulation Manager
To finalise a set of agreed protocols and procedures for the handling and investigation of Statutory Nuisances	Environment and Regulation Manager
Delivery of an inclusive sports programme, including programmes to support participation for people with dementia, social isolation and mental health issues (sporting memories, club as a hub and think with your feet)	Partnerships and Sustainable Communities Manager
Open Scarborough Leisure Village	Projects Manager

#### There is a choice of high quality, suitable and affordable homes for all

Implement the Selective Licensing Scheme	Housing Manager
Prepare and implement an action plan to mitigate the effects of the Homelessness Reduction Bill	Housing Manager
Continue to develop and take forward Home Improvement Agency business growth opportunities around energy, handyperson.	Housing Manager
Continue to deliver the Middle Deepdale project with a target of a further 30 new homes built by the end of March 2018.	Regeneration Manager

#### There are high levels of participation in local democracy, community action and volunteering

Develop applications to submit for the Community Led Development programme throughout the year	Regeneration Manager
Support the implementation and delivery of key externally funded programmes, Big Local, CLLD, LEADER, Active Coast and Country	Customer, Communities and Partnerships Manager
Delivery of the Action Eastside programme	Customer, Communities and Partnerships Manager
Deliver 2 events promoting Democracy for young people	Regulatory and Governance Manager
Successfully run the 2017 NYCC Elections with no successful legal challenges	Transformation, Elections & Civic Manager

## PLACE

### Clean, well maintained and managed streets, parks and open spaces

To implement a Public Space Protection Order for dog offences	Operations, Transport and Countryside Manager
To maintain 4 parks accredited with green flag awards and/or awards for excellence	Operations, Transport and Countryside Manager
Commence delivery of key junction upgrades in Scarborough	Regeneration Manager
Deliver actions approved by the parking review group	Parking and Venues Manager
To implement agreed recommendations following external Consultants and MCA Port Marine Safety Code healthcheck	Ports Manager
Review, enhance and achieve MCA approval of both Port Waste Management Plans	Ports Manager
Support development of Business Plans for both ports	Ports Manager
Engage HLP Project Officer, procure consultants and commence detailed design of South Cliff Gardens HLF Project	Projects Manager
Complete Pier Road WC Extension	Projects Manager
Review the hard grounds maintenance framework	Asset & Risk Manager
Upgrade all parking machines to accept new £1 coins	Parking and Venues Manager

### High quality planning and development

To monitor the effectiveness of the Local Plan and review as required	Planning Manager
Update and formally adopt supplementary planning documents where necessary	Planning Manager
Ensure Development Management performance exceeds national targets for determination (major applications 60%, minor applications 65%, others 80%)	Planning Manager
to further explore the potential of introducing a Community Infrastructure Levy alongside the Local Plan	Planning Manager

### Well managed coastal and flood defences

Submit planning application for Whitby Piers Refurbishment	Projects Manager
Submit planning application for Church Street Flood Alleviation Works	Projects Manager
Complete land transactions for Filey Flood Alleviation Works	Projects Manager
Submit planning application for Runswick Bay Coast Protection Works	Projects Manager
Submit planning applications for Flat Cliffs stabilisation works	Projects Manager
Re-procure new coastal maintenance framework	Projects Manager

### Environmental Sustainability, achieved through means including reducing carbon emissions and effective waste management, with high levels of recycling

Ensure contamination of recycling waste does not exceed 6%	Operations, Transport and Countryside Manager
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## PROSPERITY

**Radically increase the skills & aspirations of the workforce, improve the educational attainment & aspirations of young people, ensure that skills provision meets the needs of the labour market, establish the Borough as the most highly skilled coastal community by 2030, establish the Borough as a national hotspot of Higher and Further Education provision and as a national centre of excellence in the provision of engineering, construction and technical skills**

120 learners to be attending the Scarborough Construction Skills Village during 2017/18	Regeneration Manager
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### Improve wage rates and reduce unemployment

Complete development of Off Shore Wind Centre in Whitby to be operational by June 2017, with the creation of 40 jobs	Regeneration Manager
Refund/Relaunch the JobMatch scheme by September 2017	Regeneration Manager
Take measures to deliver onshore facilities at Scarborough Harbour	Ports Manager

### Develop Sustainable Tourism which is of high quality, varied and is all year round

Delivery and assessment of major events within the Borough - Seafest - Armed Forces Day - P1 day - Tour de Yorkshire	Tourism Manager
Obtain sponsorships for major events within the Borough	Tourism Manager
Obtain DBID - Destination Business Improvement District, private sector 5 year funding bid.	Tourism Manager
Develop Digital Marketing Strategy	Tourism Manager
Filey Brigg - Introduce wi-fi provision to caravan site for customers	Parking and Venues Manager
Filey Brigg - Improvements to pitches to enable all weather use	Parking and Venues Manager
Whitby - Improvements to Beach Management Centre to offer sale of deck chairs and provide tourist information	Parking and Venues Manager
Whitby - Improve signage for Cliff Lift, Beaches and Chalets	Parking and Venues Manager
Improve signage for Peasholm Park	Parking and Venues Manager
Improvements to boat deck at Peasholm Park	Parking and Venues Manager

## Council

### Provide leadership to our local communities

Deliver a programme of Civic Events (Mayoral attendance)	Transformation, Elections & Civic Manager
Progress e-learning for members	Regulatory and Governance Manager
Continue to develop and improve the Scrutiny Function	Regulatory and Governance Manager

Put customers first, providing excellent standards of customer service

To support the Council's transformation programme through integrating new ways of working and additional services/processes into Customer First. To include MOT's, noise complaints and others as identified through the transformation programme.	Customer Services Delivery Manager
Ensure Customer First staff have access to quality training opportunities to support the provision of high quality services and ongoing personal development. At least 4 staff to complete NVQ level 3, sign language, full programme of Wednesday morning training sessions.	Customer Services Delivery Manager
Retain the Legal Service Lexcel Accreditation	Legal Services Manager
Maintain our performance in processing claims for housing and LSCT Benefits	Benefits Manager

Ensure our services provide value for money and secure best use of our assets

deliver capital receipts of at least £250K	Asset & Risk Manager
conduct treasury management advisors tender	Asset & Risk Manager
implement a new insurance claims recording management system	Asset & Risk Manager
review the property maintenance frameworks	Asset & Risk Manager
Produce the 2017/18 accounts by the earlier closedown date of 31 May 2018	Corporate Finance Manager
Produce a set of unqualified accounts	Corporate Finance Manager
Manage the North Yorkshire NNDR Pool in line with the Pooling Agreement	Corporate Finance Manager
Maintain Housing Benefit overpayment recovery rates in line with the previous 3 year average	Corporate Finance Manager
Maintain in year Council Tax collection rates in line with the previous 3 year average	Corporate Finance Manager
Maintain in year NNDR collection rates in line with the previous 3 year average	Corporate Finance Manager
Continue to implement the service review action plan	Housing Manager
Finalise action plan for phase 2 of iTrent	HR Manager
To introduce MOT facilities at Dean Road garage	Operations, Transport and Countryside Manager
To implement fleet management system	Operations, Transport and Countryside Manager
To renew the operators licence	Operations, Transport and Countryside Manager
Increase external income	Audit Manager
Retain the CCG contract for the provision of an FOI service	Regulatory and Governance Manager
To market and promote the modified dredger in an effort to achieve revenue	Ports Manager
Achieve targets for income generation for the Legal Service.	Legal Services Manager

Ensure our services provide value for money and secure best use of our assets	
Successfully retain the external contracts won for Legal Services	Legal Services Manager
Further develop the new Case Management System to include workflows and process mapping	Legal Services Manager
Update Procurement policies	Procurement and Print Manager
Enable staff to work from anywhere (with wi-fi) with a full office experience, including telephony.	ICT Manager
Assess the viability and affordability of hosting servers in the Cloud.	ICT Manager
Reduce the paper stock in at least one Service by a minimum of 25%.	ICT Manager
Rationalise the property management IT systems into a single IT system.	ICT Manager
Investigate recycling redundant ICT equipment with community resources.	ICT Manager
Investigate opportunities to work with local community groups to improve the Council's website.	ICT Manager
Work with another public sector organisation to deliver at least one ICT service.	ICT Manager
Realise at least one commercial opportunity to develop a revenue stream for ICT.	ICT Manager
Create a suite of Incident Response Plans to provide swift and effective responses to Emergencies, Business Continuity Incidents, Disaster Recovery Incidents and Cyber Security Incidents.	ICT Manager
Continue to gain additional income to the partnership by looking at opportunities to provide procurement services to other public bodies	Procurement and Print Manager
Implement recommendations from the Print Plus transformation review	Procurement and Print Manager
To implement the improvement Plan for Environmental and Regulation Services, working with the Transformation Programme	Environment and Regulation Manager

#### Be transparent, open and fair and set high standards, with robust governance arrangements

Review the system for the Registration of Members Interests for Town and Parish Councillors and implement improvements	Regulatory and Governance Manager
Completion of Audit Plan	Audit Manager

#### Be accessible and value diversity

Continue to deliver our Corporate Equalities and Diversity Scheme Action Plan	Regulatory and Governance Manager
Complete disability confident employer self assessment and develop and action plan	HR Manager
Ensuring data is recorded for gender pay gap for public sector reporting	HR Manager

#### Have staff who feel valued and empowered

To complete 75% of the HR policy/procedure review schedule.	HR Manager
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#### Promote digital equality through a shared commitment with the Digital Inclusion Partnership

Implement the Transformation Project Plan	Transformation, Elections & Civic Manager
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