



CAI.43 13/14

Challenge and
Improvement Committee

Date 18 March 2014

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Subject: Progress and Delivery Working Group Progress Report

Report by:

Cllr Bowler

Contact Officer:

Alex Reeks
Assistant Chief Executive
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Purpose / Summary:

To present the progress of the Progress and Delivery Working Group to date and outline next steps.

RECOMMENDATION(S):

- 1) That members agree that report provides assurance that progress has been made by the working group and that clear next steps to deliver its objectives are in place.**
- 2) That members provide feedback on the recommendation made to date.**

IMPLICATIONS

Legal: None

Financial: FIN/106/14
None

Staffing: None

Equality and Diversity including Human Rights :
None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

1. [Terms of Reference](#)
2. Report to Challenge and Improvement Committee 30 July 2013
3. Internal Audit Report – Progress and Delivery of the Corporate Plan 2013/14 – 16 July 2013

See references

Call in and Urgency:

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

Yes

No

Key Decision:

Yes

No

1. Background

- 1.1. The Progress and Delivery Working group was set up by the Challenge and Improvement Committee on the 30th July 2013 to deliver the objectives outlined in Appendix 1.
- 1.2. The Progress and Delivery method of reporting was adopted in January 2012 to show how each Directorate was achieving success in delivering corporate priorities; show variations where projects and performance was not on timescale; to explain to Members any variations and to outline action being taken to tackle any under-performance identified.
- 1.3. The reports are programmed to be presented to Members three times a year.
- 1.4. An audit of the current Progress and Delivery process was carried out in 2013 and reported in July 2013. In broad terms the audit found:
 - Progress and Delivery report structure does not mirror the Corporate Plan which makes it difficult to compare the two documents to track progress
 - The measures agreed in the Corporate Plan by the Council are not the measures reported on in the Progress and Delivery report
 - Measures in the Progress and Delivery report change between the reporting periods and there is no agreed change process to understand why the measures have changed
 - Incomplete measures are presented to committees.

2. Recommendations to date

- 2.1. From the work of the group to date, a number of recommendations have been made. These are detailed below. Where the recommendation is stated to be completed this means that it has been accepted by the Working Group and will be adopted for the start of the next Progress and Delivery reporting year (April-August 2014). The evidence that this has been completed will be demonstrated by the change in the format of the Progress and Delivery reporting which Members will receive.

No.	Recommendation	Next Steps	Status
	Corporate Plan		
1	That the structure of the document at chapter three be adjusted to match the themes and priorities approved by Council in September 2013	Agreed by the Working Group – To be used for the start of the next reporting year	Black

2	That the delivery tables reflect the projects underway for each priority with measures being the measures from the business cases that supported those projects	Agreed by the Working Group – to be used for the start of the next reporting year	Black
3	That all new style reports are based on the principle of reporting by exception – either measures which show projects or services are off track are reported or have performed exceptionally	Agreed, will be adopted for the start of the next reporting period	Black
4	That the report will be split into two parts: 1. Progress and delivery of projects which deliver the priorities set out in the Corporate Plan. 2. Those measures that demonstrate service effectiveness	Agreed, will be adopted for the start of the next reporting period	Black

2.2 The working group has also examined how information could be presented to Members around the delivery of projects that are being implemented to deliver the Corporate Plan.

2.3 Set out in appendices 2 a & b are the new draft reporting templates for the Progress and Delivery reports. These are divided into reporting on the progress and delivery of the Corporate Plan priorities and the reporting on service measures.

3. Next Steps

3.1. The terms of reference for the Working Group covered two principal areas:

1. The process of reporting the progress and delivery of the Corporate Plan to councillors, identifying off track projects and putting in place measures to remedy that delivery. In addition identifying those services which are either delivering exceptional performance or are performing at a level where intervention is necessary to improve the performance of that service.
2. To review the rationale supporting the priorities set out in the Corporate Plan and provide challenge and to review the process through which the priorities were developed.

3.2 So far the Working Group has considered and made recommendations on how the progress and delivery of the Corporate Plan priorities and service measures can be reported.

3.3 The next steps for the Working Group – in accordance with the Terms of reference- is to seek assurance that the rationale (evidence) supporting the Corporate Plan priorities is sound and to review the measures used to assess performance in the services are reviewed by the Working Group. These are set out in the table below;

Objective	Next Steps	Due Date
Review the process through which the priorities were developed	Officers to present the process through which priorities were developed for the group to consider and provide recommendations for improvements	To be agreed at the next meeting of the Working Group
Review the objectives for each Progress and Delivery Report	Officers to present the objectives or each of the progress and delivery reports for consideration by the group.	To be agreed at the next meeting of the Working Group
Review the rationale for priorities or the business case for a number of key projects listed in the Corporate Plan	Working group to identify the approach to meeting this objective at the January meeting of the group	To be agreed at the next meeting of the Working Group
To review the adequacy of the measures and processes used in the development of service measures	Working Group to be presented with the principles around the development of service measures and to consider and comment on proposed service measures.	Principles of developing service measures to be presented to the next meeting of the Group, together with a draft of services measures proposed

Appendix 1 – Objectives for the working group

1. Review the rationale supporting the priorities in the Corporate Plan and provide challenge where necessary and recommendations for improvement i.e. is each project based on sound evidence of need; is the project realistic and smart, can the Council and partners deliver it?
2. Review the process through which the priorities were developed and provide challenge and recommendations on the level of engagement of members, communities and other stakeholders.
3. Review the measures and process used for reporting progress on the delivery of the Corporate Plan and provide challenge where necessary and recommendations for improvement. e.g. Project plans including key milestones; human and financial resources; risk register; forward plan; communication e.g. were stakeholders, engaged, listened to, was progress regularly reported to them : “You said , we did”,etc; press releases; celebration of success; learning.
4. Review the adequacy of the measures and process used for reporting on service performance and provide challenge where necessary and recommendations for improvement
5. Review the objectives for each progress and Delivery Report and testing fulfilment and understanding by officers.

Progress and Delivery Report (Corporate Plan Delivery) March 2014

Appendix 2a



Report Number
Committee:
Date:

Subject: Progress and Delivery Report (Corporate Plan) March 2014

Please insert ✓ or N/A to verify this report has been cleared by:-

Finance	Legal	HR	Head of Service	Leaders Panel	CMT
X			X		

To be removed by Committee Admin immediately prior to agenda despatch

Report to be with Committee Admin no later than 5 working days before Chair's briefing and final report no later than 6 working days before Committee.

Report by:

Contact Officer:

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)

IMPLICATIONS

Legal: None arising from this report

Financial:

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:

Wherever possible please provide a hyperlink to the background paper/s

If a document is confidential and not for public viewing it should not be listed.

Progress and Delivery Report (Corporate Plan Delivery) March 2014

1. Purpose

- 1.1. The purpose of this Progress and Delivery Report is to provide an update on progress on the delivery of the Corporate Plan priorities.
- 1.2. Specifically, this report aims to show the progress to date on the priorities within the Corporate Plan.
- 1.3. The emphasis of this report is to provide:
 - Insert Period Objectives
 -
- 1.4. The report is structured by Corporate Plan Theme and shows the current status with regards to project delivery, identifying remedial action where necessary.
- 1.5. Where remedial action is required, the report aims to ensure that the response provided:
 1. Provides details of why the project is off track
 2. Provides details of remedial action required or changes to timescales requested
 3. Provides dates for remedial action
 4. Provides a lead officer for remedial action

2. Structure

- 2.1. Table 1 overleaf **shows projects identified as off track** with appropriate remedial action identified
- 2.2. Table 2 at appendix 1 shows a **summary position for all projects** by Corporate Plan Theme.
- 2.3. Table 3 at appendix 2 shows the **Strategic Risks** which could affect the delivery of the Corporate Plan Priorities.
- 2.4. Table 4 at appendix 3 shows **projects that have been closed that have benefits realisation reports scheduled** into the forward plan.

3. Chief Operating Officers Overall Analysis

- 3.1. Having reviewed the remedial action for projects off track I can provide assurance that the responses are adequate and timely.
- 3.2. Having reviewed the strategic risk register at appendix 2, I can provide assurances that appropriate steps are in place to mitigate and control the Councils Strategic Risks.
- 3.3. Having reviewed the benefits realisation schedule against a list of closed projects; I can provide assurance that all closed projects are scheduled for a benefits review.

Progress and Delivery Report (Corporate Plan Delivery) March 2014

Table 1 – Off-Track Performance

Row Labels	Lead Officer	Gateway	Date to Next Gateway	Period Progress Comments	BRAG	Remedial Action Due	Remedial Action Due Date
1. A Prosperous and Enterprising District							
1.3 Open for Business Theme							
Gainsborough Masterplan Commercial Development Grant Scheme	Grant Lockett GCSX	1			Amber		
4.2 Promote Well-being and Healthy Lifestyles Theme							
Gainsborough Young Persons Supported Housing Accomodation	Lockett, Grant	2			Red		
2. An Accessible and Connected District							
2.1 Broadband Delivery Programme							
Rural Broadband	Reeks, Alex	1			Red		
5. Organisational Transformation							
5.2. Business Improvement Theme							
Land Charges Automation	Anderson, Jeannette	3			Red		
LALPAC Migration to Flare	Anderson, Jeannette	3			Red		
Capacity Grid Utilisation Project Phase 1 - Revenues and Benefits	McCulloch, Alison	3			Amber		

Appendix 1 – Corporate Plan Delivery Tables Summary Position

1. A Prosperous and Enterprising District

Row Labels	Lead Officer	Gateway	Date to Next Gateway	Period Progress Comments	BRAG	Remedial Action Due	Remedial Action Due Date
1. A Prosperous and Enterprising District							
1.1 Asset Acquisition and Management Theme							
Assets Review	Reevell, Gary	2			Green		
Eco-housing project investment – Lincolnshire Showground	Sharp, Simon	1			Green		
1.2 Job Creation, NEETS and Apprenticeships Theme							
Getting People into Work, Keeping People in Work	Sturgess, Mark	2			Green		
Universal Credit Pilot	Robinson, Alan	1			Green		
Universal Credit Implementation	Alan Robinson GCSX	3			Green		
1.3 Open for Business Theme							
Gainsborough Masterplan	Osgodby, Wendy	1			Green		
Developing Tourism in West Lindsey	Thomas, Marion	1			Green		
Gainsborough Masterplan Commercial Development Grant Scheme	Grant Lockett GCSX	1			Amber		
4.2 Promote Well-being and Healthy Lifestyles Theme							
Gainsborough Young Persons Supported Housing Accomodation	Lockett, Grant	2			Red		

Appendix 1 – Corporate Plan Delivery Tables Summary Position

2. An Accessible and Connected District

Row Labels	Lead Officer	Gateway	Date to Next Gateway	Period Progress Comments	BRAG	Remedial Action Due	Remedial Action Due Date
2. An Accessible and Connected District							
2.1 Broadband Delivery Programme							
Rural Broadband	Reeks, Alex	1			Red		
Village Broadband	Bolan, Steve	3			Green		
2.2 E- Accessibility Theme							
E-accessibility	Marlow, Lyn	1			Green		
2.3 Mobile Accessibility Theme							
MIP	Bolan, Steve	1			Green		

Appendix 1 – Corporate Plan Delivery Tables Summary Position

4. Active and Healthy Citizens and Communities

Row Labels	Lead Officer	Gateway	Date to Next Gateway	Period Progress	Comments	BRAG	Remedial Action Due	Remedial Action Due Date
4. Active and Healthy Citizens and Communities								
4.2 Promote Well-being and Healthy Lifestyles Theme								
iCount	Broughton, Matthew	3				Green		

Appendix 1 – Corporate Plan Delivery Tables Summary Position

5. Organisational Transformation

Row Labels	Lead Officer	Gateway	Date to Next Gateway	Period Progress	Comments	BRAG	Remedial Action Due	Remedial Action Due Date
5. Organisational Transformation								
1.1 Asset Acquisition and Management Theme								
Guildhall Rental	Bolan, Steve	3				Green		
5.1 Business Development Theme								
Pest Control Service	Bolan, Steve	1				Green		
Developing the Trade Waste service	Allen, Chris	1				Black		
5.2. Business Improvement Theme								
Land Charges Automation	Anderson, Jeannette	3				Red		
LALPAC Migration to Flare	Anderson, Jeannette	3				Red		
Payroll Renewal Contract	White, Stacey	1				Green		
Capacity Grid Utilisation Project Phase 1 - Revenues and Benefits	McCulloch, Alison	3				Amber		
CapacityGRID Phase 2a - Single Person Discount Service	McCulloch, Alison	4				Black		
5.5 Corporate Governance Improvement Theme								
Finance Matters	Stone, Russell	3				Green		

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
1	<p>1. Five year budget strategy that looks at medium and long term planning to build greater resilience</p> <p>2. Stakeholder engagement to manage expectations and inform decisions on future savings and priorities for the council</p> <p>3. Wider approach to commercialisation.</p>	<p>Financial sustainability in current financial climate resulting from further severe local government funding reductions, a shortfall in planned income or significant increases in operating costs.</p> <p>Impact on quality and level of service delivery and ability to influence and address social issues such as unemployment</p>	3	4	Treat	Stone, Russell	<p>1. Delivery of `Finance Matters` programme to enhance officer awareness and capability, whilst also providing improved information to support the Council's wider aspirations and entrepreneurial vision.</p> <p>2. Medium term planning and development of options to meet financial challenges.</p> <p>3. Robust and proactive approach to financial management based on realistic deliverables</p> <p>4. Transformation Plan to be debated at Leaders Away Day 22nd January so that medium term and long term savings can be developed and implemented.</p>	31/01/2014
2	<p>1. Regular meetings between politicians and managers with key partners to update and monitor joint actions</p> <p>2. Role of CMT to focus more on developing partnership delivery</p>	<p>Collaboration - Failure to deliver through greater collaboration with parties such as county council, districts, South Humber, parishes and communities, leading to reduction in services and failure to address complex issues.</p>	3	3	Treat	Gill, Manjeet	<p>Lead Committee Officers identified. Lead members and officers agreed for corporate priorities.</p>	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
3	<p>1. Localism programme, funding and new officer roles, providing support and tools to help communities help themselves and others</p> <p>2. Councillors understanding how and where communities need development support and signposting them to this</p>	<p>Ability of the community to adapt to the reduction in public sector funding and focus more on self help and helping each other, greater frustration, needs not met.</p> <p>Impact on health and ability to live independently in their homes.</p>	3	2	Treat	Riddell, Joanna	<p>1.Challenge and Improve Committee are reviewing the success of the Localism programme. This will be completed by February 2014. The review is being carried out by Members and Officers. 2. Additional performance measures have been developed to record volunteer numbers and amount of external funding levered into the District.</p>	15/01/2014
4	<p>1. Councillors and managers jointly agree approach to how we work as part of the Budget and Corporate Plan workshops</p> <p>2. Managers work to new management standards and focus resources on delivering priority outcomes</p> <p>3. Leadership development training</p>	<p>Leadership capability amongst members and managers to proactively drive and take difficult decisions that are needed to adapt to the new environment, ability to build a more resilient council, balancing a difficult budget. Levels of performance and impact on delivering outcomes</p>	3	2	Treat	Gill, Manjeet	<p>1. Leadership development training</p> <p>2. Commercial Training</p> <p>3. New competency framework in place for HoS and Directors</p> <p>3 Director model agreed</p> <p>4. Priority away day SMT</p> <p>5. Chief Operating Officer appointed</p> <p>6. Interim Commercial Director Appointed</p>	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
5	<p>1. Greater focus on customer standards and greater consistency on customer service and communication across all services</p> <p>2. Focus on communicating achievements and work with communities and customers to deliver success</p> <p>3. Greater analysis and action on complaints</p>	<p>Customer satisfaction and expectations do not realistically reflect a reduced workforce with budget cuts, frustration and expectations not being met, Time dealing with complaints.</p>	2	4	Treat	Robinson, Alan	The e-accessibility project was approved in November 2013. Work on providing a self service option available 24 hours a day 7 days a week. This will result in a channel shift so more customers will be able to access the Council electronically, which in turn will enable the Council to provide "more with less" or the "same for less"	15/01/2014
6	<p>1. Management Standards</p> <p>2. Strengthen first and second lines of assurance</p> <p>3. Programme of Audits to monitor and learn</p>	<p>Governance - The ability of the council to work to the principles of good corporate governance expected to deliver the Corporate Plan, use resources effectively and deliver outcomes.</p>	4	4	Treat	McGarry, Jeanette	Report on Governance has been presented to members of Governance and Audit and the SMART action plan was presented to Governance and Audit Committee 21st November 13. Progress report to G & A on the 9th January 13. Special G & A Corporate Governance meeting in February 2014 to seek assurance of the programme scope, individual project plans and response to the Elswitha audit recommendations. CMT have and will continue to monitor progress closely on a monthly basis and G	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
							& A Committee have received outstanding audit actions. CMT will continue to monitor this monthly.	
7	<ul style="list-style-type: none"> 1. Greater targeted work on priority areas and neighbourhoods 2. Develop ways to help youth unemployment and employability of young people 3. Invest in development and growth of business 	Impact of the current economy on the most vulnerable, including businesses and individuals leading to a decline in health. Well-being and standards, lack of community confidence and morale and pressure of services such as housing and benefits	3	2	Treat	Sturgess, Mark	<ul style="list-style-type: none"> 1. Develop a strategy for the local economy that identifies those areas which are of high importance in developing businesses and employment opportunities and have high impact once implemented. This strategy is currently going through the process towards adoption by the Council. 2. Work with strategic partnership the GLLEP to access funding to support economic development within the district. 3. Work with communities to closely identify their needs, their capacity to take action themselves and work with them to identify sources of assistance to build community confidence and resilience. 4. 	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
							Work with lead members to develop an approach to deal with the issues of youth unemployment, the employability of young people and the issue of NEETS.	
8	1. Scenario planning and adoption of policies in waiting as pending legislation and its principles become clearer 2. Undertake pilot of Universal Credit 3. Steering group for welfare reform created and monitoring progress 4. Retraining of staff 5. Alternative use of staff	Finance Reform - Impact of welfare reforms both financially and otherwise due to delays in legislation for universal credits and wider reform, affecting financial sustainability, impact on workforce and financial pressure on claimants	4	4	Treat	Robinson, Alan	1.The Universal Credit Pilot is due to end on 31st December 2013. Evaluation will be undertaken January 2014. Actions will be reassessed as a result of the evaluation.	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
	resource to be considered							
9	<p>1. Greater comparison of national benchmark and best practice</p> <p>2. Invest in service development and redesign in line with the Entrepreneurial Council model of localism, greater productivity and more income</p> <p>3. Strong performance management framework in place</p>	<p>Ability to deliver high performing services in relation to the level of resources - failure to meet social needs</p>	3	3	Treat	McGarry, Jeanette	<p>Business Improvement Team have undertaken service reviews. The team are working in partnership with the Section 151 officer. A joint report will be presented to the Leaders Away Day on 22nd February 2014. CMT will receive regular monitoring reports to ensure that savings are delivered and to ensure that there is some corporate financial capacity for future projects. Performance Management approach has been fully reviewed, as a result the 'golden thread' approach is now being revised. The proposed Performance Management Framework will be presented to CMT for debate and then presented to Committee.</p>	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
10	<p>1. People and OD programme and service, provide leadership in tackling this area</p> <p>2. All managers provide leadership and modelling behaviours needed and support to workforce and councillors to help them adapt</p> <p>3. Effective communication arrangements in place</p> <p>4. Clear objectives set through appraisals</p> <p>5. Clear management standards to reduce any confusion</p>	<p>Workforce productivity, morale and motivation at a time when they have to be resilient, adapt new skills and behaviours - impact on stress and health and safety.</p>	4	3	Treat	Gill, Manjeet	<p>Cultural change programme is being implemented as part of corporate governance SMART actions. The Corporate Governance scope and associated project plans have been completed. Governance and Audit Committee have arranged a special Corporate Governance progress meeting for February 2014</p>	15/01/2014
11	<p>1. Core Strategy being realigned to national localism changes</p> <p>2. Delivery plans for key strategic sites</p> <p>3. Housing and Economic Strategies to deliver growth</p>	<p>Local development framework - failure to deliver sustainable growth and preventing piecemeal development.</p>	4	3	Treat	Sturgess, Mark	<p>1. Engage partner organisations and neighbouring councils to jointly address this issue by marketing the area to national developers. 2. Conference organised for 10 December 2013. 2. The Central Lincolnshire Co-ordination and Delivery Group is working on an approach to ensuring the growth planning for central Lincolnshire is delivered. 3. There are plans in place for the detailed delivery</p>	15/01/2014

Appendix 2 – Strategic Risks

No	Control Measures	Risk Name	Risk Impact	Risk Likelihood	Control	Risk Owner	Future Actions	Date of Next Review
							of the urban extensions around Gainsborough. Developed July 2013.	

Appendix 3 – Benefits Realisation Reports in the Forward Plan

Subject	Lead Officer	Commercial Board	WMT	CMT	LP	PC	C&I	P&R	PL
Benefits Realisation report for project xxx	Reeks, Alex	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx	xx/xx/xxxx

Appendix 3 – Benefits Realisation Reports in the Forward Plan

Progress and Delivery Report (Services) March 2014

Appendix 2b



Report Number
Committee:
Date:

Subject: Progress and Delivery Report (Services) March 2014

Please insert ✓ or N/A to verify this report has been cleared by:-

Finance	Legal	HR	Head of Service	Leaders Panel	CMT
X			X		

To be removed by Committee Admin immediately prior to agenda despatch

Report to be with Committee Admin no later than 5 working days before Chair's briefing and final report no later than 6 working days before Committee.

Report by:

Contact Officer:

Purpose / Summary:

The purpose of the Progress and Delivery Report is to provide an update on the performance of service areas against the agreed measures and targets set.

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)

Progress and Delivery Report (Services) March 2014

IMPLICATIONS

Legal: None arising from this report

Financial:

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:

Wherever possible please provide a hyperlink to the background paper/s

If a document is confidential and not for public viewing it should not be listed.

[Balanced Scorecards: Performance Exceptions](#)

[Corporate Risk Register](#)

[Outstanding Audit Actions](#)

Progress and Delivery Report (Services) March 2014

1. Purpose

- 1.1. The purpose of this Progress and Delivery Report is to provide an update on service level performance against measures which Members have determined to be of importance in illustrating the effectiveness of service delivery.
- 1.2. Specifically, this report aims to report by exception those aspects of service delivery which are underperforming and those which are above target.
- 1.3. The emphasis of this report is to provide:
 - Performance exceptions
 - Revenue and Capital Budget position
 - Corporate Risks
 - Outstanding Audit Actions
- 1.4. The report is structured by service area and shows current performance that is below expected levels and/or above target. Remedial action is detailed where necessary.
- 1.5. Where remedial action is required, the report aims to ensure that the response provided:
 1. Provides details of remedial action required to mitigate performance exceptions
 2. Provides dates for remedial action
 3. Provides a lead officer for remedial action

2. Structure

- 2.1. Table 1 overleaf **shows performance measures that are identified as off track or above expectations** with appropriate remedial action identified. A due date and lead officer has also been identified for each performance exception.
- 2.2. Table 2 shows the **Revenue Budget Position** by committee.
- 2.3. Table 3 shows the **Capital Budget Position** to xxxxxx.
- 2.4. Table 4 shows the **Corporate Risks** as at xxxxx with subsequent identified actions to mitigate the risks.
- 2.5. Table 5 highlights the WLDC **Audit Actions that are outstanding** as at xxxx and awaiting completion.

3. Chief Operating Officers Overall Analysis

- 3.1. Having reviewed the remedial action for performance measures that are off track I can provide assurance that the responses are adequate and timely.
- 3.2. Having reviewed both the Revenue and Capital Budget position (table 2 and 3 respectively) I have confidence in the financial position.
- 3.3. Having reviewed the corporate risk register shown in Table 4, I can provide assurances that appropriate steps are in place to mitigate and control the Council's Strategic Risks.

Progress and Delivery Report (Services) March 2014

3.4. Having reviewed the outstanding Audit Actions I have sought assurance from action owners that remedial action will be undertaken to complete the required work within agreed timescales in order to close off the audit.

Table 1 – Off-Track Performance

Service	Strand	Perspective	Measure Name	Target	RAG	Actual	Remedial Action	Remedial Action Due Date	Lead Officer
Housing	Home Choices	Customer	Average satisfaction levels of customer base	80%	Red	50%	<i>Sample text</i>	14/02/2014	Officer A
Housing	Home Choices	Process	Volume of customers that are upon the Housing Register	500	Red	750	<i>Sample text</i>	14/02/2014	Officer A
Revenues and Benefits	Housing and Local Council Tax Support	Customer	Average satisfaction levels of customer base	8	Green	9	<i>Sample text</i>	14/02/2014	Officer B
Revenues and Benefits	Housing and Local Council Tax Support	Process	Time taken to process a new benefit claim	30 days	Green	28 days	<i>Sample text</i>	14/02/2014	Officer A
Revenues and Benefits	Housing and Local Council Tax Support	Customer	Percentage level of failure demand received by the service	40%	Red	60%	<i>Sample text</i>	14/02/2014	Officer C

Table 2 Revenue Budget Position

	Actual Net Expenditure compared to Budgets to 31st August 2013					Predicted Year End Variance
	Policy and Resources Committee	Prosperous Communities Committee	Committee Totals	Profiled Budget	Variance to Profiled Budget	
Income	£	£	£	£	£	£
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
Expenditure						
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 (-)/Deficit	5,913,869	1,976,278	7,890,147	8,606,488	-716,341	-529,412

Table 3 Capital Budget Position

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	Objectives reviewed and scheme approved. This will be procured by Parish Council - supported by this capital grant
Lesley Beevers	Contribution to Infrastructure/Flooding Schemes	0	0	0	0	0	0	
Mary Hollingsworth	Community Sports Provision.	0	27,850	0	0	27,850	0	Awaiting Town Council to drawdown this grant towards Marshalls Sports Ground.
David Jones	Caistor Townscape Heritage Initiative	0	25,000	0	0	25,000	0	Final claim against this grant is 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	70,000	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	0	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	60,000	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	370,000	421,900	-101,630	Total of committed works = £231,000, 24 new grant claims progress capacity to deliver £422k this year, carry forward required.
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	0	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	250,000	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	Growth Point	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
N. Ethelstone	De Aston Fields	0	67,500	0	0	67,500	0	S106 contribution towards De Aston Fields
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	4,982,210	1,336,742	1,326,010	3,658,788	-1,323,422	

Table 4 Corporate Risks (Internal Reporting Only)

Risk Name	Risk Owner	Actions	Rating	Risk Score
DD / Payment system replacement	Stone, Russell	1. Investigate alternative solutions that will meet requirements within the timescales.	3.Red	16

Table 5 Outstanding Audit Actions

Audit	Finding	Agreed Management Response	Due Date
Localism and Big Society	<p>The localism strategy has focused on initial work up to and including the area summits. Since completion of summits officers have received less strategic direction resulting in:</p> <p>§ Confusion over direction.</p> <p>§ No clear milestones.</p> <p>§ The programme is not a priority for some.</p> <p>§ A varying level of focus on the areas from their teams.</p>	<p>Ruth Farningham took up the position of Team Manager in March. One of her priorities has been to develop the Localism Strategy, including a vision, objectives and work plans for the team. She has regular one to ones with the team and has had an away day to develop this. The Challenge and Improve Committee are also considering the strategic objectives of the Localism programme.</p> <p>Work is underway to develop the Localism Strategy and priority action plans. A meeting with members is scheduled for November.</p>	31/05/2013
Localism and Big Society	<p>Senior Management thinking on what the 'Area Plans' for each of the six areas should cover and look like has changed from that included in the original methodology and clarity is needed for progress to be made. It is unclear what plans will focus on, who will produce them and the format they will take. As such production of the plans has fallen behind the original schedule.</p>	<p>A meeting with the directors will be held in January to scope the approach to area plans. Spatial issues i.e. housing, development need to be included, as well as community issues so the approach to these will be further developed.</p> <p>A template has now been developed which guides how the plans will look and what information officers need to record.</p>	31/01/2013