



PRCC.25 13/14

Prosperous Communities
Committee

15th October 2013

E

Subject: Progress and Delivery Report

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

The purpose of the Progress and Delivery Report is to provide an update on progress on the delivery of the Corporate Plan priorities and an update on performance of service areas.

The report is a key part of the Council's governance framework as it provides a public statement on how the council is performing against its publicly stated priorities.

RECOMMENDATION(S):

- 1) That Members examine the contents of the report and be prepared to challenge the progress made in achievement of corporate priorities and the performance of the Council's service areas.**

IMPLICATIONS

Legal: None arising from this report

Financial : FIN/26/14 As contained in the report;
As at 31st August it is estimated that a surplus of £529k will be realised at the year end.

Staffing : None arising from this report

Equality and Diversity including Human Rights : None arising from this report.

Risk Assessment : None arising from this report

Climate Related Risks and Opportunities : None arising from this report

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Purpose

The purpose of the Progress and Delivery Report is to provide an update on progress on the delivery of the Corporate Plan priorities and an update on Performance of service areas.

Specifically, this report aims to show the progress to date on the priorities within the Corporate Plan and the performance within each directorate.

The report is a key part of our governance framework as it provides a public statement on how the council is performing.

2. Structure

The report is structured by directorate with each director providing an update on the progress that they have made in delivery of the Corporate Plan priorities within their areas of responsibility and an update on the performance of the services within their remit.

Each section is preceded by a director's executive summary and the whole report is preceded with an overall executive summary by the chief executive.

3. Key messages

3.1 Chief Financial Officer

There are some positive signs around economic growth, but this is expected to be slow. Within this context national debt is still rising, inflation is higher than targeted and the deficit is unlikely to fall this year.

The latest announcements and projections around Local Government funding are similar to those projected within this year's Financial Strategy, although there is a further 1% reduction for 2014/15 (£60k) and for 2015/16 a reduction of £400k over that assumed in existing budget plans; however clarity will not be issued until the Autumn statement, which is not expected to be announced until around Christmas. Whilst worse than previously expected, the overall picture for the authority is that we will still need to find in the region of £3m in 3 years.

A further announcement has been made in relation to a 35% top slicing of New Homes bonus in 15/16 with this funding going to the LEP's. There have also been suggestions that New Homes Bonus may cease after 15/16 although there have not been any announcements to this effect.

Work on delivering a balanced and sustainable budget has been on-going over the summer and savings approaching £800k have been identified as being deliverable for the start of the 14/15 financial year, this will meet the majority of the funding shortfall for the coming year and work will continue to identify and deliver further savings for future years with a view to maintain the Council's robust financial position.

Part of this work includes the pooling of Business rates across Lincolnshire and based on the financial evaluation of WLDC's baseline position relative to current expectations an application has been made to CLG to create a Lincolnshire pool for Business rates.

With the inclusion of additional business rates retained through the new scheme the current projected financial outturn is a surplus of circa £600k. It should however be noted that in line with delivering a balanced budget for future years work will continue over the coming months to realise further savings and it is hoped that the successful delivery of this will result in an additional in year surplus which could either be used to invest in emerging priorities or be retained for future use.

Capital Programme

Approval is required for the provision of a capital budget of £67,500 relating to the S106 condition that a contribution to LCC be made for the purchase of De Aston Fields there will be a further revenue costs of £22,500 also being met from the S106 funds for this purpose.

Health and Safety works required at the Leisure Centre are substantially less than originally identified within the condition survey, and therefore the revenue financing can be returned to the General Fund balance.

Asset Sales and Capital Receipts

There are no assets currently held for sale.

3.2 Communities and Localism Directorate

Health – Funding continues for the healthy lifestyle programmes with a further award from the County Council for workforce health and well-being projects.

Referrals for the GP exercise programme are showing a good increase and there is a new health trainer clinic in Hemswell.

Green - CO2 reductions continue in line with the Carbon Management Plan and solar panels have resulted in over £15k FITS income for 2012/13 and we are working with Anglian Water on a Water Strategy in partnership with the Lincolnshire districts and the County Council.

Localism - Newtoft village has been accepted for the second round of the Big Lottery Fund for a new community centre and we are looking at funding streams for the Hemswell Cliff Ball Park.

Initiatives are taking place in Market Rasen and Gainsborough, with Market Rasen developing the Portas Pilot project. Gainsborough has also secured funding to provide improvements and potential facilitates for communities.

3.3 Regeneration and Planning Directorate

The key progress made in this period has been the approval of the Core Strategy for submission to the Secretary of State. Public examination will take place early next year with adoption in mid-2014.

The Community Infrastructure Levy (CIL) Charging Schedule has been agreed and consulted on.

A corporate approach to Neighbourhood Planning has been agreed and will apply to the first communities of Welton, Nettleham and Cherry Willingham. The Caistor Neighbourhood Plan boundary has been redrawn to include Cabourne Parish.

Demolition of the old Guildhall is scheduled to be completed this autumn with the site landscaped and turned into public open space, although the hotel project has been closed.

Planning fees are above target although building control income is below.

3.4 Resources

The Working Where the Work project is currently paused to enable an internal review to take place which is intended to establish the remaining issues which need to be addressed in order to bring the project to completion. The review is currently underway.

The available working space released via the project is being actively marketed with a decision in principle for 75% of the second floor space.

4.0 Future Progress and Delivery Reporting

The latest Internal Audit report on achieving the corporate plan objectives, including the performance and delivery reports, identifies that further work is needed to make sure that the measures link to the objectives and are measurable.

The report also recommends that we ensure that changes are controlled and that all baseline information is validated.

The review of progress and delivery reports will take on board the recommendations. It will ensure that reports highlight key messages and provide a record of progress and delivery of programmes and projects so that members are encouraged to provide challenge and scrutiny of the information.

Members will be aware that a Progress and Delivery Working Group of the Challenge and Improvement Committee has been set up to review performance and the information that members get to be able to judge progress and value for money.

Members have established the priorities for the new Corporate Plan, and this is being developed to make sure that resources are focused on achieving those priorities.

This will involve developing new targets and measurements that are SMART and allow members to be able to gauge progress in delivery of the corporate plan.

Delivery and Progress Monitoring Report

Period 3

April 2013 to August 2013

Chief Executives Overview of Delivery and Progress

Executive Summary

Exec Summary for P&D Report – Oct 2013

Key challenges continue to be supporting communities at times of austerity in areas such as energy bills and transport, other challenges and opportunities are around developing credible economic and housing strategies that will deliver.

The work on neighbourhood plans at Parish level and wind farm applications are areas where there needs to be more thought to aligning Core Strategy policies and their relevance to community aspirations or concerns. The Council through its political leadership and officers are working with Parishes and interest groups. This is an important step forward, not only in terms of focussing work priorities, but further strengthening role of member champions across all political groups working together on what matters for the District and its communities.

The Council has agreed its top ten corporate priorities. Work has taken place on embedding corporate governance and decision making processes for investment decisions. As the Council embarks on more commercial and complex projects, the need for robust project, performance and risk management has been a key focus for organisational development. Both in the skills of managers and greater member understanding of their role in procurement and investment decisions. The next twelve months will see further guidance and training in these areas.

The next six months present opportunities with new Health and Wellbeing funding and policy initiatives, that the district needs to influence and access. In addition the Greater Lincolnshire Economic Partnership looks to Districts to develop projects to access funds that will be allocated as part of national Growth Strategies. We need to be clearer about our economic and housing strategies to bid successfully.

The setting of a sustainable budget is a challenge, however again there is confidence that increased income and efficiency savings will enable a balanced budget to be set without adverse impact on services or priorities for 2014/15.

Achievements

The council has made progress in many areas over the last four months. Examples of the many achievements that should be celebrated and acknowledged are:

- (a) Newtoft's acceptance into the second round of the Big Lottery Fund to build a new community centre
- (b) Hemswell Ball Park opened and is now in use by the community
- (c) External funding of £18,000 for healthy living projects over £750,000 WREN funding for Gainsborough
- (d) Increase in income such as £15,000 from solar renewables on our buildings
- (e) Volunteering has seen a further increase as the work of our community action officers with communities is further embedded

(f) The economy has been lifting as can be seen with the increase above targets of planning fees.

Financial Summary

Chief Finance Officer: Financial Overview:

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Council overall Financial Position

	Actual compared to Budgets - to 31st Aug 2013					
Projected Year End Variance	Policy and Resources Committee	Prosperous Communities Committee	Committee Totals	Profiled Budget to 31st Aug 2013	Variance to Profiled Budget	Predicted Year end Variance
<u>Income</u>	£	£	£	£	£	£
Government Grants	-9,761,471	-102,557	-9,864,027	-9,819,028	-44,999	-165,701
Other Grants & Receipts	0	-270,904	-270,904	-199,122	-71,782	-65,390
Other Income	-393,419	-411,890	-805,310	-606,408	-198,902	-114,819
Sales, Fees & Charges	-36,769	-682,510	-719,279	-621,665	-97,614	3,087
Interest	-41,067	-46,790	-87,857	-88,530	673	-101,038
Council Tax	2,070,119	0	2,070,119	2,070,120	-1	0
Total Income	-8,162,607	-1,514,650	-9,677,258	-9,264,633	-412,625	-443,861
<u>Expenditure</u>						
Employees	1,532,869	1,804,039	3,336,908	3,453,633	-116,725	1,378
Premises Related	306,943	261,365	568,309	579,229	-10,920	95,740
Transport Related	34,188	531,521	565,710	642,816	-77,106	-13,590
Supplies & Services	1,045,172	257,497	1,302,669	1,347,503	-44,834	20,862
Third Party Payments	447,695	596,963	1,044,658	1,101,576	-56,918	-117,845
Transfer Payments	10,709,609	39,543	10,749,151	10,746,364	2,787	-72,096
Total Expenditure	14,076,476	3,490,928	17,567,404	17,871,121	-303,717	-85,551
Net Total - Surplus	5,913,869	1,976,278	7,890,147	8,606,488	-716,341	-529,412

CAPITAL BUDGET MONITORING TO AUGUST 2013

PROJECT MANAGER	Description of Project	Initial Budget 2013/14	Approved Budget 2013/14 £	Actual & Commitment to August £	Budget to August £	Estimated Out-Turn £	Out-turn Variance to Budget £	ACTUAL PROGRESS and FUTURE RISKS
Localism								
Mary Hollingsworth	Sporting initiatives Lincoln Fringe villages	30,000	30,000	0	0	30,000	0.00	Objectives reviewed and scheme approved. This will be procured by Parish Council - supported by this capital grant
David Jones	Caistor Townscape Heritage Initiative	0	25,000	0	0	25,000	0.00	Final claim progressing
K. Whitfield	Gainsborough Leisure Centre - Refurbishment	0	269,000	270,100	269,000	270,100	1,100	Fixed capital contribution approved as per Leisure Strategy.
K. Whitfield	Gainsborough Leisure Centre - Remedial Works	0	300,000	325	0	47,000	-253,000	H&S works to minimise risks of fire (distribution board, emergency lighting, and new fire alarm system) Cost savings achieved from those within condition survey estimates. Earmarked Reserve to be transferred back to General Fund Balances
Nick Ethelstone	De Aston Fields S106	0	67,500	0	0	67,500	0	New Budget to relating to capital contribution to LCC to land purchase £67k and remaining costs for landscaping financed from S106
Central Services								
S. Bolan	Rural Broadband	555,000	555,000	0	0	555,000	0	Progress not within our control. It is expected that this contribution to LCC scheme will be made by the year end. LCC has prepared the advert to tender
A. Reeks	Desktop Refresh / E- Government	0	92,910	65,572	0	92,910	0	Role out of IT ongoing
Waste Mangement								
K. Johnson	Replacement Refuse Freighters	272,000	293,500	318,730	293,500	318,730	25,230	Costs of 2 new freighters higher than budgeted and a street sweeping vehicle required replacement this year rather than next, additional costs can be met from Earmarked Reserves
K. Johnson	Replacement Vehicles (Finance Leases)	65,000	236,590	0	27,100	236,590	0	Replacements due upon expiry of leases later in year.
Strategic Growth								
A. Gray	Strategic Housing - Empty Homes	895,050	990,740	52,975	373,150	500,000	-490,740	This scheme is a medium term project with monies committed to the empty homes project (match funded with £595k DCLG grant), level of spend expected to increase in quarters 3 and 4 of this financial year. Any amounts remaining at the year end are required to be carried forward.
A. Gray	Private Sector Renewal - DFG's	421,900	523,530	370,079	175,890	421,900	-101,630	Total of committed works = £231,000. Additional grant of £40,000 received from DCLG. 24 new grant claims progress.
A. Gray	Decent Homes Scheme	32,400	41,730	7,523	13,510	10,000	-31,730	This was a grant funded scheme which is now complete, approval to transfer to the DFG budget is required.
A. Gray	Homes For All	6,010	6,010	0	2,510	6,010	0	Grant scheme with residual budget relating to S106 funds. Discussing flexibility for use
G. Reeve	Gainsborough Regained - Town Centre	70,130	231,950	250,448	29,236	250,448	18,498	Repaving works ongoing and nearing completion
G. Reeve	Programmed Works	0	37,930	0	0	37,930	0	Trinity Arts heating system controls, orders to be placed.
G. Lockett	GrowthPoint	491,150	491,150	0	0	0	-491,150	There are no schemes identified
N. Ethelstone	Property Assets	600,000	600,000	990	0	600,000	0	Projects being identified and business cases to be prepared
Financial Services								
T. Bircumshaw	Replacement Financial ledger suite	94,320	94,320	0	0	94,320	0	Payroll system currently being evaluated
		3,532,960	4,886,860	1,336,742	1,183,896	3,563,438	- 1,323,422	

Delivery and Progress Monitoring Report

Director of Communities

August 2013

Board/Programme Level

Board: Directorate of Communities
TABLE A: Executive Summary

Executive Summary of programme progress and targets of milestones set and service measures

Waste

APSE Service award Finalist nomination
Completion of driver CPC training
One operative passed LGV driver training
New Waste transfer facility in Gainsborough provided by LCC now in full use
Direct deliveries to Energy from Waste plant at North Hykeham commenced meaning reduction in waste to landfill.
Entry into 2014 Clean Britain Awards

Health

Funding received to continue healthy lifestyle programmes in 2013/14
18k awarded from LCC for development of iCount workforce health & wellbeing projects with projects ready to launch
Relationships developing with local health partners e.g. CCG's, Public Health, Children Services
Referrals for GP exercise referral programme up by >30% compared with same point in 2012/13
WLDC leading partnership for delivery of UNICEF Baby Friendly Children Centre accreditation
All healthy lifestyle programmes operating in line with commissioner expectations with new Health Trainer clinic operating at Hemswell

Green

12/13 emission figures show that we are continuing to make measureable CO2 reductions in line with the Carbon Management Plan – saving the Council money.
Solar panels installed on viable Council buildings. More than £15k FITS income achieved in 12/13 – plus money saving using green energy.
Review of Council assets completed and energy saving initiatives being implemented (e.g. Trinity Arts centre)
Civic Solar proposal being investigated after approval by Committee
Projects being steered by knowledgeable and enthusiastic Green PDP member group
WLDC are working with Anglian Water on developing a Water Strategy for West Lindsey in partnership with the Lincolnshire districts and Lincolnshire County Council.
Warm front and fuel poverty strategy being updated. Targets refocused. New HELP scheme in draft format.

Localism

Newtoft village have been accepted for the second round of the Big Lottery Fund to develop, build and provide a new Community Centre for their neighbourhood. Substantial work is being undertaken with the community by WLDC Localism team and Community Lincs to take this forward
Hemswell Cliff Ball Park is now looking at a variety of funding streams to secure funding to regenerate the ball park for community use. Again, intensive work has taken place with the community by WLDC and Community Lincs to ensure that this much needed facility is provided. The Community have set up a Ball Park Committee to progress this project, undertaken significant community consultation, and

Executive Summary of programme progress and targets of milestones set and service measures

held fund raising events.

A wide number of initiatives in the town centres of Market Rasen and Gainsborough continue to progress, through partnership work with local organisations and residents. Market Rasen continues to develop the Portas Pilot project, with additional funding being secured, and Gainsborough has secured a significant pot of WREN funding to provide improvements and potential facilitates for communities. East Harts District Council visited us in June, including a number of officers and Members. The purpose of the visit was to showcase the work being carried out in our Ex MOD Communities.

Financial Summary

The Communities and Localism services has achieved a surplus position of -£118k, this represents -3% of the Directorate budget. Of this surplus, a reduction on the 2014/15 base budget of -£55k is achievable. The main areas of variance relate to;

Waste Collection service has negotiated a -£50k pa payment from LCC for dry recycling for 2 years only (13/14 and 14/15). There is also additional income of -£20k payable by LCC for weed killing services provided by our Street Cleansing team. It is anticipated that this service will be subject to a formal agreement ahead of 14/15 budget setting to enable the income to be built into the budgets of operational services in future years.

Employee efficiency savings have been achieved across the service of -£37k through a reduction in the use of temporary and agency staff and overtime payments.

Community Licences are expecting to overachieve on taxi licence income by -£14k due to an increase in applications from drivers from outside the area wanting to ply for hire in other areas but operating remotely from West Lindsey in order to take advantage of a pre-booking exemption. This issue has been mitigated by the proposal to introduce a knowledge test for which a fee would be charged.

Markets are predicting an on-going pressure for stallage fees of £15k. A free 'health check' by the NABMA (National Association of British Market Authorities) has been commissioned by the service manager to advise on layout, promotion and general operational issues. This report has been received and recommendations are being reviewed for feasibility.

Executive Summary of programme progress and targets of milestones set and service measures

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Director	Localism	Waste	Public Protection	Total Communities & Localism
<u>Income</u>					
Government Grants	0	0	0	0	0
Other Grants & Receipts	0	0	-70,000	0	-70,000
Other Income	0	560	-4,490	0	-3,930
Sales, Fees & Charges	0	14,000	-9,100	-19,360	-14,460
Interest	0	0	0	0	0
Council Tax	0	0	0	0	0
Total Income	0	14,560	-83,590	-19,360	-88,390
<u>Expenditure</u>					
Employees	0	-4,000	-22,265	3,000	-23,265
Premises Related	0	0	2,000	0	2,000
Transport Related	0	0	-17,310	0	-17,310
Supplies & Services	0	6,290	3,000	0	9,290
Third Party Payments	0	0	0	0	0
Transfer Payments	0	0	0	0	0
Total Expenditure	0	2,290	-34,575	3,000	-29,285
Net Total - Surplus	0	16,850	-118,165	-16,360	-117,675

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Green									

TABLE C: Programme Success Measures

The table below lists the success measures which are allocated to programmes specific to the above board.

Programme Name: Localism

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	No. of community projects supported by area	Caistor -54 Fosdyke 42 Gainsborough – 83 Market Rasen – 71 Trent – 55 Witham – 69 TOTAL: 374	NA	Caistor = 15 Fosdyke = 11 G'boro = 29 Rasen = 25 Trent = 20 Witham = 24 Total = 124	Compiled from: <ul style="list-style-type: none"> • Councillor Initiative Fund = 60 • Community Chest = 61 • Community Assets Fund = 3 The number of individual projects by area maybe less than the previous year as we no longer have the Olympic and Jubilee Funds.
	Number volunteer hours undertaken by area	24,636	NA	24,838	Including data from Community Action Officers, Volunteer Centre and Churches Festival This figure is substantially more than the previous reporting period as the team are all in place and we have an improved mechanism for capturing volunteer numbers.
Cost	Funds allocated by area and by Fund	Caistor - £30,368 Fosdyke - £18,362 Gains - £68,800	NA	Caistor = £7,714 Fosdyke = £5,588 G'boro = £28,509 Rasen = £94,236	Compiled from: <ul style="list-style-type: none"> • Councillor Initiative Fund = £38,303 • Community Chest = £26,147 • Community Assets Fund = £95,000 (NB includes allocated as well as actual)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
		Rasen - £105,859 Trent - £23,554 Witham - £37,912 Total £284,855		Trent = £12,968 Witham = £10,435 Total = £159,450	
	External funds levered by WL.	£442,136	NA	£906,807	May figures includes £750,000 WREN funding allocated specifically to Gainsborough May figures for Market Rasen includes Portas Pilot funding of £101,057
Satisfaction	% of people currently engaging in their community	46.7%	NA		Report frequency – annual. Indicator changed from previous which was % of people positive about engaging in their community therefore target not relevant to the current measure. Source: Citizen Panel Survey 11 Autumn 2012 for base line data
Internal Measure	% of Members satisfied with Localism Programme	Score 66%	NA		Through Challenge and Improve Committee the Localism programme is being review. Member Satisfaction will be measured as part of this review and reported in December 2013.

Programme Name: Green Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Total annual net emissions CO2 from WLDC buildings and transport	In 2011/12 it was 1612 tonnes of CO ₂ e ¹	NEW TARGET TO BE ESTABLISHED	Total CO ₂ e for 2012/13 = 1745t	Reported annually. Fleet mileage and fuel used increased in 12/13 (better recording systems) More kWh of Gas to heat our buildings in 12/13 (due to adverse winter.) Less electricity for our buildings and lighting this year. Gas and electricity consumption increased at the Leisure Centre; (likely due to prolonged heating season and increased footfall) Note: Reporting changes at a national level instructed us to re-calculate figures back to 2008/9 when our carbon management plan began. This includes litres of fuel used by the fleet being used to back-calculate the fleets CO ₂ e rather than mileage. This increases the CO ₂ e for these years by over 200 tonnes. A new CO ₂ e target will be established by Nov 13 to reflect this.
Cost	Reduced WLDC energy spend on fossil fuel. ²	Electricity = £115,998 (10/11) Gas = £25,987 (10/11) Oil = nil	Target to be established	Electricity = £83,755 (12/13) Gas = £18,405 (12/13) Oil = nil	Target originally proposed to encourage reduced energy usage & to promote the use of non fossil fuels. Gas and electricity prices have increased sharply in recent years but WLDC spend shows a general decline as a result of steps taken to reduce consumption by decreasing use of historical buildings and assets, energy efficiency measures, and using renewable energy. Reporting frequency annually, but difficulties in collecting comparable and useful financial data mean that new kWh consumption measure being considered

¹ Baseline in carbon management plan taken as 2111 tonnes in 08/09

² After adjustment for energy inflation

					Target to be reviewed by Green PDP Oct 13.
Perception/ Satisfaction	% of people who are satisfied that WL offers opportunities to live, work and play in an environmentally friendly area.	66.5% Jan 2013	> 66.5%	66.5% Jan 2013	Report frequency-annually – Report annually in January following evaluation of Citizen’s Panel survey. % of people who strongly agreed or agreed with the statement "West Lindsey is currently a green district where people want to work, live and visit"? This years figure has been used to set the baseline and target for next year.
Internal Measure	Total mileage for staff business mileage and councillor mileage	11/12 Employee mileage = 373,445km 11/12 Councillor Mileage = 79,829km Therefore the total for 11/12 = 453,274km	Target to be established	12/13 Employee mileage = 363,946km 12/13 Councillor mileage = 79,682km Therefore the total for 12/13 = 443,628km	Employee mileage reduced by 2.5% from last year and has reduced by 16% since the baseline year of 2008/09. Councillor mileage reduced by 0.2% from last year and has reduced by 2.6% since the baseline year of 2008/09. Work is required to understand the reasons for the reduction and the impact of initiatives such as area working and agile working before meaningful targets can be set. Target will be set by Nov 2013. as 12/13 results have only just become available

Programme Name: Healthy District

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	To close the premature mortality gap between the most and least deprived wards within West Lindsey.	Female 81.3 Male 77.2	NA	Female 81.3 Male 77.2	Data sources are insensitive to real to variance, therefore make regular accurate monitoring difficult
	To reduce childhood obesity rates	Reception year children overweight = 16.63% Reception year children obese = 11.4% Year six children overweight = 18.29% Year six children obese = 19.02%	NA	Reception year children overweight = 16.63% Reception year children obese = 11.4% Year six children overweight = 18.29% Year six children obese = 19.02%	Baseline from 2011/12 national childhood measurement programme data.
	To reduce adult obesity rates	25%	NA	25%	Data capture difficult due to synthetic estimation of prevalence data. National trajectory is for further increase in obesity in foreseeable future.
Cost	External funds allocated to improving health and reducing inequalities	£144,000	£144,000	£144,000	Full allocation received from LCC Public Health for delivery of Health Trainers, walking programme, exercise referral, Fitkidz and cooking programmes
	External funds levered in to WL to support health and wellbeing initiatives	£0	£0	£14,000	14k from health & wellbeing board to enhance community cooking and growing programmes

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Satisfaction	% of people who indicate that their health and or wellbeing has improved.	84.6%	85%	NA	Baseline taken from 2012 citizens panel. Report once per year.
Internal Measure	% of staff familiar with Motiv8Lincs (iCount) programme.	21% familiar 24% 'a little' familiar	33% to be familiar	NA	Baseline obtained from Minerva poll in 2012/13. Retake measurement March 2014
	Reduction in staff absence levels.	7.23 days/FTE		NA	Baseline taken from 2013/13 figures. Annual report in March 2014

Service/Strand Level

TABLE D: Service Success Measures

Service Strand: Waste Management

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of household waste recycled	53.8%	>53.8%		Can be affected by classifications of street sweepings and growing season conditions
	Residual household waste collected Kgs/household	430kgs	<430kgs		
Cost	Cost of refuse collection service per household (including CEC charges)	£57.48	<£57.48	£54.93 based on August budget forecast	
Perception Satisfaction	Satisfaction with refuse and recycling service	94.1%	>94.1%		Exceptional satisfaction rate last year may be affected by proposed service changes such as charging for green waste
Internal Measure	Sickness, number of days lost per FTE	11.12	<11.12	3.94	To the end of august

Service Strand: Street Cleansing

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Keep Britain Tidy survey on street cleanliness	Five star service	Five star service		Results won't be known until February 2014
Cost	Cost of service per household (inc Central Establishment Charges)	£14.87	<£14.87	£15.30 Based on August budget forecast	Fluctuations in private work have resulted in downturn in income.
Perception/ Satisfaction	Overall satisfaction with Street cleansing service	80.1	>80.1		Report annually in January following evaluation of citizen's panel survey. West Lindsey District Council has a duty to keep clear of litter and refuse all open public land, which it controls. Actual is % of people who are satisfied or very satisfied with performance. Source Citizen's Panel Autumn 2013.
Internal Measure	Sickness, number of days lost per FTE	8.1	>8.1	1.09	To the end of August, can be adversely affected by long term absence of one employee given small workforce

Service Strand: Community Safety

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Community Safety reports received by the Community Action Team.	100 pa	100 pa	45 in reporting period	Closer working with customer services, including use of scripts has allowed better signposting of complainants to the correct service/organisation and has led to a lower demand on the CAT
	Number of repeat victims of ASB	5	5	2	The majority of repeat victim cases are led by Lincolnshire Police with WLDC providing and help and support through the ASBRAC.
	Number of vulnerable victims of ASB	5	5	3	The majority of vulnerable victim cases are led by Lincolnshire Police with WLDC providing and help and support through the ASBRAC.
Satisfaction	% of complainants satisfied with case handling and case outcome	75%	75%	100%	The customer satisfaction reporting mechanism is currently being reviewed and standardised by the county ASB coordinator. We are awaiting the outcome of the review before putting a comprehensive reporting mechanism in place. Target is set by County procedure.
Internal	Sickness – numbers of days lost FTE			92 days lost	There has been some long term sickness issues with the service. This has been addressed through the sickness absence policy.

Public Protection Service Overview Scorecard

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	E2E: Average for all Service Requests – Environmental Protection	35		35	This figure is the average length of time it takes to complete a nuisance complaint relating to Noise, Odour etc.
	E2E: Service Requests - Regulatory Services (Food & Health & Safety)	91%	90%	90%	This figure is amount of both Food & Health & Safety requests completed within 28 days.
		88%	90%	100%	
	E2E: Licensing	98%	100%	90%	This figure reflects the turnaround time for licence applications. Dealing with the huge volume of taxi driver applications is the reason why the target has not been met. The 10% of applications that were not turned around on time were in relation to driver apps.
	Initial Response to service requests – Environmental Protection (4 days)	100%		100%	This figure reflects the % of requests that are responded to within the agreed timescale.
Cost	Total mileage reduction	N/A	N/A	N/A	This data is no longer collated as it was a process implemented in order to reduce expenditure from mileage from the budget year 2011/12 to 2012/13 with the aim of saving £2k, which was achieved. Currently this expenditure is analysed through the budget monitoring process on a monthly basis.
Perception/ Satisfaction	10/10 customer satisfaction survey responses with a score of 9/10.	N/A	N/A	N/A	We collated this type of information over a 12/18 month period which gave a clear view of our service strengths and weaknesses. Bearing in mind the results are broadly consistent month by month there is a disproportionate cost to carry on gathering information where the results are consistently the same.
	Compliments	N/A		N/A	None recorded

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
	Complaints	4	N/A	3	This information is also reported corporately
	Comments	N/A		N/A	None recorded
Internal Measure	Number of corporate accidents/incidents per year	54	N/A	17	
	Number of corporate accidents/incidents per year resulting in time off from the workplace	3	N/A	0	
	Number of days lost due to accidents (corporate)	49	N/A	0	
	Number of days lost due to work related stress (corporate)	N/A	N/A	N/A	This data is now collated corporately. Stress management is still a priority area for the Corporate H & S team.

Delivery and Progress Monitoring Report

Director of Regeneration and Planning

August 2013

Board/Programme Level

Growth Programme Board

Executive Summary

Executive Summary of programme progress and targets of milestones set and service measures

This is the first progress and delivery report of this civic year. A number of the measures are due to be reviewed they have either been achieved (Asset Utilisation Strategy) or some of the statistical information is now no longer available (end of the CESP project in South West Ward Gainsborough and inward investment statistics). Additionally there are areas where the Council was previously involved in the collection of statistical information where that is now being collected through a third party (Town Partnership in Gainsborough). The services within the directorate have highlighted specific trends (for example, homelessness) that officers wish to report to members in a meaningful and informative way in the future which will add to the quality of information available for members. There are also some long standing measures where figures are not available and processes need to be put in place to collect and analyse them. Any review of measures will be aligned with the corporate plan and service priorities.

Alongside all this members have established a group to review the progress and delivery process. The directorate recognises the need for this review to be carried out jointly between team managers, heads of service and members. It is suggested that a workshop be arranged with members reviewing the Progress and Delivery reporting to agree the measures, baselines and targets which should be included in the report.

Progress

The key piece of progress made in this period has been the approval of the Core Strategy for submission to the Secretary of State. This has enabled the formal six weeks of consultation on the Core Strategy to take place (this ended on 9 September 2013). The Core Strategy will now be submitted to the Secretary of State for examination on 5 October 2013. It is likely that the public part of that examination will take place early next year with adoption in mid 2013.

The Core Strategy now carries weight in the determination of planning applications and officers will be referring to its policies when writing reports on planning applications. In any period of transition (which we are now in) the policy landscape will be unclear. When determining planning applications, a combination of the National Planning Policy Framework (NPF), West Lindsey Local Plan (2006 – 2016), saved policies and the emerging Core Strategy policies will be used. Where policies are in apparent conflict, the more up to date policies will be used starting with the NPF.

Alongside the approval of the Core Strategy, the Central Lincolnshire Joint Planning Unit has embarked on the preparation of the site allocations document (measures will need to be developed around the delivery of this document). This document will seek to allocate land

for development around the smaller towns and villages of the District outside the strategic allocations around Lincoln and Gainsborough. It will also provide the specific development control policies for the district. The start of the process has involved engaging communities with the sites that have been put forward by land owners and developers for inclusion in the allocations document. It is not intended that all these sites will be included in the final allocations document but to identify those sites which would be developed if they were included in the plan. The final allocations of employment and housing sites will be made according to planning criteria and informed by the strategic policies set out in the Core Strategy.

The Community Infrastructure Levy (CIL) Charging Schedule has been agreed for consultation and consultation has taken place. In addition members have agreed to consult on those schemes which will be funded by CIL leaving the way free for s106 to be used for other projects.

A corporate approach to Neighbourhood Planning has been approved by the Prosperous Communities and the neighbourhood planning areas have been agreed for Welton, Nettleham and Cherry Willingham. The Caistor Neighbourhood Plan boundary has been redrawn and, with the agreement of Cabourne Parish meeting, now includes an area of land in Cabourne Parish.

As part of the development of the agri-food project a reception was held at the Lincolnshire Show which was attended by the Duchess of Wessex.

The gypsy and travellers needs assessment has been published and presented to members.

The demolition of the old Guildhall has begun and is scheduled to be completed in the autumn with the site landscaped and turned into public open space. The project to develop a hotel on Whitton's Gardens has been closed due to the difficulty in achieving a viable scheme in the face of increased requirements from the hotel operator.

On the service side planning fees have continued to be above target as has income from pre-application advice charging and land charges. Building control income is below target. The Council continues to be successful in defending planning decisions at appeals.

LCC are currently commissioning a county wide wellbeing service, which will change the delivery of older persons and generic support services across the County. The wellbeing service will focus on reducing demand on health and adult social care. Continuing strong partnership working between our home choices team and LCC has enabled our 'floating support' service to be recognised as a specialist homelessness prevention tool and removed from the original scope of the wellbeing service. This will enable us to continue to prioritise homelessness prevention across the district.

A countywide landlord accreditation scheme has been established with DASH. This work has been carried out jointly between Lincolnshire's Homelessness Strategy Group (led by West Lindsey DC) and Private Sector Housing Group. The scheme will improve access to and the standard of private rented accommodation across the County. A launch of the scheme will take place in the market place in Gainsborough in October 2013.

The Lincolnshire Homelessness Strategy continues to be led by West Lindsey and the partnership continues to be recognised as national best practice. The Central Lincolnshire Housing Growth Strategy is now in place and being monitored by an officer working group and is supporting the wider work being undertaken in regards to the core strategy.

Empty homes continue to be a priority, particularly in the cluster area within the South West Ward of Gainsborough. Extensive work is being undertaken to address issues with properties in the area, 33 have already been brought back into use through advice and guidance of the empty property officer and 3 have been directly purchased so that refurbishment work can be carried out utilising the DCLG grant funding made available to the Council. Officers are continuing to look at how to best use our enforcement powers to assist with this priority and enforcement action is being taken across a number of cases.

The planning enforcement service continues to demonstrate improvements in regards to caseload management and closure levels. Positive steps have been taken through the introduction of a customer charter, which ensures that standards are delivered and maintained for the customer and for those that have been the recipients of complaints. The caseload and performance of the planning enforcement team is reporting regularly to the challenge and improve committee to ensure that further improvements can be made.

Actions for the Next Period

Central Lincolnshire Core Strategy

- Submission of the Core Strategy for examination
- Analysis of the formal representations received
- Analysis of the engagement exercise around the allocations document
- Formal six weeks consultation on the Caistor Neighbourhood Plan (the first in this District to reach this stage)
- Consultation on the CIL s123 list

Economic Development

- Evidence base completed for the Economic Development Strategy
- Stakeholder event for the Economic Development Strategy
- Draft of Economic Development Strategy to Committee
- Town Centre stakeholder event
- Draft Town Centre master plan completed

Housing

- The Gypsy and Traveller Accommodation Assessment, currently in its draft format and will be ready for approval in December.
- Key areas of progress for the Housing and Communities Team moving forward relate to the future delivery of Disabled Facilities

Grants and the introduction of the Housing, Health and Wellbeing Officer to support the delivery of the Independent Living agenda and the wider work around the wellbeing service. An officer will be in post from November to deliver the pilot project. The DFG budget continues to be committed and delivered successfully and regular monitoring reports are provided to Chairs brief.

Assets

- Completion of the demolition of the Guildhall and the landscaping of the site
- Consideration of the acquisition of asset management software.

Key Planning events

- Determination of the Hemswell Cliff wind farm application
- Workshops with members and parish councils around the purpose and function of the Central Lincolnshire Joint Strategic Planning Committee

Members visits to the “good, the bad and the ugly” development sites.

Financial Summary

The service is predicting a surplus of -£28k, a variance of -1% from budget. The significant variances are outlined below;

Within the Development and Neighbourhoods service there is a predicted in year saving of -£94k this in the main reflects the successful re-negotiation of the Leisure Contract, net of negotiation costs is -£96k, in addition the new contract will generate on-going savings of £230k per annum.

Planning fee income is exceeding It is also anticipated that planning fee income generated will be above budget

Building control fees are likely to have a deficit of £66k, however contingency budgets have been set aside to meet any shortfall with this volatile area. The Finance team will be working with the service to review the current fee structure as the Boot Camp Your Business initiative.

The Strategic Growth service is anticipating deficit of £66k. Significant variances exist relating to the additional costs associated with the demolition of the old Guildhall which have increased due to the requirement to remove materials appropriately. This is being offset by savings brought about in year through staffing vacancies, due to secondments and maternity leave within the Economic Development service, the on-going delivery costs of Choice Based Lettings scheme being less than budgeted and other various in year savings.

The approved contribution towards the High Street Innovation Fund and Town Team Partners initiatives have now been agreed, and will be met from the general reserve where the funds are held.

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Director	Strategic Growth	Development and Neighbourhoods	Total Regeneration and Planning
<u>Income</u>				
Government Grants	0	0	0	0
Other Grants & Receipts	0	4,610	0	4,610
Other Income	0	65,659	-12,870	52,789
Sales, Fees & Charges	0	10,420	7,130	17,550
Interest	0	-8,350	0	-8,350
Council Tax	0	0	0	0
Total Income	0	72,339	-5,740	66,599
<u>Expenditure</u>				
Employees	0	-20,000	1,680	-18,320
Premises Related	0	96,000	-2,760	93,240
Transport Related	0	3,030	640	3,670
Supplies & Services	0	-9,790	8,080	-1,710
Third Party Payments	0	-75,199	-96,200	-171,399
Transfer Payments	0	0	0	0
Total Expenditure	0	-5,959	-88,560	-94,519
Net Total - Surplus	0	66,380	-94,300	-27,920

Status by Programme

The table below shows the status of the key programmes of work.

Stage 1 is the initial programme commissioning, Stage 2 is the scoping of the programme and stage 3 is the detailed delivery plan.
 Green: Programme on track, Amber: Deadline for delivery under threat, Red: Deadline will not be met or has not been met, Black: Delivery complete.

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Core Strategy/Local Plan	01/06/2010	Mike Braithwaite		21/10/2013	Mike Braithwaite		31/07/2014	Mike Braithwaite	
Comments: The Core Strategy was approved for submission to the Secretary of State by the Central Lincolnshire Joint Strategic Planning Committee on 8 July 2013. Following the six week formal consultation period, the plan will be submitted to the Secretary of State for examination on 21 st October 2013. The examination is due to conclude in the new year with adoption programmed for mid-2014 (31/7/2014) being the best estimate.									
Economic Development Strategy	18/04/2013	Grant Lockett		20/09/2013	Grant Lockett		17/12/2013	Grant Lockett	
Comments: The production of the Strategy has been delayed. More evidence is being collected through stakeholders and a stakeholder engagement day has been programmed. Draft strategy is due to go through the Committee process in December 2013, with approval being sought through the Prosperous Communities Committee on 17 December 2013									
Gainsborough Master Plan View	31/03/2013	Simon Sharp		30/10/2013	Simon Sharp		1/2/2014	Simon Sharp	
Comments: Project plan has been produced, scope of the plan decided and implementation under way.									
Asset Utilisation Plan									
Comments: Asset Utilisation Plan completed									
Housing Strategy									
Comment: The Central Lincolnshire Housing Strategy has been completed and approved. The action plan is being delivered and will be incorporated into the service plan for the Housing Team.									

Programme Success Measures

Programme Name: Gainsborough Regained (Review)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of empty retail units in Gainsborough Town Centre	2010/11 – 12.3%	12.3%	16%	June 2013 figure. Monitoring undertaken by Gainsborough Town Partnership. Vacancies have increased as retailing coming under increasing pressure in current climate. New Town Manager appointed and programme of activities being pursued (utilising and allocation from the Government's High Street Innovation Fund) to address this, including grant scheme to improve shop-fronts and help bring back empty space into use. WLDC is also looking to acquire strategic properties to market and let directly taking a more proactive approach to addressing this issue.
Cost	Amount of inward investment in Gainsborough	£7.45m 2012/13	33% of the value of investment for the whole district 3 year target WL £50m	Will be reporting annually in the third period	Too early in the year to report on this measure. So far since the start of the period investment in Gainsborough has been limited. Will be reported on in the third period when figures for the whole period will be available. Once the new master plan is in place this will also act as an investment brochure for the Town and investment can be measured against this. Other Council projects – such as the developing business relocation fund – will lever in new investment to the town.

Perception/ Satisfaction	Percentage of people satisfied with Gainsborough as a place to shop and visit	2010/11 71%	>71%	Not available	Figures are not yet available. Town Manager planning to undertake a survey of town centre users very shortly and BI team will be conducting survey of Marshall's Yard; idea of the Town Partnership survey is to undertake this on annual basis to give meaningful picture of how town centre is performing. The figure will be available for the next reporting period and will be reported annually thereafter.
Internal Measure	Not considered appropriate in this scorecard (see notes)				For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance. Need to revise and include an extra perception /satisfaction measure related to community involvement in the formula of the revised plan.

Programme Name: Economic Development Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Unemployment rate amongst young people (16-24 year old Jobseekers Allowance (JSA) Claimant Rates)	WL:9.8% UK:7.8% (Nov 2011)	Reduce gap between WL levels and national level to 1.5% by 2015	9.9% WL 6.2% UK	These measures relate to the Corporate Plan priorities of job creation, dealing with young people not in employment, education or training and apprenticeships and “open for business” WL - JSA claimant count for July 2013. GB – 6.2% (JSA claimant counts records 18 – 24 yr olds – not 16 – 24.
	Total number of businesses in the district	5489 (Q3 2011/12)	Increase of 0.5% pa	5441	Source Business Directory – Experian data April 2013. The use of different data set from 2012 will have affected the figures.
	Total number of jobs in the district	30,020 (Q3 2011/12)	Increase of 0.5%	29,207	Business Directory – Experian data April 2013 Note: Employment levels are unknown for 272 businesses. Given the high percentage of micro businesses it is likely that these businesses would fall into this category. SMEs employment profile would be known or accessible through a range of data sources.
Cost	Ratio of cost of providing the Econ Dev Service relative to the inward investment made in the district.	£1:£121	To increase the ratio of spend to investment to £1 = 250 by 2014	Annual figure – to be reported in the third period.	Figure to be reported in the third report. New projects will increase this ratio as they are supported through the Growth Board.
Perception/ Satisfaction	No. of businesses engaging in the consultation on the strategy	0	A statistically significant sample of the businesses in the District	33	Strategy survey forwarded to approx. 500 organisations. Responses awaited (deadline 20 September)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Internal Measure	% invoices paid on time by the Strategic Growth Service	93.59% (cumulative Apr-Dec 2011)	100%	93.75%	For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance. Need to revise and include and extra perception /satisfaction measure related to community involvement in the formula of the revised plan.

Programme Name: Housing Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Increase the supply of affordable homes	49 (delivered in 2013)	70	5	Delivered so far this year
	Poor housing conditions in Gainsborough – specifically South West Ward				The figures for this area were previously derived from the CESP project which was operating in South West Ward. This project has now ceased.
Cost	Housing Strategy cost per 1000 population	09/10 £1718 10/11 £886	£886		Old measure as the Housing Strategy is not being completed in this form. New measures based on the Central Lincolnshire Housing Growth Strategy will be included in subsequent reports.
Perception/ Satisfaction	Number of representations received on the Housing Strategy				Old measure as the Housing Strategy is not being completed in this form. New measures based on the Central Lincolnshire Housing Growth Strategy will be included in subsequent reports.
Internal Measure	Not considered appropriate in this scorecard (see notes)				For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance. Need to revise and include an extra perception /satisfaction measure related to community involvement in the formula of the revised plan.

Programme Name: Local Plan (Core Strategy)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Delivery against the needs identified in the district for homes, affordable homes and employment land	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011-2031 delivery of 10,000 new homes in Gainsborough, 9,500 homes across the rural areas of central Lincolnshire		Awaiting annual monitoring report.
	Delivery against the needs identified in the district for affordable homes	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011 to 2031 delivery of 3,300 affordable homes within the District		Awaiting annual monitoring report
	Delivery against the needs identified in the district for employment land	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011 to 2031 delivery of 25 hectares of employment land within the District		Awaiting annual monitoring report
Cost	Costs kept within budget	£171,000 (contribution of WLDC to the process)	Cost to WL not to exceed the budgeted amount for 2012/13 of £171,00		Awaiting final outturn for 2013/14

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Perception/ Satisfaction	Number of objections to the strategic site allocations within the plan	0	Less than 50 per strategic allocation	Target Achieved less than 50 received per strategic allocation	Awaiting the end of the formal consultation period and the publication of results (9 September 2013)
Internal Measure	Fully staffed Joint Planning Unit (JPU)	14 FTEs	14 FTEs	12 FTEs	The structure of the team is being reviewed

Programme Name: Strategic Property Asset Utilisation

The targets and measures in this table are under review.

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Utilisation Strategy produced				This item needs removing as it has been previously achieved and reported. New measure needed on quality needed
Cost	Income from Council Assets	£284,038 (Income 2011-12- whole year)	Admin 46,927.00 Others 91,922.00	Admin 51,286.40 Others 124,927.46	Period April 2013 to Aug 2013
	Car Park Income The figures are based upon the income received	£198,440 (2011-12- whole year)	Cum Budget 86,207.00	Cum Income 85,905.78	Period April 2013 to Aug 2013 (excludes fines) note free car parking given during May & June.

Perception/ Satisfaction	Survey of Council commercial tenants			To be performed and recorded by end 2013	Draft questionnaire has been formulated similar to the Occupier Satisfaction Survey recommended by the RICS. To be sent out late 2013
Internal Measure	Staff Sickness	2011/12 sickness levels 1.16 days	<1day	1 day	Period April 2013 to August 2013 there has been 1 day of sickness recorded by the Property & Assets team. On target.

Strand Level

Service Strand: Strategic Growth- Growth Team

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Amount of employment land/ properties granted planning permission (square metres)	Amount of land/floorspace grant planning permission in 2010/2011	5%per annum (increase in baseline)		Figure currently being compiled and will be available for the next reporting period. 60 commercial applications received 2012/13 financial yr.
Cost	Cost of the Economic Development Service per head of population	2011/12 £5.59	£3.16	£2.55	227,920/89,200. The targets and measures in this section will be developed and benchmarked against similar councils to develop service cost comparisons.
Perception/ Satisfaction	Numbers attending skills events (skills fair)	Skills fairs took place on 11 September 2012 and 14 February 2013 – total 295	100	96	Apprentice Day – 24 June 2013. Another skills fair is planned for October
	Numbers attending business events (business networking, business	Business lunch 6/11/2012 and DEFRA Event	100	42	Reception – Lincolnshire Show (Food Matters) see below, fewer

	lunch)	8/03/2013 – total 52			events have taken place this year
	% satisfied with business events run by the service	100% from previous speed networking events but these are no longer organised by WLDC	80%	To be reported in next period	So far this year there have been no events where the satisfaction of attendees has been measured. There are a number of events planned for the autumn where satisfaction can be measured. The results from these will be reported in the next period.
	% satisfied with skills events run by the service	87.4% - previous skills fairs in 2012/13	80%	65%	Feedback forms will be analysed to assess how satisfaction with these events can be improved.
Internal Measure	Percentage of staff receiving three or more training/development days in the previous 12 months in accordance with that identified in the IDP	71% 2012/13	100%	To be reported in the next period	These figures will need to be provided by the HR team but are not yet available as the training and development plans for individual services are not in place.

Service Strand: Strategic Growth – Housing Team

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of affordable homes delivered	139 (2011)	70	5 (year to date)	12/13 – 49 13/14 Q1 – 5 year to date
	Number of long term (>6 months) empty homes returned to use	895 (1/4/13)	20	66 (year to date)	1/7/13 – 829 (66 returned to use)
	Number of Households prevented from becoming homeless (homelessness relieved)	141	103	43 (year to date)	April – 7 May – 4 June – 11 July – 8 August - 13
Cost	Housing Strategy cost per 1000 population				To be reviewed as part of in depth business review. Data within this review not yet approved or agreed. To be completed once review has been finalised.
Perception/ Satisfaction	Customer satisfaction surveys (10/10) (Home Options)				No formal process in place for completing satisfaction surveys due to customer services team workload (as previously reported). Reinstating these has been recommended as part of the housing in depth business review. Formal review of business review to discuss recommendations due to take place 03.09.13 postponed and has been rescheduled to 04.09.13.
Internal Measure	Percentage of staff receiving three or more training/development days in the		100%	To be reported in the next	These figures will need to be provided by the HR team but are not yet available as the training and development plans for individual

	previous 12 months in accordance with that identified in the IDP			period	services are not in place.
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Service Strand: Neighbourhoods and Development – All Teams

Perspective	Measures	Baseline	Target	Predicted Year End	Comments (include reason and rectifications)
Quality	Percentage of planning appeals Dismissed.	86%	90%	90%	Figures depend on number of appeals received – to date this year 6 out of 7 appeals have been dismissed
Cost	Income from Planning Application Fees	£217, 660	£478,130	£521,130	Based on projections from income received to the end of August
	Income from Building Control Commercial Account	£242,130	£176,000	£176,000	Building control fee to have to be based on the COPFA cost recovery model and only costs incurred in providing the service can be directly recovered. Due to the constraints of this £166,130 of the baseline income will be unrecoverable.
Perception/ Satisfaction	Satisfaction Survey	Qualitative index based on 11 questions	100%	90%	The survey used is to identify and highlight particular issues with the building control service and does not directly equate to/or lend itself to baseline analysis as requested here. The information requested is in comment and opinion form and not numerical.
Internal Measure	Percentage of staff receiving three or more training/ development days in the previous 12 months in accordance with that identified in the IDP	45%	100%	90%	Scheme of training on the job developed including mentoring and job shadowing monitored through 1:1s should ensure more staff development

Delivery and Progress Monitoring Report

Resources Directorate

August 2013

Board/Programme Level

Board: Entrepreneurial Council Board
TABLE A: Executive Summary

Executive Summary of programme progress and targets of milestones set and service measures

Working Where the Work is

- Office moves are 100% completed.
- New technology to support the programme is being rolled out across service areas to an agreed and communicated timetable.
- Marketing of available space in the Guildhall is on-going with keen interest from one potential tenant enquiring about a proportion of the space available.
- A review of the project is to commence to establish if the original objectives have been realised.

Strategic Financial Management:

Significant progress has been made towards delivering a balanced and sustainable budget for 14/15 with the majority of savings identified and well on the way to being delivered. There is also optimism for future years with opportunities for further savings/income generation being identified through the "InDepth Business Reviews" and the analytical review.

New officer reporting is being piloted in the coming month with the intention of an organisation wide roll out in the following month. Training to develop the financial awareness and commercial acumen of officers and members is well underway with a range of on-line courses and workshop/training sessions being delivered.

Financial Summary

The Directorate is predicting a surplus of -£383k, a variance of -6% from budget. The significant variances are outlined below;

The Finance service is anticipating that the NNDR business rate retention scheme will realise a surplus of £230k which is due to the higher than anticipated income compared to the DCLG baseline which we are able to retain. Additional income of -£92k relates to a recent dividend received from Heritable Bank which was higher than expectations. Additional expenditure savings are expected as contingencies may not be required.

Corporate Governance and Business Improvement are predicting a surplus of £12k brought about through generating income in shared

Executive Summary of programme progress and targets of milestones set and service measures

service arrangements.

Revenues, Benefits and Customer Services are anticipating a deficit of £10k. Significant issues within this service include an anticipated overspend of £84k (a variance of 0.36% from the annual budget) relating to Housing Benefits Payments due to the DWP Grant income being less than anticipated in comparison to anticipated spend. The services of Housing Benefit Administration and Local Tax Collection anticipate a surplus in income associated with the increase in the DWP subsidy (-£30k). Other savings are anticipated relating to decreased postage and printing costs (-£17k).

People & Organisations Development are anticipating a surplus of -£5k. Significant issues within the service include a deficit of £25k relating to corporate training, specifically the leadership training. This is offset by a surplus of -£20k due to staff vacancies and a surplus of -£10k due to low uptake of member training (the member training plan is currently under review).

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Chief Executive	Corporate Governance	Finance	Central Services	People and Organisation	Total Resources
Income						
Government Grants	0	0	-230,000	1,285,299	0	1,055,299
Other Grants & Receipts	0	0	0	0	0	0
Other Income	-171	-25,300	0	-138,205	-2	-163,678
Sales, Fees & Charges	0	0	0	-3	0	-3
Interest	0	0	-92,688	0	0	-92,688
Council Tax	0	0	0	0	0	0
Total Income	-171	-25,300	-322,688	1,147,091	-2	798,930
Expenditure						
Employees	0	10,000	0	27,963	5,000	42,963
Premises Related	0	0	0	500	0	500

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Transport Related	0	0	0	-900	950	50
Supplies & Services	0	0	26,742	-5,460	-8,000	13,282
Third Party Payments	0	3,250	-81,034	97,588	-1,910	17,894
Transfer Payments	0	0	2,048	-1,257,484	-2,000	-1,257,436
Total Expenditure	0	13,250	-52,244	-1,137,793	-5,960	-1,182,747
Net Total - Surplus	-171	-12,050	-374,932	9,298	-5,962	-383,817

TABLE B: Status by Programme

Use this table to detail the current position in terms of the status of *programmes* specific Directorate responsibilities.

Stage 1 is the initial programme commissioning, Stage 2 is the scoping of the programme and stage 3 is the detailed delivery plan.
 Green: Programme on track, Amber: Deadline for delivery under threat, Red: Deadline will not be met or has not been met, Black: Delivery complete.

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Agile Working		A. Reeks	Black	21/08/12	A. Reeks	Black	31/12/12	A. Reeks	Red
Comments: Review of project underway to establish outstanding issues and to enable project to be brought to closure. Revised deadline of 31/1/14 would be appropriate.									
ICT Strategy		A. Reeks	Black	31/3/14	A. Reeks	Green		A. Reeks	Red
Comments: Stage 2 – This is behind schedule. It was originally planned to develop a joint strategy for five Lincolnshire Districts, however due to delays, a local strategy has commenced delivery. Amended deadline of 31/03/14 would be appropriate.									
Customer Excellence Programme		A. Robinson	Black			Black			Green
Comments: Commission complete. Scope agreed. Delivery on track to agree timeline.									
Organisational Development Plan		E. Redwood	Black			Black			Green
Comments: Commission complete. Scope agreed. Deliver on track to agree timeline.									
Strategic Financial Management		R. Stone	Black		R. Stone	Black	28/02/13	R. Stone	Red
Comments: Commission complete. Continue to progress budget work streams with further development towards maintaining a sustainable budget position. Utilising 'real' examples and findings from staff competency / knowledge assessments develop training, development and information provision.									
Revenues and Benefits Programme		A. Robinson	Black			Green	31/3/13		Red
Comments: Stage 1 - Commission Complete. Stage 2 - Extensive modelling and impact assessment have been carried out on potential schemes. Work has taken place across Lincolnshire to ensure that the major preceptors are engaged in the process. Stage 3 - Delivery deadline on track.									

TABLE C: Programme Success Measures

The table below is to list the success measures which are allocated to programmes specific to the above board. Please use one table per programme, detailing the programme name as shown below.

Programme Name: Agile Working

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	The number of employees categorised to 1 of the 4 defined types	100%	100%	100%	This measure will need to be replaced by a more appropriate measure which reflects the current stage of the project. Following the review of the programme a more meaningful measure will be implemented.
Cost	Cost of travel expenses (detail code 2501)	£140,560 (Mileage and user allowance)	£105,420 (25% reduction)	£57,820	Actual figure covers five months (April – August). Outturn figure is likely to exceed target, but mileage claimed during winter months may lessen to reduce excess.
Perception/ Satisfaction	Desk occupancy at 10am on a Monday morning	62%	(44% pre office changes) 90% amended target	73%	Progress has been made in the period as the number of desks has reduced (for the same number of staff) and teams have implemented working rotas to organise their staff in relation to those working from home or other locations on any given day. The increase in desk occupancy suggests that the number of desks available at the office is beginning to meet the needs of officers who need to be in the office at any given time.
Internal Measure	The floor space not occupied by WLDC within the Guildhall and available for rent/lease/use	1113 square metres	1203 square metres	1113 square metres	No additional space has been made available for rent in the period. We are retaining a small section of the second floor for a number of months until all enablement strands of the Working Where the Work is Programme are fully in place and embedded. At the outset of the project we had 415 square metres of office space

					not occupied by WLDC staff so considerable progress has been made.
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Programme Name: Organisational Development

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Member Development Appraisals	35%	50%	54%	20 member development appraisals have taken place
Cost	Cost of Training and Development	£3,500	£16,000	£3,800	Member development plan is being developed, some training is taking place with members and officers.
Perception/ Satisfaction	Satisfaction of appraisals undertaken	New Measure	75%	No data collected yet	
Internal Measure	Delivery of training and development against the Individual Development Plan (IDP)	New measure	50%	No data collected yet	

Quality	Number of appraisals undertaken across the council	50%	95%	95.8%	
Cost	Cost of Training and Development		£65,000	£27,461	
Perception/ Satisfaction	Satisfaction of appraisals undertaken	New measure	75%	No data collected yet	
Internal Measure	Delivery of training and development against the IDP	New measure	50%	No data collected yet	

Programme Name: Strategic Financial management

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Budget is viable over the life of the MTFP with balances maintained at an acceptable level	100%	100%	100%	The budget is viable over the medium term. However, significant reductions in net cost are required to ensure the financial challenges being faced are met appropriately. Reserves remain adequate and robust over the Medium Term.
Cost	Balanced budget for coming year	100%	100%	100%	The Medium Term Financial Plan forecasts a balanced budget for 2014/15
Perception/ Satisfaction	Satisfied reporting requirements at all levels in the organisation	User Satisfied	User Satisfied	N/A	The Finance Matters project relating to reporting is being piloted during October and will go live in November. Satisfaction will be measured once full implementation has been achieved.
Internal Measure	Variation YE spend to 6 month projected spend	5%	5%	N/A	The measure will be reflective of the year end out-turn position.

Programme name Customer Experience

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of Web Transactions against all transactions	12%	50%	28%	Slight increase although the e-accessibility project will increase this figure, but that will not be complete till March 2014. Web transactions always reduce in summer months. Evidence from Customer engagement project provides information as to why customers do not use the website and this information will be fed into the e-accessibility project
Cost	Cost of Customer Relations team	£437,990	£434,490	£179,021	The work of the e-accessibility program is expected to free up resources within and outside of this team. A programme of work is currently being put together, seeking final approval at the end of September. Delivery of the first phase of this program will be complete by March 2014 in terms of e-enabling our website in order to allow full self-serve by customers for many of our services.
Perception/ Satisfaction	10/10 surveys	10% of customers surveyed within each section	100 % satisfaction rate	10%	Have undertaken satisfaction survey for how customers access our services. This information is being used to inform the e-accessibility project. Due to the work of this project no other surveys will be conducted during the rest of this year
Internal Measure	Percentage of staff appraisals conducted within each year	100%	100%	100%	All staff have received appraisals and receive regular 121's

Service/Strand Level

TABLE D: Service Success Measures

The below table should be used to collate strand specific success measures and their current performance. Please use one table per service strand, detailing the strand name as detailed below.

Service Strand: Information Communications Technology (ICT)

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	The number of recognised Good practices that have been adopted by the service out of a possible total of 10	6	10	6	Work is underway to define the service standards for ICT and the remaining good practices will be considered in this piece of work.
Cost	Revenue budget within expected range for defined period	>9%	0	Predicted 0	At this point in the year, the service is not predicting a year end variance.
Perception/ Satisfaction	ICT User Satisfaction (amended measure)	No baseline set	90%	Awaiting survey	Survey to be undertaken as part of the working where the Work is Review. Actual will be provided for the next report.
	Website user satisfaction	66%	>72%	71%	Actual slightly below target. The E-accessibility project aims to improve this performance.
Internal Measure	The existence of Service Level Agreements (SLA) with Service Heads	0	7	0	SLA's being developed with Revenues and Benefits and service standards across the council are being defined.
	Number of website visits	240,981	>240,981 87,259 (YTD)	105,724	Web visits year on year have increased by 21% which means that the year-end target is on track.

Service Strand: Benefits

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	End to End processing times for Housing and Council Tax Benefits. (mean)	8.1 days	7 days	6.8 days	Performance is on target and shows an improvement on previous years.
Cost	Cost per live claim	£43.85	£45.00	£50.15	The change in the Council Tax benefit scheme has seen a reduction in the caseload for benefit. However it has not produced a reduction in the work required to process work at this point. Spending is still within budget but it will be regularly reviewed.
Internal Measure	Revenues Benefits and Customer Services sickness days	3.4 days per employee	5 days per employee	3.55 days per employee	Absence levels have increased significantly since 2012/2013. However it should be noted that more than 50% of the days lost relate to a single employee. All actions to improve attendance has been taken in line with the managing attendance policy.

Service Strand: Revenues

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Council Tax in year collection rate	98.7%	98.5%	48.34%	Collection of Council Tax is down by 1% as compared with 2012/2013. This is due to 2 issues. Firstly the changes to the Council Tax Benefit scheme and secondly the introduction of 12 monthly instalments as a statutory right. Work will continue to maximise collection in the coming months. It is expected that the target will be achieved by March 2014
Cost	Cost per property	£9.24	£9	£6.62	The cost of additional recovery work has been offset by increased costs received from debtors
Internal Measure	Revenues, Benefits and Customer Services invoices paid on time	92.92%	100%	97.1%	All appropriate staff have been reminded of the urgency of this work.

Service Strand: Democratic Services

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	End to end measure for FOI	100%	20 days	99%	99% of FOI requests were responded to within the timeline for this reporting period. One co-ordinated response was sent out one day late.
Perception/ Satisfaction	Satisfaction with Development and Training Events	100%	100% Satisfaction	Unknown	20 one to one development plan meetings were completed in 2012/13. The 2013/14 round of development plan meetings due to take place between January and April 2014.
Internal Measure	% Reports not available on dispatch deadline	TBC	0%	8%	Although 100% reports were available for Committee meetings 8% were not ready for despatch with the agenda and were marked "to follow". 30% were not available for briefings.

Service Strand: Organizational Development and Communications

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Organisational Development (OD) and Communications (Comms) invoices paid on time	95%	100%	99.32%	
	Number of sickness days reported (for all employees)	7.05 per FTE	6days per FTE	2.98 days per FTE@ 31/8/13	09/10 10.04 days pre FTE, 10/11 8.16, 11/12 7.32, 12/13 7.05
Cost	Cost of HR/OD/Comms		£349,730	£106,934 to date	
Perception/ Satisfaction	OD/Comms Staff Satisfaction Survey	67%	67%	Not collected to date	
	% of quality of return to work interviews		85%	100% from sample collected	A 10% sample of return to work interviews we reviewed
Internal Measure	OD/ Communications number of appraisals	100%	100%	100%	All employees in the service have received an annual appraisal
	No of return to work interviews undertaken	100%	100%	100%	All return to work interviews have been completed for staff that have returned after a period of absence.

Service Strand: Cash Management

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Breaches of Treasury Management limits	0	0	0	There have been no breaches of the Treasury Management Strategy to report.
Cost	Return on Treasury deposits	1%	1%	.84%	With announcements that rates will remain low for the foreseeable future low cash rates prevail, with our investments in money market fund achieving circa 0.32% and fixed term investments >1year are between 0.45% and 1.14% achieving the target will be difficult if we remain with a “no” risk operational strategy. The investment strategy is currently being reviewed and the use of alternative investment vehicles being proposed which will be submitted to Governance and Audit Committee for consideration in November.
Perception/ Satisfaction	Compliance with prudential indicators	100%	100%	100%	Full compliance is in place and approved Treasury Management Practices followed.
Internal Measure	Average investment £m	£16m	£16m	£18.8m	Average cashflows are expected to be higher during the earlier part of the financial year as annual billing is reflected.

Service Strand: Procurement

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Cost	Procurement Lincolnshire Savings Return on Investment (ROI)	3.75	4.58	4.66	ROI calculation = (cashable savings - cost) /cost (Cost for 12/13 and 13/14 is £35,857)
Perception/ Satisfaction	User satisfaction survey – supports organisation objectives	4.5/5	4/5	tbc	Survey yet to be undertaken during 2013/14
Internal Measure	Savings achieved	£170,536	£200,000	£202,977	2013/14 savings will not be confirmed until the year end.
Quality	% invoices paid on time	98%	98%	96.78%	24 utility invoices were paid late due in August due to the holiday period. Performance is still very good generally and work is ongoing to achieve an actual as near to target as possible, although it is recognised that 98% will not be achievable.