



CAI.04 14/15
Challenge & Improvement Committee
30 June 2014

**Subject: Third (Final) Period Progress and Delivery – 2013/14**

Report by:	Chief Operating Officer
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Purpose / Summary:	<p>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.</p> <p>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.</p>

**RECOMMENDATION(S):**

- 1) That Members assure themselves that adequate progress is being made with corporate projects and that services are performing as expected (Members are asked to highlight areas of concern to officers prior to the meeting so that questions can be answered fully at the meeting)**

**IMPLICATIONS**

**Legal:** None arising from this report

**Financial : FIN 11/15**  
None arising from this report

**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:**  
Corporate Plan 2014-1018  
Service Plans

**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 Progress and Delivery reports were introduced in January 2012 as a means of monitoring progress towards the achievement of corporate objectives and as way of giving members information on the performance of key services.
- 1.2 As a process it has worked consistently with officers understanding the need to produce the reports three times a year and members using them as means to challenge performance and question how services are being delivered.
- 1.3 The current system of progress and delivery reporting has been audited twice.
- 1.4 It was first audited in 2012. At that point two Progress and Delivery reports in line with the process outlined had been submitted to members.
- 1.5 The audit assurance opinion was substantial. However the report also noted that the authority was in its early stages of working towards a refreshed Corporate Plan, but early work was encouraging.
- 1.7 A second audit of the progress and delivery system took place in 2013. This gave limited assurance. It concluded that the Progress and Delivery reports are not achieving their objective of providing members with a clear performance update on delivery of the Corporate Plan. The risk the audit identified was that the actual performance is not clear or understood by members and consequently decisions based on the information are not robust or correct.
- 1.8 In particular the audit found that:
  - Agreed corporate plan quality measures has been changed or dropped without going through an approval process
  - Reports contained gaps in the information presented to members. In some reports up to 50% of the measures had incomplete data
  - There is no system to validate the baseline information used in the progress and delivery reports.
- 1.9 The report commented that the emphasis seems to be on the process of delivering the reports and not focused on the quality, scrutiny and challenge of the report details.
- 1.10 Following this audit Challenge and Improvement Committee established a member Progress and Delivery Working Group.
- 1.11 Amongst other things the group recommended that the report be split into two and that areas are highlighted by exceptions (either areas of exceptionally good performance or areas where performance is particularly off track).

## **2.0 The Current Report**

- 2.1 The current Progress and Delivery report attached as appendix is the last of the “old style” report where Corporate Plan progress and delivery is combined with service performance. It is also the last report that will report by “Directorate”. It completes a full year of reporting and should give members an overview of how services have performed in 2013/14 municipal year and what corporate priorities have been delivered.
- 2.2 In future members will receive two reports: a report detailing performance around the delivery of corporate objectives (Corporate Project Performance) and a report detailing the performance of key services through a “balanced scorecard approach (Service Performance). Both reports will contain a summary of their contents by the Chief Executive and the Chief Operating Officer and a financial summary: as at present members will be presented with these reports three times a year.
- 2.3 The Challenge and Improvement Committee, acting on the findings of the Progress and Delivery Working Group, have agreed that the covering report for the two reports will highlight to members exceptional performance – either that which has exceeded its targets or that which is off track (within agreed tolerances). The full information will still be available to members as appendix.
- 2.4 In line with future requirements this covering report will not, as has been the custom, summarise the full report found in the appendix. It will however seek to highlight from the report areas of significant variation in the delivery of corporate objectives and from the services balanced scorecards those indicators which show a significant variation from the agreed targets.

## **3.0 Areas of Significant Variation from Targets in Delivering Objectives.**

### **3.1 Financial**

- 3.2 Whilst a forecast surplus of £835k reflects the current service projections as detailed within the report, year-end accounting requirements and strategic decisions in relation to use and creation of reserves, may have a significant impact on the final surplus or deficit reflected in the Statement of Accounts. A final Out-Turn Position Report will be presented to Policy and Resources Committee.
- 3.3 The Capital Programme shows an estimated surplus position of £1.186m, of which a significant amount will require to be carried forward to ensure that the individual schemes progress over the medium term. Approval will be sought, as part of the final Out-Turn Position Report, from Policy and Resources Committee.

- 3.4 The Communities and Localism services has achieved a surplus position of -£118k, this represents -2% of the Directorate budget.
- 3.5 The Regeneration and Planning services are predicting a surplus of -£110k, a variance of -2.8% from budget. However within that the Strategic Growth Team is predicting a deficit of £189k. The major part of this deficit relates to the demolition costs of the former Guildhall.
- 3.6 The Resources services are predicting a surplus of -£608k, a variance of -6.6% from budget.
- 3.7 All the surpluses outlined above should be read against a backdrop of financial austerity which still requires the Council to find further savings of £2m in the next two financial years.

### **3.8 Corporate Projects**

- 3.9 The refuse collection service was awarded “best performer” in the national Association of Public Service (APSE) awards in December. This is the second successive year the service has won this award.
- 3.10 The demolition of the former Guildhall has been completed, site/building contamination issues have been dealt with and the site landscaped depending redevelopment.
- 3.11 The Economic Development Strategy has not yet been completed; however it should be before members for consideration before the end of the summer.
- 3.12 The national pilot of the Universal Credit scheme has been completed within the District on time and within budget.

### **3.13 Service**

- 3.14 In Community Safety the number of recorded incidents has dropped from 291 pa to 125 pa. Mainly due to a change in how the reported incidents are classified.
- 3.15 The demand on the Homelessness service has increased significantly in the year. The service had a target of preventing 103 families from becoming homeless at the end of the year it has actually achieved 169.
- 3.16 The Central Lincolnshire Core Strategy was withdrawn on the advice of the Inspector appointed to conduct the Examination in Public, mainly as a result of a lack of sufficient identified housing land supply outside the principal urban areas. This has resulted in a decision to prepare a local plan.
- 3.17 The performance of the development management service has been improving and income targets have been exceeded by £259k. This is in contrast to the Building Control service where income targets have been £73k below budget.
- 3.18 Youth unemployment, particularly in Gainsborough, continues to be a problem and is above the national rate.

- 3.19 The supply of affordable housing is also significantly below target.
- 3.20 There has been success in the field of tackling empty properties where 181 have been returned to use against a target of 20.

#### **4.0 Conclusion**

- 4.1 Progress and Delivery reporting is changing. The above represents the principal indicators that are significantly either above or below their targets. Where services are performing within expectations that information is given in the full report which is attached as appendix.

# **Progress and Delivery Monitoring Report**

## **Period 3**

**December 2013 to March 2014**

## Chief Executive's Overview of Delivery and Progress

### Executive Summary

This Progress and Delivery report marks the end of 2013/14. The year has seen many achievements against a backdrop of reducing budgets in the shape of government grants.

One of the achievements has been another year where external funding and income has helped achieve a surplus to our target budget of over £700,000.

In addition service performance has seen improvements with the waste collection services winning a national award for its quality and value for money (APSE Awards 2013). In addition our ability to embrace and shape new policy arenas nationally has seen two pilots hailed as national examples of best practice. These are the Universal Credits pilot and the Market Rasen Portas pilot. Development of priorities such as e- accessibility has meant new software to enable citizens to apply on line for Council services with a 24/7 service for those who can or want to access the Council online at their convenience.

Progress has been made in other areas such as South West Ward, empty housing, ex MOD villages, Broadband, land and property.

Some of the challenges for delivery of our more complex strategy areas such as economic development has been changes in personnel and senior leadership capacity.

Over the year a new director structure has provided the focus and roles to develop priorities such as land and property, broadband and economic development.

The main challenge for the year ahead in 2014/15 will be transformation plans that help set a sustainable budget over the next three years and make the Authority more commercially agile to deliver its social objectives with less dependence on government grants.

### Financial Summary

#### **Chief Finance Officer: Financial Overview:**

The national economy is continuing to show signs of improvement, however, the deficit is unlikely to fall this year and reductions in Local Authority funding are continuing. These signs need to be taken as the beginning and not the end of the recovery and the financial position for Local Authorities will continue to be difficult for a number of years to come.

Significant activity has been undertaken to realise the first £1m saving / income requirement with a robust and sustainable position being approved in March 2014. Attention has already moved towards continuing the work necessary to identify and deliver further savings for future years with a view to maintaining the Council's robust financial position.



The latest announcements and projections made are similar to those previously announced. Whilst this offers some reassurance to the quality of our financial planning, the overall picture for the authority is that having identified £1m of savings in 2013/14 we will still need to find in the region of £2m in the following two years.

It is clear that the accuracy of financial projections has improved with the estimated in year surplus having been identified early in the financial year showing accurately in the year end position. It should be noted that the impact of appeals against pipelines associated with Power stations has now been finalised and will impact in the year's accounts. The mitigation of this impact will produce a significant additional surplus in the current financial year, although this will need to be transferred to earmarked reserves to compensate for the impact in the following year. As this matter has now been resolved work towards joining a business rates pool will be undertaken to determine if there would be a future financial benefit.

Whilst a forecast surplus of £835k reflects the current service projections as detailed within the report, year-end accounting requirements, including the impact of the new NNDR Retention Scheme, and strategic decisions in relation to use and creation of reserves, may have a significant impact on the final surplus or deficit reflected in the Statement of Accounts. A final Out-Turn Position Report will be presented to Policy and Resources Committee.

The Capital Programme shows an estimated surplus position of £1.26m, of which a significant amount will require to be carried forward to ensure that the individual schemes progress over the medium term. Approval will be sought, as part of the final Out-Turn Position Report, from Policy and Resources Committee.

**COUNCIL OVERALL FINANCIAL POSITION AS AT MARCH 2014**

	Actual Net Expenditure compared to Budgets to 31st March 2014			Year End Variance Surplus (-) / Deficit
	Policy and Resources Committee	Prosperous Communities Committee	Committee Totals	
<b>Income</b>	£	£	£	£
Government Grants	-28,489,002	-223,614	-28,712,616	-451,399
Other Grants & Receipts	0	-434,043	-434,043	-142,733
Other Income	-733,626	-575,652	-1,309,279	0
Sales, Fees & Charges	-86,607	-1,768,120	-1,854,726	-321,721
Interest	-121,344	0	-121,344	-155,018
Capital Receipts	0	-60,641	-60,641	0
Taxation & Non-Specific income & Expenditure	2,973,953	0	2,973,953	-1,296,000
<b>Total Income</b>	<b>-26,456,626</b>	<b>-3,062,070</b>	<b>-29,518,696</b>	<b>-2,366,871</b>
<b>Expenditure</b>				
Employees	4,208,591	4,294,828	8,503,419	-211,145
Premises Related	724,616	635,598	1,360,214	268,393
Transport Related	74,341	1,103,474	1,177,814	-11,900
Supplies & Services	1,912,483	658,782	2,571,265	-87,927
Third Party Payments	727,837	1,529,566	2,257,402	-158,439
Transfer Payments	23,922,106	117,338	24,039,444	423,166
Net Contribution from Reserves				1,309,233
<b>Total Expenditure</b>	<b>31,569,974</b>	<b>8,339,585</b>	<b>39,909,559</b>	<b>1,531,381</b>
<b>TOTAL SURPLUS(-)/DEFICIT</b>	<b>5,113,348</b>	<b>5,277,515</b>	<b>10,390,863</b>	<b>-835,490</b>

**Capital Budget Monitoring to March 2014**

Project Manager	Description of Project	Initial Budget 2013/14	Approved Budget 2013/14	Actual to March	Out-turn Variance to Budget	Actual Progress & Future Risks
		£	£	£	£	
<b>Localism</b>						
Mary Hollingsworth	Sporting initiatives Lincoln Fringe villages	30,000	30,000	30,000	0	Scheme complete.
Lesley Beevers	Contribution to Infrastructure/Flooding Schemes	0	4,100	0	-4,100	Scheme complete.
Jo Riddell	Community Sports Provision.	0	27,850	27,000	-850	Grant Payment Accrued for. Progressing
David Jones	Caistor Townscape Heritage Initiative	0	25,000	0	-25,000	Underspend. Awaiting Heritage Lottery to sign off project to release £67k funding.
K. Whitfield	Gainsborough Leisure Centre - Refurb	0	269,000	270,100	1,100	Works completed and invoiced
K. Whitfield	Gainsborough Leisure Centre - Remedial Works	0	71,000	72,425	1,425	Scheme Complete - Additional contract instruction regarding replacement lighting
<b>Central Services</b>						
S. Bolan	Rural Broadband	555,000	0	0	0	Progress not within our control. It is expected that this contribution to the LCC scheme will be made during 2014/15.
A. Reeks	Desktop Refresh / E- Government	0	92,910	90,950	-1,960	Balance requires Carry Forward for ongoing programme.
L Marlow	E-Accessibility	0	60,000	27,800	-32,200	Some expenditure cannot be classified as Capital and will be treated as revenue.
<b>Waste Mangement</b>						
K. Johnson	Replacement Refuse Freighters	272,000	293,500	318,730	25,230	Costs of 2 new freighters slightly higher than budgeted (£5k). A street sweeping vehicle required replacement this year rather than next (£20k), additional costs can be met from Earmarked Reserves.
K. Johnson	Replacement Vehicles (Finance Leases)	65,000	236,590	0	-236,590	No New Leases this year

Project Manager	Description of Project	Initial Budget 2013/14	Approved Budget 2013/14	Actual to March	Out-turn Variance to Budget	Actual Progress & Future Risks
		£	£	£	£	
<b>Strategic Growth</b>						
A. Gray	Strategic Housing - Empty Homes	895,050	500,000	167,757	-332,243	Balance requires Carry Forward. Committed to future empty property works. Underspend in 13/14 due to property completion timescales.
A. Gray	Private Sector Renewal - DFG's	421,900	419,010	469,875	50,865	Improved delivery performance. Overspend due to carry forward of budget mid-year. Amend carry forward amount on 5 year capital programme.
A. Gray	Independent Living	0	75,000	0	-75,000	Balance approved for Carry Forward. Grant monies identified for specific use
A. Gray	Decent Homes Scheme	32,400	7,520	7,523	3	This was a grant funded scheme which is now complete, remaining funds transferred to the DFG budget.
A. Gray	Homes For All	6,010	6,010	0	-6,010	Grant scheme with residual budget relating to S106 funds. Discussing flexibility for other use
J Walker	Gainsborough Regained - Town Centre	70,130	306,950	284,165	-22,785	Still negotiating final account for PR phase 2 with NM Construction.
G. Reeve	Programmed Works	0	37,930	13,084	-24,846	Balance Requires Carry Forward as ongoing programme of works. Trinity Arts Centre Heating scheme completed.
G. Lockett	Growth Point	491,150	491,150	0	-491,150	Previously approved Carry Forward, and to utilise for 'Gainsborough Growth Fund'
N. Ethlestone	Property Assets	600,000	350,000	274,710	-75,290	Balance Requires Carry Forward as projects being identified and business cases prepared for this medium term programme.
Nick Ethelstone	De Aston Fields S106	0	67,500	67,500	0	Scheme complete
<b>Financial Services</b>						
T. Bircumshaw	Financial ledger suite	94,320	52,164	41,543	-10,621	Balance requires Carry Forward. Payroll system implemented. Other financial ledger requirements/solutions currently under review
	<b>Totals</b>	<b>3,532,960</b>	<b>3,423,184</b>	<b>2,163,161</b>	<b>-1,260,023</b>	

# **Progress and Delivery Monitoring Report**

**Directorate of Communities**

**March 2014**

## Board/Programme Level

Board: Directorate of Communities  
TABLE A: Executive Summary

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

#### Financial Summary

The Communities and Localism service has achieved a surplus position of -£118k, this represents -2% of the Directorate budget. The main areas of variance relate to:

- The Waste Collection service has successfully achieved additional income of -£50k p.a for the next 2 years.

There is also additional on-going income of -£20k for weed killing services provided by our Street Cleansing team. .

Employee efficiency savings have been achieved across the service of -£12k through a reduction in the use of temporary and agency staff and overtime payments.

Civic Solar Project – A transfer of £30k from reserves was approved by the Policy and Resources Committee in July 2013 for specialist advice and support. This project has been cancelled resulting in an underspend in this area of -£18k.

A contribution to capital of £25k was approved by Policy and Resources February 2014 towards the purchase of a replacement JCB.

- Community Licences have overachieved on taxi licence income by -£42.5k 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 introduction of a driver knowledge test since October 2013 for which a fee is charged.
- Markets are predicting a pressure on fees for stalls of £24k in the current year. This is in part due to the decline in traders, and the budget target level. A development plan is in the process of being developed for 2014/15 and beyond to assist in the regeneration of the markets with the intention of increasing both income and sustainability of the market.

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

**SERVICE AREA EXPECTED OUT-TURN VARIANCES**

<b>Year End Position</b>	<b>Director</b>	<b>Localism</b>	<b>Waste</b>	<b>Public Protection</b>	<b>Communities &amp; Localism</b>
<b><u>Income</u></b>					
Government Grants	0	0	-50,000	0	-50,000
Other Grants & Receipts	0	-700	0	-9,900	-10,600
Customer & Client Receipts	0	20,520	-26,700	-51,818	-57,998
Interest	0	0	0	0	0
Council Tax	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>19,820</b>	<b>-76,700</b>	<b>-61,718</b>	<b>-118,598</b>
<b><u>Expenditure</u></b>					
Employees	-60,530	-33,760	12,000	-5,920	-88,210
Premises Related	0	430	-2,700	5,000	2,730
Transport Related	-1,600	5,200	-7,700	-730	-4,830
Supplies & Services	-570	11,820	15,100	6,335	32,685
Third Party Payments	66,730	250	-18,000	-3,450	45,530
Transfer Payments	0	7,580	0	5,000	12,580
<b>Total Expenditure</b>	<b>4,030</b>	<b>-8,480</b>	<b>-1,300</b>	<b>6,235</b>	<b>485</b>
<b>Net Total - Surplus (-)/Deficit</b>	<b>4,030</b>	<b>11,340</b>	<b>-78,000</b>	<b>-55,483</b>	<b>-118,113</b>

**Operational Services** The refuse collection service again won the 'Best Performer' Category at the Association of Public Service

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

Excellence (APSE) Awards in December, the second year running we have won this award, in the face of stiff competition. Charging for garden waste collections has been considered by councillors, a decision on whether or not to introduce it has been deferred until October 2014. The project to introduce an enhanced trade waste service is now at committee stage and on schedule for initial roll-out around July 2014. A Waste Strategy for West Lindsey is in the early stages of development and reliant on the adoption of a Joint Municipal Waste Strategy for Lincolnshire, West Lindsey officers are contributing to this document. Although the recycling rate has dipped slightly, mainly due to the hot summer last year inhibiting garden waste, we are still above the statutory target of 50% by 2020. The cost per household of refuse collection has dropped once again by almost £3, there has been a slight rise in the cost of street cleansing, again due to the dry summer meaning demand for private road sweeping work was down. Satisfaction for both refuse collection and street cleansing also dipped slightly, although it should be recognised the baseline figure was very high. The downturn could be due to the introduction of charges for some services which were previously free.

**Health + Leisure** The Council's Healthy Lifestyle services have performed well throughout 2013/14 with referrals to such programmes being the highest on record. The premature mortality range across wards in the district and levels of obesity (both in children and adults) is an on-going cause for concern. Significant health inequalities exist within the District and the Council is working with strategic health and social care commissioning partners to highlight such local issues. The development of a West Lindsey Health Action group in 2014 will help influence such partners. Additional funding was received for the iCount staff wellbeing project. The project has been well received by the workforce and some innovative initiatives have taken place. An uplift in funding was received for the Exercise Referral scheme to expand capacity which gave up to 1000 resident the opportunity to take part in a structured exercise programme made possible by refurbishment of the fitness facilities at West Lindsey Leisure Centre.

Following on from the review into its leisure service, the Council developed a leisure strategy which was adopted in September 2013. This strategy recognised the vital role the Council has in providing, supporting and developing leisure activities and facilities within the district. There is a wide range of leisure activity happening across the district but a lack of co-ordination has resulted in over provision in some areas and left others with little or no provision at all. The Council is committed to providing leadership and seeking collaborative opportunities to work with partners to ensure that leisure opportunities meet the needs and aspirations of our local communities. With this aim in mind a strategic leisure partnership group has been formed named Active West Lindsey. This partnership is currently developing an action plan from the priorities identified within the leisure strategy. Work strands will include the co-ordination and communication of leisure opportunities, ensuring the sustainability of recreational facilities, using leisure to improve physical and mental health and the development of volunteers and community leaders.

The Council's three leisure facilities are managed by SLM under a leisure contract. During 2013/14 capital investment was made into West Lindsey Leisure Centre to update some of the facilities and reconfigure unused areas of the building. This has allowed greater numbers of the local community to gain access and resulted in significant revenue saving on the management fee. Current participation numbers have continued to increase across all three facilities year on year and the other contract outcomes have been consistently achieved in terms of customer satisfaction, increasing the individual participation rates of users, facilitating the GP Referral scheme and achievement of Quest, an external leisure validation award. Looking to the future, further work continues to shape the Council's leisure offer past the lifetime of the current contract which is due to end in 2018.



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

**Regulatory Services (Environmental Protection, Food Safety, Health and Safety, Licensing & Emergency Planning)** We have had a successful prosecution for non-compliance with an Abatement notice, fine £200 for each defendant and £100 costs. There is also one prosecution pending for a littering offence. Officers continue to work well with local businesses in order to promote good practices and secure compliance including positive improvement in star ratings. Future activity will include assessment of the implications of the Elliot Review, a Government investigation report following the 'horsemeat scandal' and reprofiling of food premises ratings and inspection frequencies, brought about by changes to Food Standards Agency guidance, through the Food Law Enforcement Plan currently in development

**Licensing** is expecting to overachieve on income by -£42k due to an increase in applications from the taxi trade and alcohol licensing. New areas of work that has been absorbed by the licensing section this year include the Scrap Metal Act 2013 whereby collectors of scrap and sites have to be licensed. The future work plan for Licensing remains busy as the Government continues to introduce reforms into the licensing arena.

**Emergency Planning** The Trent tidal surge event December last year and the subsequent flooding on the East Coast (Boston) have dominated the Lincolnshire Resilience Forum agenda. A debrief report has been recently published and approved for public release by the LRF. This will be shared with councillors in due course together with information relating to Government funded property and business flood relief funding schemes and an emergency exercise planned for the autumn (Operation Cygnus) to test response plans to an outbreak of pandemic flu.

**Localism** Newtoft have been successful in getting through the second round of the "Reaching Communities" Lottery fund to build a new Community Centre for the local community. A large amount of work is still required before the group can progress to the next stage but with their enthusiasm greatly increased by this success, and funding provided by the Lottery, to help them further develop their project, they will be working hard over the next 6 months to develop a comprehensive bid for their new centre.

Work at a national level continues to proceed in relation to MOD sites, including developing a joint protocol for Local Authorities when faced with potential decommissioning of sites. It is hoped that this will help other communities to avoid some of the pitfalls that have affected our ex-MOD villages through the legacy of decommissioning.

A new Strategic Partnership Group has been formed to develop a joint action plan to deliver sustained improvements in the South West Ward of Gainsborough.

A number of Community Reviews are in the early stages of development within communities throughout the district and these are being developed in conjunction with the Parish Councils, the communities and Community Lincs.

A review of the Localism service has been completed and the findings and recommendations are currently progressing through the appropriate internal mechanisms.

Options for the future development of Gainsborough markets is currently being progressed for consideration by members

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

### Green

The vision laid out in the Green Strategy is ambitious and long term but encouraging progress was made in this period. A report was taken to Prosperous Communities in Nov 2013 with a more detailed report of progress in this area. A summary is provided below:

'Green Council':- review carried out to assess the viability for renewable energy solutions and energy efficient technology to be used within Council buildings and land. Opportunity for renewable energy initiatives & energy efficient technology comprehensively investigated. Energy saving projects identified and quick wins such as draft proofing carried out at the Trinity Arts Centre (TAC) ( 3<sup>rd</sup> highest carbon footprint of all Council buildings.) More projects in delivery phase and initial surveys of TAC roof have taken place to assess the viability of including solar roof slates and insulation. Proposal to deliver a land based civic solar facility comprehensively investigated after Committee approval. Though a decision was taken not to proceed at this time, our current Solar PV panels continue to deliver income for WLDC. Feed In Tariff payments from the Leisure Centre and Festival Hall to date are £39,000 (circa £15K per annum.)

New Waste Strategy being developed to ensure the Council's resources within this service are maximised to promote local recycling and positive end use of the waste collected within our district. The Strategy will include an increased focus on re-use and waste minimisation.

'Green Community':- Communications campaign launched to highlight the issues and opportunities for local people. Localism Team are starting to promote the ideas within communities and seek out champions in local areas to initiate local community action to promote a 'green' district.

Over and above our existing work to promote access to subsidised home insulation, steps have been taken to support local people with the rising costs for energy. Continued partnership working in this area and Lincolnshire Affordable Warmth Strategy is currently being updated through the Home Energy Lincolnshire Partnership (HELP). Lincolnshire Collective Switching campaign to allow residents access to cheaper energy deals launched 14 January 2014 together with an accompanying marketing campaign with 3658 households registered in the five week registration period. Average savings per household were £167 across Lincolnshire. In West Lindsey 789 households registered and of these 30% have switched. HELP will be launching the next Lincolnshire Energy Switch on 15 April 2014. Customer services and benefits staff have been briefed and staff training undertaken. Press releases, posters & flyers form part of the launch campaign.

'Green Economy':- Council Officers are now looking to set up a green economy task force in order to achieve the aims of the green strategy and Corporate Plan. This will enable local business to share ideas and good practice around 'green issues' and for any barriers within the local authority to supporting employers to be addressed

**TABLE B: Status by Programme (projects that cover the New Priorities for the Communities 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.

<b>Programme Progress</b>									
<b>Programme title</b>	<b>Stage 1</b>			<b>Stage 2</b>			<b>Stage 3</b>		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
<b>Localism</b>									
Improve deprivation and other quality of life issues in priority neighbourhoods	May 13	R. Farningham	Complete	Nov 13	R. Farningham	Complete	Mar 14	R. Farningham	Complete
Increase the number of volunteers and opportunities for volunteering across the district.	May 13	R. Farningham	Complete	Nov 13	R. Farningham	Complete	Mar 14	R. Farningham	Complete
Increase external funding to communities	May 13	R. Farningham	Complete	Nov 13	R. Farningham	Complete	Mar 14	R, Farningham	Complete
<b>Waste</b>									
Green Waste Charging	July 14	A.Selby	Green	Oct 14	A.Selby	Green			
Waste Strategy	Nov 14	A. Selby	Green	April 15	A.Selby	Green			
Trade Waste	Jan 14	A.Selby	Complete	Mar 14	A.Selby	Green	Jul 14	A. Selby	Green
<b>Health</b>									
Healthy Lifestyle Programme	Apr 13	M Broughton	Complete	May 13	M Broughton	Complete	March 14	M Broughton	Complete
iCount Project	Apr 13	M Broughton	Complete	Aug 13	M Broughton	Complete	June 14	M Broughton	Green
<b>Green</b>									

**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	Number of community projects supported by area	Caistor -54 Fosdyke 42 Gainsborough – 83 Market Rasen – 71 Trent – 55 Witham – 69 TOTAL: 374	This is a new measure and targets will be set for the next progress and delivery report in September.	<b>Total – 244</b> Caistor – 35 Fosdyke – 34 Gainsborough – 55 Market Rasen – 45 Trent – 29 Witham - 46	Data is included up to the end of February 2014 and is compiled from <ul style="list-style-type: none"> <li>• Councillor Initiative Fund = 114</li> <li>• Community Chest = 124</li> <li>• Community Assets Fund = 6</li> </ul> <p>As there has been less uptake than anticipated on the Community Assets Fund and last year's figure included both the Olympic and Jubilee Funds (which no longer operate) the target figure may not be achieved</p>
	Number volunteer hours undertaken by area	24,636	This was a new measure so no target set.	<b>Total 70,826</b> Caistor–7,269 Fosdyke – 4,324 Gainsborough – 18,454 Market Rasen – 7443 Trent – 2931 Witham – 14,220 District wide – 16,185	The volunteer hours include statistics from the Volunteer Centre up to September 2013. The other statistics include volunteer hours up to the end of February 2014 The district wide figures include volunteer hours where the area of benefit has not been possible to be captured
Cost	Funds allocated by	Caistor - £30,368	NA – This	<b>Total – £237,983</b> Caistor – £20,120	All funds are up to end of February 2014 have been included and compiled from:

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
	area and by Fund	Fosdyke - £18,362 Gains - £68,800 Rasen - £105,859 Trent - £23,554 Witham - £37,912 Total £284,855	was a new measure so no target set.	Fosdyke – £17,916 Gainsborough – £39,167 Market Rasen – £105,382 Trent – £17,496 Witham - <u>£37,902</u>	<ul style="list-style-type: none"> <li>• Councillor Initiative Fund = £68,207</li> <li>• Community Chest = £54,776</li> <li>• Community Assets Fund = £115,000 (NB (1) includes allocated as well as actual, and (2) includes loan as well as grant)</li> </ul> <p>As there has been less uptake than anticipated on the Community Assets Fund and last year's figure included both the Olympic and Jubilee Funds (which no longer operate) the target figure may not be achieved</p>
	External funds levered by WL.	£442,136	This was a new measure so no target set.	<b>Total - £1,347,007</b> Caistor – Nil Fosdyke – Nil Gainsborough - £1,226,150 Market Rasen - £116,757 Trent – £4,100 Witham - Nil	All funds up to end of February 2014 are included. This data includes £750,000 WREN funding that has been ring fenced for Gainsborough, £330,000 for Talent Match and £100,000 Portas Pilot funds for Market Rasen
<b>Satisfaction</b>	% of people currently engaging in their community	46.7%	This was a new measure so no target set.	45.2%	This figure is based on the results of the Citizens Panel survey undertaken in Autumn 2013 and refers to those who have said that in the past 12 months they have undertaken unpaid help for a group, club or organisation within their community
<b>Internal Measure</b>	% of Members satisfied with Localism Programme	Score 66%	This was a new measure so no target set.	55%	This figure is based on the results of the survey that was conducted in early 2014 with WLDC Councillors. A total of 10 elected members completed this survey

Programme Name: Green Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Total annual net emissions CO <sub>2</sub> from WLDC buildings and transport – Information provided to us by DECC annually and published nationally and on website annually.	2036 tonnes of CO <sub>2</sub> e in 2008/2009 Baseline should be 2008/2009 for CO <sub>2</sub> e as per GHG reporting	Reduce CO <sub>2</sub> e by 25% by 2014 as per Carbon Management Plan. New target considered by Dec14	Total CO <sub>2</sub> e for 2012/13 = 1745t	Reported annually (13/14 available circa August) Fleet mileage and fuel used increased in 12/13 (better recording systems.) Fuel use reduction measures introduced 13/14. More kWh of Gas to heat our buildings in 12/13 (due to adverse winter.) Less electricity for our buildings and lighting in 12/13. Energy saving projects being delivered 13/14 @ Trinity Arts Centre following energy audits 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 <sub>2</sub> e rather than mileage. This increases the CO <sub>2</sub> e for these years by over 200 tonnes. 2014 figures will be analysed after publication, scheme evaluated & new target proposed.
Cost	Reduced WLDC energy spend on fossil fuel. <sup>1</sup>	Electricity = £115,998 (10/11) Gas = £25,987 (10/11) Oil = nil	Target to be established by Aug 2014	Electricity = £83,755 (12/13) Gas = £18,405 (12/13) Oil = nil	Target originally 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. 13/14 figures not yet available but difficulties in collecting comparable and useful financial data mean that new kWh

					consumption measure to be introduced from Aug 2014. Figures available annually.
<b>Perception/ Satisfaction</b>	% 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%	63.2% (Jan 14 citizen's panel result)	Report frequency – annual. % 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"? Target to be achieved by introduction of new green schemes & implementation of new Communication Plan.
<b>Internal Measure</b>	Total mileage for staff business mileage and councillor mileage . Data only available annually	2011/12 Employee mileage = 373,445km 2011/12 Councillor Mileage = 79,829km  2011/12 total = <b>453,274km</b>	Target: positive direction of travel. Target to be established by Dec 14	2012/13 Employee mileage = 363,946km 2012/13 Councillor mileage = 79,682km 2012/13 total =443,628 km	Report frequency – annual. 13/14 figures not yet available.  Employee mileage reduced by 2.5% in 12/13 from previous year and has reduced by 16% since the baseline year of 2008/09.  Councillor mileage reduced by 0.2% in 12/13 and has reduced by 2.6% since the baseline year of 2008/09.  New ways of working will challenge achievement and the way forward will be considered after publication of 13/14 figures.

**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	No target see comments	Female 81.3  Male 77.2	New data for this indicator depends upon the release of national datasets by Dept. of Health. WL cannot influence when this data becomes available hence no target has been provided.  New measures/proxy measures will be developed for P+D report in 14/15 that tracks progress towards addressing health inequalities.
	To reduce childhood obesity rates	Reception year children obese = 11.4% Year six children obese = 19.02%	No target see comments	Reception year children obese = 11.8% Year six children obese = 20.8%	Latest data taken from Public Health England website and collected through National Childhood Measurement Programme.  New data for this indicator depends upon the release of national datasets. WL cannot influence when this data becomes available hence no target has been provided.  New measures/proxy measures will be developed for P+D report in 14/15 that track progress towards addressing childhood obesity
	To reduce adult obesity rates	25%	No target see comments	24.3%	New data for this indicator depends upon the release of national datasets by Dept. of Health. WL cannot influence when this data becomes available hence no target has been provided, however the national trajectory is for further increases in obesity rates.  The data submitted here is the most up to date available nationally however new measures/proxy measures will be developed for P+D report in 14/15 that track progress towards addressing adult obesity



Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
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.  New financial measures will be developed for P+D report in 14/15
	External funds levered in to WL to support health and wellbeing initiatives	£0	£0	£39,500	This relates to <u>additional funding</u> over and above the base PH grant provided to deliver healthy lifestyle services in 13/14 therefore baseline is £0 and target is to achieve as much additional funding over baseline as possible.  <b>Achieved £39,500 additional funding:</b> £14k from health & wellbeing board to enhance community cooking and growing programmes. £18k available for iCount staff wellbeing project. £7.5k obtained for expansion of GP exercise made possible by refurbishments at WL Leisure Centre.
Satisfaction	% of people who indicate that their health and or wellbeing has stayed the same or improved.	84.6%	85%	84.7%	Most recent figure taken from citizen's panel survey.
Internal Measure	% of staff familiar with iCount programme.	21% familiar 24% 'a little' familiar	33% to be familiar	Final data available end April 2014	Poll to take place in April to obtain final position and inform project benefits realisation report.
	Reduction in staff absence levels.	7.23 days/FTE	7.00 days/FTE	7.56 days/FTE	Slight increase in staff sickness possibly due to high levels of organisational change

**Service/Strand Level**

**TABLE D: Service Success Measures**

**Service Strand: Waste Management**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	% of household waste recycled	54.0%	>54.0%	52.9%	Projected downturn in recycling rates over previous year's results. Potentially due to re-classification of street sweepings and hot summer resulting in reduced garden waste tonnages collected. Will need to monitor trend over time to determine whether this downturn is a trend.
	Residual household waste collected Kgs/household	432kgs	<432kgs	424kgs	Projected figure, some waste minimisation work complete such as recovery of unauthorised second bins. A positive outturn for year-end that demonstrates our householders are minimising/diverting their waste therefore less is going to landfill of EfW plant.
<b>Cost</b>	Cost of refuse collection service per household (including CEC charges)	£57.48	<£57.48	£54.07	Projected figure, continued efficiency savings, better use of resources.
<b>Perception Satisfaction</b>	Satisfaction with refuse and recycling service	94.1%	>94.1%	93%	From Citizens Panel, traditionally a fluid figure, lower satisfaction could be as a result of the Council charging for services which were previously free. Work continues around satisfaction, especially lowering levels of missed bins
<b>Internal Measure</b>	Sickness, number of days lost per FTE	11.12	<11.12	13.1	Projected figure. Low absence rates but small workforce so one incident can adversely affect figure.

**Service Strand: Street Cleansing**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Keep Britain Tidy survey on street cleanliness	Five star service	Five star service	N/A	Keep Britain Tidy have postponed survey until Summer 2014
<b>Cost</b>	Cost of service per household (inc Central Establishment Charges)	£14.87	<£14.87	£15.46	Fine weather in Summer 2013 resulted in reduced levels of private road sweeping income.
<b>Perception/ Satisfaction</b>	Overall satisfaction with Street cleansing service	80.1	>80.1	75.8%	From Citizens Panel, traditionally a fluid figure, lower satisfaction could be as a result of the Council charging for services which were previously free. We continue to ensure VfM in these areas to improve satisfaction.
<b>Internal Measure</b>	Sickness, number of days lost per FTE	8.1	>8.1	4.02	Low absence rates but small workforce so one incident can adversely affect figure.

**Service Strand: Community Safety**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Number of Community Safety reports received by the Community Action Team.	291pa	282 pa	125	Target based on county target of 3% reduction in reporting per year. Larger reduction due to better signposting and advice given, and only cases with sufficient evidence being taken forward as cases.
	Number of repeat victims of ASB	5	5	5	
	Number of vulnerable victims of ASB	5	5	6	Although actual is higher than target, having vulnerable victims report ASB is a positive.
<b>Satisfaction</b>	% of complainants satisfied with case handling and case outcome	N/A	N/A	N/A	County group have agreed to adopt Housemark survey. A police volunteer is being recruited to carry out surveys on behalf of all partners. Figures should be made available for the new style P&D reports in September 2014.
<b>Internal</b>	Sickness – numbers of days lost FTE				Collated centrally by HR .

## Public Protection Service Overview Scorecard

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	End to end times: Average for all Service Requests – Environmental Protection	35 days	N/A	34 days	This figure is the average number of days it takes to complete a nuisance complaint relating to Noise, Odour etc. No target is set for this area as the length of time that it takes to complete a complaint is variable – due to the different nature of the individual complaint.
	End to end times: Service Requests - Food & Health & Safety - completed within 28 days from receipt.	91%- Food 88%- H&S	90% Food 90% H&S	92% Food 100%H&S	This figure is amount of both Food & Health & Safety service requests where investigations are completed within 28 days.
	End to end times: Licensing	98%	100%	96.5%	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 3.5% of applications that were not turned around on time were in relation to driver apps. The service provision in relation to this strand is now starting to improve month by month as demand for licences from out of our area diminish. This has occurred because officers proactively worked with councillors to put in place a solution in the form of the newly approved “out of area vehicle policy and driver knowledge tests” also.
	Initial Response to service requests – Environmental Protection (4 days)	100%	100%	100%	This figure reflects the % of service requests that are responded to within 4 working days from receipt of that request.
Cost	Total mileage reduction – needs to be removed if no	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

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
	longer relevant – new style in August will be removed				budget monitoring process on a monthly basis.
<b>Perception/ Satisfaction We will keep a running total of the 3Cs within the team and the appropriate actions taken to resolve.</b>	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	N/A	No Public Protection service data compiled for Compliments as this type of information is recorded from a corporate perspective and provided for Members information as <i>Review of Feedback</i> via Governance & Audit Committee.
	Complaints	4	0	15	This information is also reported corporately. The increased number of complaints received can in part be attributed to the improved and extended weather conditions last summer leading to an increase in venues holding outdoor events (music singing alcohol etc.) which impacts nearby residents. At times it is not always possible to resolve the situation to the residents' satisfaction, which can result in complaints about both licensing and environmental protection services.
	Comments	N/A	N/A	N/A	No Public Protection service data compiled for Comments as this type of information is recorded from a corporate perspective and provided for Members information as <i>Review of Feedback</i> via Governance & Audit Committee.
<b>Internal Measure</b>	Number of corporate accidents/incidents per year	54	As the system has now been in for 18 months and there is now a culture that all	61	There has been an increase in the number of incidents reported; this is due to the Safety Champions group encouraging improved reporting. This year there has been a high number of verbal incidents reported and slips/trips have been higher, notably in the Central Services area. This led to a relocation of the team to a more suitable location.

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
			accidents/incidents are reported the target for the coming year will be to see a decrease in the number of accidents/incidents.		
	Number of corporate accidents/incidents per year resulting in time off from the workplace	3	0	6	We closely monitor corporate accidents through the Minerva reporting mechanism and work closely with Safety Champions in order to keep this figure to a minimum. Our aim is for there to be no accidents/incidents that result in time off from the workplace.
	Number of days lost due to accidents (corporate)	49	0	31.8	As noted above.
	Number of days lost due to work related stress (corporate)	N/A	N/A	N/A	This data is now collated corporately. Stress management remains a priority for the Council and Corporate H & S team.

# **Progress and Delivery Monitoring Report**

**Director of Regeneration and Planning**

**March 2014**



## Board/Programme Level

### Growth Programme Board

#### Executive Summary

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

###### Progress In the Period

###### Property and Assets

The demolition of the former West Lindsey main office accommodation (the old Guildhall) on Caskgate Street has now been completed with the necessary landscaping works currently being undertaken. It is anticipated that the area will be opened for public use once the turf and planting has become established in June and we are investigating the possibility of linking the opening of the site with Gainsborough Town Council's celebration of the town's Norse anniversary.

At the end of January 2014 the Property & Assets service procured a new Computerised Aided Asset Management System (CAAMS).

Having data stored on a single CAAMS will enable the service to make informed strategic decisions and identify capital works programmes thus forward planning necessary maintenance and replacement of end of life plant and equipment. Such action would result in a reduced risk of break down, service disruptions and expensive reactive repair costs.

The system will also enable the council to identify and address backlog maintenance issues retaining value in the assets whilst providing the opportunity to improve customer satisfaction in our tenanted properties. It will also improve the means of scheduling investment property events including lease renewals, rent reviews etc. by having the ability to diarise and delegate duties to team members.

###### Strategic Growth

A successful skills and employment fair was held in Gainsborough attracting more than 100 people organised by the Growth Team and involving a breadth of service providers and employers in the area

Council has approved proposals for the delivery of a 'Growth Fund' to facilitate business growth in Gainsborough. The scheme is currently being developed with management and operational details to be reported to councillors in June, ready to launch the scheme in summer 2014

Officers are working with the Lindsey Action Zone on a further bid for LEADER funds to operate a future programme of support to assist the growth of rural businesses in West Lindsey (and wider Lincolnshire area).

Good progress has been made with the development of the Economic Development Strategy and Gainsborough Masterplan with both expected to complete in the next quarter. Similarly, Members have been involved in refining the brief for the redevelopment of the Council's sites within Gainsborough town centre with further work and progress planned for next quarter.

Discussions with key businesses are continuing with assistance focussing on potential broadband solutions, signage and promotion, funding and asset development/disposal.

Successful workshops have also been held with tourism businesses focussing on the promotion and use of digital marketing.

### **Home Choices**

The housing register (Choice Based Letting) system stability issues have been resolved in the last quarter, leading to a reduction in the time taken to process housing applications. Homelessness demand has increased and this continues to be an area of pressure for the team. In response to service demand, a duty rota system has been introduced by the team and this is working effectively.

The Lincolnshire Homelessness Strategy Group led by the Home Choices Team Manager has secured £168,000 funding including £50,000 from the Lincolnshire Community Safety Partnership to deliver the well-established street outreach service in Lincolnshire for a further year. The service has seen some staffing changes in the quarter; one of the floating support officers has retired leaving a vacant post (recruitment in progress) and a front line housing advice officer started her maternity leave in March 2014. A home choices officer has been successful in her appointment as an independent board member for HMP Lincoln, supported by the West Lindsey DC employee volunteering policy.

### **Safeguarding**

A combined safeguarding policy (safeguarding children and young people, adults at risk, and people at risk of or experiencing domestic abuse) has been developed by safeguarding officers and approved by Prosperous Communities Committee (25/3/14). Work to embed the policy and refresh the principles of safeguarding is underway. 11 elected members attended a safeguarding workshop in March 2014 and positive feedback has been received. This led to a member request to include safeguarding into elected member inductions; this has been piloted with a new elected member in April 2014 and will form a part of member inductions in the future. The Council is preparing for an assessment of its safeguarding children compliance (in line with Section 11 of the Children Act 2004).

## **Safeguarding reports and domestic abuse cases dealt with in January and February 2014:**

### January:

- 17 cases
- 7 DA high risk
- 3 historic DA
- 10 safeguarding – not DA
- 2 target hardening requests for high risk cases

### February

- 29 cases
- 14 DA high risk
- 7 DA standard risk
- 8 safeguarding – not DA
- 4 target hardening requests ( 3 standard risk, 1 high risk)

## **Housing and Communities**

Projects in relation to empty homes are being progressed and the performance in this area has exceeded the set targets by some distance. The profile of empty property work has increased and major steps are being taken to reduce the long term empty property totals within the area. Localised work is continuing in Gainsborough South West Ward and an empty homes policy to support work in this area is has been approved by councillors.

3 long term, high impact empty properties are being looked at for Compulsory Purchase and will progress to committee in June.

Planning enforcement cases remain at a significantly low level and no complaints for this work area have been received in the period. Officers are focusing on the high impact cases in line with the council's policy.

The budget for Disabled Facilities Grants has been spent in the main, with the remaining funds, carried from last year, committed to works to be completed in early 14/15. The Council has also moved its first two assisted move scheme applicants as part of the independent living project.

## **Central Lincolnshire Local Plan**

The Central Lincolnshire Core Strategy was withdrawn by CLJSPC in 6 January 2014 as a response to the Government Inspector's concerns about the evidence available for a 6 year land supply and a two-part plan process. (The Government

changed focus from a two part process to a single Local Plan part way through preparation of the Core Strategy.)  
 The work undertaken up to January 2014 is being used to inform the work required for the Central Lincolnshire Local Plan.  
 The timetable for the work is as follows:  
 Draft Plan (Settlement Growth and Strategic Policies) work from May 2014 to Dec 2015 with a formal consultation period in Oct/Nov 2014.  
 Draft Plan (including site allocations) work from May 2014 to Dec 2015 with a formal consultation period July to September 2015.  
 Final Draft Plan (pre-submission plan) – formal consultation period Jan/Feb 2016  
 Submission – April 2016  
 Examination – July 2016  
 Inspector’s report September 2016  
 Adoption – Nov 2016

**Development Management**

Number of planning applications received in the year 690

Performance against the 8/13 week target	Q1	Q2	Q3	Q4
Majors in 13 weeks	38%	66%	81%	81%
Others in 8 weeks	78%	75%	71%	70%
Householders in 8 wks	83%	86%	89%	76%

The performance in 8 weeks has reduced due to 2 of the officers currently working on their dissertations for full planning qualifications and needing time out to complete properly.

Planning application fee income for the year -£714,656, this is -£259,656 over budget. This has been a result of an increase in large applications. We know that there will be maintenance of fee income next year as we have got approx. 25 major applications at the pre-application stage which will be coming through in 14/15.

Large/significant p/a granted in the year Houses and hotel at Burton Waters, exception housing site at Ingham, solar farm at Fiskerton, solar farm at Faldingworth, pig farm at South Kelsey, 2 anaerobic digesters in district, KFC in Gainsborough, exception housing site at Cherry Willingham. Major wind farm application at Hemswell Cliff refused.

Large appeal defended 1 appeal by public inquiry end March 2013 – Welton, pending decision  
 Potential NNDR income to the council in 2014/15 from Faldingworth solar farm - £193k p.a

## **Building Control**

Marketing efforts due to substantial marketing and networking the Building Control manager has secured significant contracts during 13/14 which will lead to fees in 14/15 of approx. -£150k. Work is continuing in this area

Fee income for the year -£168,305 which is £73,825 under budget. The Building Control service was brought back in-house in April 2013, the budgets had been set based on figures provided by the previous service provider which included fees calculated using higher costs. When brought in-house the same level of fee could not be charged due to Building Control regulations. This was identified in Jan/Feb 2013 and a contingency budget of £66k was set up to mitigate the financial risk of a shortfall in income in this service.

For 2014/15, fees have been re-calculated and increased in line with Building Control regulations and cost recovery. This brings us back in line with other local authority building control services in the area.

## **Land Charges**

Fee income for the year -£135,382, this is -£10,382 over budget.

This income has been achieved despite the backlog in Land Charges which at the end of March 2013 stood at 32 days for a local land search. This has been addressed in the short term and an options paper for longer term improvements, particularly to digitise records is being put to CMT in April 2014. There has been a month on month increase of local searches throughout 2013/14 (except Dec) leading to a 24% annual increase, putting extra pressure on the team.

## **Actions for next period**

### **Property and Assets**

Implementation of Computerised Assets Management System

Commence data input on CAAMS system in relation to the Governments Transparency Agenda

Procure professional estates service

Tender out Condition Survey works on Council Owned Assets

Procure Valuation Services for the next 5 years.

Obtain resources to extract critical data from Authorities Deeds, Leases, Agreement etc. in order to populate CAAMS system

### **Strategic Growth**

Completion of Economic Strategy for consideration by committee

Completion of Gainsborough Masterplan for consideration by committee

Proposals for Gainsborough Growth Fund to be considered by committee, for proposed launch in summer

Further direct liaison/bespoke support for a number of key businesses looking to grow and new businesses looking to locate in WL

Monitoring of employment and commercial developments over the past year to be carried out

Project to address the “not in employment education or training” (NEETs) issues in Gainsborough started

Public consultation on the proposals for the Greater Gainsborough sites

### **Housing and Communities**

Embed the disabled facilities grant service in house

Progress specific projects such as selective licensing and Gainsborough young person’s accommodation

Progress CPOs of 3 empty properties

Review and implement mobile homes and park homes licensing policy

## **Financial Summary**

The service is predicting a surplus of -£110k, a variance of -2.8% from budget. The significant variances are outlined below;

The Strategic Growth service is anticipating deficit of £189k. The major part of this deficit relates to the demolition costs of the Guildhall. The latest estimated costs indicate that the budget is likely to be some £296k overspent as a result of the asbestos works needed to comply with health and safety regulations. There could be a potential reimbursement of part of this sum. As yet, a firm out turn spend and reimbursement is not known. The matter was the subject of a report to Policy & Resources Committee. These additional costs are 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, the Civil Parking Enforcement scheme being less than budgeted and other various in year savings. Member's approval has now been given to transfer £75k of the Independent Living Grant be utilised for capital. Of the remaining grant £15k has been spent in 2013/14 and £160k will be rolled forward to 2014/15.

Within the Development and Neighbourhoods service there is a predicted in year saving of -£296k. This in the main reflects the successful re-negotiation of the Leisure Contract, which net of negotiation costs is -£76k in the first year. In addition the new contract will generate on-going savings of £230k per annum. Planning fee income is performing well. It is also anticipated that planning fee income generated will be some £246k above budget. Although there are few developments coming forward to warrant S106 agreements; this budget is likely to be £8k less than expected.

Building Control fees are likely to have a deficit of £74k; however contingency budgets have been set aside (£66k) to meet any shortfall within this volatile area. The Finance team have been working with the service to review the current fee structure as part of the Boot Camp Your Business initiative.

Local Land Charges is showing a shortfall of £110k this mainly reflects the provision for repayable fees and charges. The Council has received grant funding of £34,356 towards these costs and earmarked reserves will meet the shortfall.

## **SERVICE AREA EXPECTED OUT-TURN VARIANCES**

Year End Position	Director	Strategic Growth	Development and Neighbourhoods	Total Regeneration and Planning
<b>Income</b>				
Government Grants	0	60,651	0	<b>60,651</b>
Capital Receipts	0	0	0	<b>0</b>
Other Grants & Receipts	0	-76	-12,957	<b>-13,033</b>
Customer & Client Receipts	0	-775	-187,050	<b>-187,825</b>
Interest	0	0	0	<b>0</b>
Council Tax	0	0	0	<b>0</b>
				<b>0</b>
<b>Total Income</b>	<b>0</b>	<b>59,800</b>	<b>-200,007</b>	<b>-140,207</b>
<b>Expenditure</b>				
Employees	483	-55,975	-16,860	-72,352
Premises Related	0	319,143	4,105	323,248
Transport Related	-631	-1,042	-1,125	-2,798
Supplies & Services	-1,855	8,059	-18,951	-12,747
Third Party Payments	0	-105,368	-63,936	-169,304
Transfer Payments	0	-35,765	370	-35,395
<b>Total Expenditure</b>	<b>-2,003</b>	<b>129,052</b>	<b>-96,397</b>	<b>30,652</b>
<b>Net Total - Surplus (-)/Deficit</b>	<b>-2,003</b>	<b>188,852</b>	<b>-296,404</b>	<b>-109,555</b>

	Annual Budget £			Year End Actual £	
	Income	Expenditure	Net Expenditure	Net Expenditure	Variance 13/14 surplus(-) /deficit
<b>Development Control</b>	-478,130	482,205	4,075	265,467	-261,392
<b>Land Charges</b>	-125,000	116,386	-8,614	-2,706	-5,908
<b>Building Control</b>	-242,130	225,665	-16,465	-83,701	67,236



	<b>Annual Income Budget</b>	<b>Income Received 13/14</b>	<b>Variance 13/14 surplus(-) /deficit</b>
<b>Development Control - Applications Fee</b>	-420,000	-675,076	-255,076
<b>Development Control - Pre Application Advice</b>	-35,000	-39,580	-4,580
<b>Land Charges</b>	-125,000	-135,382	-10,382
<b>Building Control</b>	-242,130	-168,305	73,825

Within the Leisure service area there is a predicted in year saving of -£87k. This in the main reflects the successful re-negotiation of the Leisure Contract, net of negotiation costs is -£76k. In addition the new contract will generate on-going savings of £230k per annum. The Trinity Arts Centre is predicting a surplus of -£18k due to reduced performance costs and increased income from performances and bar and kiosk takings.

## 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
<b>Core Strategy/Local Plan</b>	01/06/2010	Suzanne Fysh		21/10/2013	Suzanne Fysh		31/07/2014	Suzanne Fysh	
Comments: The CLJSPC withdrew the core strategy from examination in January 2014 and they agreed to now produce a Central Lincolnshire Local Plan by the end of 2016. The Core Team has been re-structured and greater management controls have been put in place.									
<b>Economic Development Strategy</b>	18/04/2013	Grant Lockett		20/09/2013	Grant Lockett		1/7/14	Jo Walker	
Comments: Draft strategy produced based on comprehensive research process and stakeholder engagement. Amendments to draft determined by CMT between Jan-Mar 2014. Final Strategy now being produced and will be presented to committee by July 2014. Project timescales have slipped due to internal resource issues (departure of lead officer) and changing scope of the project.									
<b>Gainsborough Master Plan View</b>	31/03/2013	Simon Sharp		30/10/2013	Simon Sharp		1/7/14	Wendy Osgodby	
Comments: Draft Masterplan being produced based on findings of stakeholder process which is still on-going. Presentation of draft (web-based) Masterplan due to take place 1 <sup>st</sup> May 2014. Final Masterplan will be produced by July 2014. Project timescales have slipped due to internal resource issues (departure of lead officer) The web site will be an interactive mapping tool to help deliver the vision for Gainsborough, it will include a series of data layers to inform decision making.									
<b>Asset Utilisation Plan</b>									
Comments: Asset Utilisation Plan completed									
<b>Housing Strategy</b>									
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%	14.9 (Nov 13)	<p>Monitoring undertaken by Gainsborough Town Partnership. No further monitoring has taken place since the last reporting period as this is done on an annual basis,</p> <p>The vacancy rate has increased but through HSIF, Gainsborough Town Partnership is now running a shop front grant scheme to assist in uptake/redevelopment of vacant premises</p>
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	£6.8 G'boro £12.0 WL Total – see comments	<p>Completed schemes to end March 2014 (District wide).</p> <p>Eminox - £6.3 m Woldgrain - £5 m Frontier Agriculture - £1.1 m Hemswell Antiques - £500 k KFC - £500 k</p> <p>Value of investment has gone down against baseline for Gainsborough but still compares favourably given the current economic climate. Growth Team has received numerous enquiries from businesses looking to grow but requiring finance to do so. Upcoming initiatives from Lincs Chamber, WLDC and GLLEP should help businesses to access finance they need to delivery growth.</p> <p>Further investment in Gainsborough is in the</p>

					pipeline with a planning application submitted for a Hotel on the site of the former Sun Inn.
<b>Perception/ Satisfaction</b>	Percentage of people satisfied with Gainsborough as a place to shop and visit	2010/11 71%	>71%	80% satisfied with environmental measures (see opposite)  40-60% satisfied with range of shops/services	Survey undertaken of Marshall's Yard Visitors shows that 53% non-local visitors always link trip to Marshall's Yard with a visit to the wider town centre. Survey also asked visitors to rate the following: 1. Appearance of shop fronts/buildings 2. Streets and spaces 3. Cleanliness 4. Accessibility 5. Quality of shops 6. Range of shops. Over 80% of respondents rated 1-4 either good or excellent. Only 40-60% respondents thought that the quality and range of shops was good/excellent.  Key barriers identified for the town centre are: Quality and range of shops; range of pubs and eating places.
<b>Internal Measure</b>	Not considered appropriate in this scorecard (see notes)	N/A	N/A	N/A	For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance.

**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) gap is 2%	Reduce gap between WL levels and national level to 1.5% by 2015	WL: 9.7% UK: 5.1% (Jan 14) – gap now 4.6% - see comment	JSA Claimant Count information via Nomis (note figures for 18-24). Rate has shown gradual increase month on month from Oct 13. National rate is now also showing increase compared with last month but gap has widened. Rate/numbers have increased from pre-recession low of circa 6% (approx. 350) for WL compared to circa 5% national average but they have decreased from recession high of 12.4% (780) for WL during 2012 (8.3% national average) down to current figure of 9.7% which equates to 610 people. Several initiatives are underway to address – Youth 100, Talent Match are 2 of the latest. Further actions are also being looked at through the ED Strategy. It should be noted that economic growth & job creation is heavily dependent on the state of the local and national economy, and the appetite of companies to invest in the District. WLDC can help to influence this but cannot control this. WLDC is currently working with partners to understand current provision, performance and assess whether there is anything further that can be done to address the problem of NEETs.
	Total number of businesses in the district	5489 (Q3 2011/12)	Increase of 0.5% pa	5441 - 1% decline but please see comment s-.	Source Business Directory – Experian data April 2013. The use of a different data set from 2012 will have affected the figures. This is an annual indicator.  Notwithstanding the change in data source, there has been a small decline in the no of businesses in our District but this is in line

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
	Total number of jobs in the district	30,020 (Q3 2011/12)	Increase of 0.5%	29 207 – 3% decline see comment	with Greater Lincolnshire trends, reflecting difficult economic conditions which are persisting  Source 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. SME's employment profile would be known or accessible through a range of data sources. This is an annual indicator.  See comments above for businesses
<b>Cost</b>	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	£1:58	Investment figure/ET02 outturn forecast £207,647. Rate of investment in the District has slowed but also there have been substantially reduced resource in the ED team due to maternity leave and secondments.
<b>Perception/ Satisfaction</b>	No. of businesses engaging in the consultation on the strategy	0	A statistically significant sample of the businesses in the District	33	Stakeholders involved in Economic Strategy workshop and questionnaire responses (500 surveys issued). Further engagement planned with finalised strategy.
<b>Internal Measure</b>	% invoices paid on time by the Strategic Growth Service	93.59% (cumulative Apr-Dec 2011)	100%	96.68% (cumulative to Feb 14)	Figure reflects Strategic Growth Service which includes four areas (Housing Strategy, Home Choices, Assets and Growth & Projects). We do not have an individual figure for Growth & Projects but if we did, it would exceed the average for the service as a whole.

Programme Name: Housing Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Increase the supply of affordable homes	49 (delivered in 2012/13)	70	14	Q1- 5 Q2- 6 Q3 – 3 Q4 - 3 This year's completions present a low point following on from the market downturn from previous years. During 2013/14 six starts on site are delivering 73 affordable units in 14/15 and four further permissions have been given providing a further 35 units and around £200k in off-site contributions for housing. Completions for 2014/15 are likely to exceed the 70 target and be nearer to 100.
	Poor housing conditions in Gainsborough – specifically South West Ward	New initiative measures to be developed	N/A	N/A	New initiatives to be developed during 2014/15 to effectively measure this area of work.
Cost	Housing Strategy cost per 1000 population	09/10 £1718 10/11 £886	£886	N/A	Service Plan will include benchmarking measures for 2014/15.
Perception/ Satisfaction	Number of representations received on the Housing Strategy	N/A	N/A	N/A	This will be determined during strategy development in 2014/15.
Internal Measure	Not considered appropriate in this scorecard (see notes)				

**Programme Name: Local Plan (Core Strategy)**

<b>Perspective</b>	<b>Measure</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Delivery against the needs identified in the district for new homes.	2014 Annual Monitoring Report	To be devised as part of the preparation of the new Local Plan	N/A	The Local Plan period is 2016 to 2036 (to be confirmed at the next CLJSPC in April 2014) - and the housing growth figures are due to be reviewed over the next few months.
	Delivery against the needs identified in the district for affordable homes	2014 Annual Monitoring Report	To be devised as part of the preparation of the new local plan	N/A	Not known at this time as SHMAA is due to be updated from May 2014
	Delivery against the needs identified in the district for employment land	2014 Annual Monitoring Report	To be devised as part of the preparation of the new local plan	N/A	Review and update of evidence to be carried out 2014/15
<b>Cost</b>	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	£171,000	Costs have been held at £171,000 for 2014/15. It is likely that they will reduce for 2015/16
<b>Perception/Satisfaction</b>	Number of objections to the strategic site allocations within the plan	0	Will be reviewed as part of the preparation of the new local plan	N/A	No sites have been allocated as yet.
<b>Internal Measure</b>	Fully staffed Joint Planning Unit (JPU)	7 FTEs	7 FTEs	7 FTEs	Vacancies have been filled using an SLA with Peterborough City Council.



**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				Previously achieved
Cost	Income from Council Assets	£284,038 (Income 2011-12- whole year)	Admin £65,684  Others £123,238	Income for whole year (2013/14)  £309,578	Admin actual for the year is £97,192 Other actual for the year was £212,386
	Car Park Income The figures are based upon the income received	£198,440 (2011-12- whole year)	Cumulative Budget £206,000	Cumulative Income £197,493	Annual income from car parking fees inc season tickets. Note £12k of income was lost due to free car parking in May & June 2013 combined with the loss of income from the Guildhall car park during the demolition works.  Additional income of £14,225 has been received by the Authority due to fine payments
Perception/ Satisfaction	Survey of Council commercial tenants	N/A	N/A	N/A	Survey performed in Dec 2013 and results to provide baseline for 2014 target (note only four returns received)  Q The overall satisfaction with the property for your business needs? A very satisfied (33.3%) Satisfied (66.7%) Q The overall value for money? A very satisfied (50%) Satisfied (25%) Neither satisfied nor dis-satisfied (25%)
Internal	Staff Sickness	2011/12	<1day	13 days	Period of sickness between Nov 2013 and April

<b>Measure</b>		sickness levels 1.16 days		3%	2014 has been 13 days (based upon total team available work days of 438.5days)
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## Strand Level

### Service Strand: Strategic Growth- Growth Team

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
<b>Quality</b>	Amount of employment land/ properties granted planning permission (square metres)	Amount of land/floorspace granted planning permission in 2010/	5%per annum (increase in baseline)	25 387 sq. m/ 2.47 ha	60 commercial applications received during the 2012/13 financial year relating to the development of commercial floor space.
<b>Cost</b>	Cost of the Economic Development Service per head of population	2011/12 £5.59	£3.16	£2.33	207,647/89200. The targets and measures in this section will be developed and benchmarked against similar councils to develop service cost comparisons.
<b>Perception/ Satisfaction</b>	Numbers attending skills events (skills fair)	Skills fairs took place on 11 September 2012 and 14 February 2013 – total 295	100	200	Apprentice Day – 24 June 2013 - 96 attended Employment and Skills Fair 11 March 2014 – 104 attended
	Numbers attending business events (business networking, business lunch)	Business lunch 6/11/2012 and DEFRA Event 8/03/2013 – total 52	100	58	Reception – Lincolnshire Show (Food Matters) 42 attended. G'boro Manufacturing Lunch 16 attended. Fewer events have taken place this year.
	% satisfied with business events run by the service	100% from previous speed	80%	100%	Feedback from all 21 attendees at a business

		networking events			engagement event held re the ED Strategy gave the event a good/excellent rating.
	% satisfied with skills events run by the service	87.4% - previous skills fairs in 2012/13	80%	69%	Feedback identified the desire for local employer participation, which has been limited. Future events will include a job board identifying real job opportunities for attendees.
<b>Internal Measure</b>	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%	N/A	To become a central/corporate measure

**Service Strand: Strategic Growth – Housing Team**

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
<b>Quality</b>	Number of affordable homes delivered	49 (2012/13)	70	17	Q1- 5 Q2- 6 Q3 – 3 Q4 – 3 It is anticipated that this level of delivery will improve in 2014/15 (see programme measure above)
	Number of long term (>6 months) empty homes returned to use	895 (1/4/13)	20	181	1/7/13 – 829 (66 returned to use) 1/10/13 - 757 (72 returned to use) 1/1/14 – 714 (43 returned to use)
	Number of Households prevented from becoming homeless (includes homelessness relieved)	141	103	169	Change to recording system made in 2013, including introduction of CBL. This created some prevention recording errors which have been corrected manually by the team and the

					new CBL system has developed to automatically record and report from 1 <sup>st</sup> April 2014.
<b>Cost</b>	Housing Strategy cost per 1000 population	N/A	N/A	N/A	To be reviewed as part of IDBR and service plan ACoP.
<b>Perception/Satisfaction</b>	Customer satisfaction surveys (10/10) (Home Options)	N/A	N/A	N/A	As per previous P&D reports, not recorded this year. Will be incorporated into new service plan and P&D reports.
<b>Internal Measure</b>	Percentage of staff receiving three or more training/development days in the previous 12 months in accordance with that identified in the IDP		100%		To be recorded centrally

**Service Strand: Neighbourhoods and Development – All Teams**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Predicted Year End</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Percentage of planning appeals dismissed.	87.5%	90%	50%	Four appeals Determined, two allowed, two dismissed. Both the appeals allowed were refused at Planning Committee against Officer recommendation
<b>Cost</b>	Income from Planning Application Fees	£217, 660	£478,130	£723,703	Latest figures – well above target due to large major applications received.
	Income from Building Control Commercial Account	£242,130	£176,000	£168,000	Year-end figures being worked on at the moment. Fee setting has been done according to revised regulations for next financial year. – This will mean that the fees set will represent a more accurate representation of delivering the service.

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Predicted Year End</b>	<b>Comments (include reason and rectifications)</b>
<b>Perception/ Satisfaction</b>	Satisfaction Survey	Qualitative index based on 11 questions	100%	90%	Building control retaining their percentage and receiving a number of compliments this period. Target 92% for 14/15
<b>Internal Measure</b>	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%	Appraisals underway at the moment

# **Progress and Delivery Monitoring Report**

**Resources Directorate**

**March 2014**

## 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:** Democratic Services , and the Revenues and benefits Team have moved to more suitable accommodation . ICT have moved up to the Third Floor, freeing floor space on the 2<sup>nd</sup> floor for leasing. This should improve the Council's income position. The project has matured further with desk occupancy settling down at around 75%, compared to a figure of 44% prior to the project. West Lindsey staff continue to occupy a small portion of the second floor. Any further issues with IT, office space etc. are now dealt with as business as usual, however the review team continue to monitor and evaluate. Almost 75% of the space made available is now leased with occupants due to take up residence shortly. Changes in working patterns have become more evident with more officers becoming more comfortable with the concept of working away from the office. Staff have welcomed the improved transparency and communication. The Project Team have been thanked and have been asked to act as Service Champions. Members of the Team will progress the Council's approach to 'Investors in People'

#### **Universal Credit Pilot**

The Universal Credit pilot was completed on time and in budget. The Evaluation report was well received by the Department of Work and Pensions. West Lindsey were invited to meet with the Minister Lord Freud to present their findings and offer advice on the next steps. Following the end of the pilot 2 open days were held and more than 70 delegates attended to learn from our experience. More recently the team have built on the pilot's success by successfully bidding for funding from the European Social Fund. This amounted to £135,000 which will be used to support customers getting access to It across the district and guidance from a team of volunteers.

#### **E-Accessibility Programme,**

The project has made excellent progress. The original budget of £160,700 has attracted £160k external funding for the European Social Fund. The project underspend projected at 31 July 2014 is £25,205. Significant achievements include : refresh of the Council's website with more functionality and improved look and feel. Four self-service stations are being established across the District's villages. A number of "Achieve Forms" have been implemented including missed bins, tell us once, book a pest control visit, report fly tipping, A-Z of recycling and the Chairman's invitations. Cashable Savings have been identified and will appear in future P & D reports as these have not been achieved in 2013/14 financial year. In 2014/15 we are expecting to provide £30k cashable savings and £40k efficiency savings, subject to validation after a 3 month pilot of each form designed.

#### **Strategic Financial Management:**

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

A balanced and sustainable financial position has been agreed with work streams progressing for future years. The finance matters programme has delivered against its key requirements with enhanced processes, reporting and training having been delivered. Future developments will now form part of business as usual activity. The Board will lead and oversee the Council's Transformational Plan which will include savings of at least £3m

### Organisational Development Programme

Following the refresh of the Corporate Plan, we are now in the final stages of appraisals being completed; the appraisals are to review performance for the last year and to set new targets for the year ahead. Development is a significant part of the appraisal process to ensure that we have the right skills to deliver our ambitious plans, from this we complete a training schedule which will be agreed by CMT.

### Financial Summary

The Directorate is predicting a surplus of -£608k, a variance of -6.6% 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. A saving of -£66k in Corporate support offsets the £66k underachievement of income in Building Control.

Corporate Governance and Business Improvement are predicting a surplus of -£60k brought about through generating income in shared service arrangements (-£16k), savings on maintenance costs for Cemetery & Mortuary Services and Parks & Open spaces (-£9k) and reduced expenditure on the Agile Working programme (-£36k). The underspend on the Agile Working project has been requested to be rolled forward in to 2014/15 to continue to fund on-going work.

Revenues, Benefits and Customer Services are anticipating a surplus of -£351k. Significant variances within this service include income of -£35k due to the increased recovery of Summons and Committal court costs. Additional income of -£164k due to the work that Capacity Grid is undertaking in relation with rent allowances recovered. Legal Services also received additional income of -£18k in the form of a reimbursement from LCC.

People & Organisational Development are anticipating a surplus of -£79k. Significant issues within the service include a deficit of £7k relating to corporate training, specifically the leadership training. This is offset by a surplus of -£75k due to staff vacancies and a surplus of -



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

£7k due to low uptake of Member training (the Member training plan is currently under review).

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

### SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Chief Executive	Commercial Director	Corporate Governance	Finance	Central Services	People and Organisation	Total Resources
<b><u>Income</u></b>							
Government Grants	0	0	0	0	-462,050	0	-462,050
Other Grants & Receipts	0	0	-1,531	0	-117,569	0	-119,100
Customer & Client Receipts	-171	0	-13,677	-17,100	-44,950	0	-75,898
Interest	0	0	0	-155,018	0	0	-155,018
Council Tax	0	0	0	-1,296,000	0	0	-1,296,000
<b>Total Income</b>	<b>-171</b>	<b>0</b>	<b>-15,208</b>	<b>-1,468,118</b>	<b>-624,569</b>	<b>0</b>	<b>-2,108,066</b>
<b><u>Expenditure</u></b>							
Employees	-6,000	0	16,209	36,580	-29,889	-67,483	-50,583
Premises Related	0	0	-8,028	-49,250	-307	0	-57,585
Transport Related	-600	-1,000	696	-250	-3,559	441	-4,272
Supplies & Services	-1,098	-1,000	-56,058	-20,330	-19,809	-9,570	-107,865
Third Party Payments	0	0	1,899	17,002	-51,655	-1,911	-34,665
Transfer Payments	0	0	0	61,529	385,333	-881	445,981
<b>Total Expenditure</b>	<b>-7,698</b>	<b>-2,000</b>	<b>-45,282</b>	<b>45,281</b>	<b>280,114</b>	<b>-79,404</b>	<b>191,011</b>
<b>Net Total - Surplus (-)/Deficit</b>	<b>-7,869</b>	<b>-2,000</b>	<b>-60,490</b>	<b>-1,422,837</b>	<b>-344,455</b>	<b>-79,404</b>	<b>-1,917,055</b>
<b>Movement in Reserves</b>				<b>1,316,000</b>			<b>1,316,000</b>
<b>Corporate Accounting</b>				<b>-80</b>	<b>-6,687</b>		<b>-6,767</b>
<b>Net Total - Surplus (-)/Deficit</b>	<b>-7,869</b>	<b>-2,000</b>	<b>-60,490</b>	<b>-106,917</b>	<b>-351,142</b>	<b>-79,404</b>	<b>-607,822</b>

**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
<b>Agile Working</b>		A. Reeks	Black	21/08/12	A. Reeks	Black	31/01/14	A. Reeks	Black
<b>Comments:</b> Review of project has been completed and findings have been analysed. This exercise has identified a small number of remaining actions which shall be addressed. Effectively however, the project has been closed with any additional matters addressed in the course of business-as-usual.									
<b>ICT Strategy</b>		A. Reeks	Black	31/3/14	A. Reeks	Red	Nov 14	A. Reeks	Red
<b>Comments:</b> 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.									
<b>Customer Excellence Programme – e-accessibility</b>	Nov 13	L Marlow	Green	Dec 13	L Marlow	Green	April 14	L Marlow	Green
<b>Comments:</b> Delivering, enabling of software, workshops, form design and implementation is now work in progress. We have done a soft launch of 4 forms and these are being used in Customer Services and will appear on website before end of March. Work has commenced on design of another 10 forms as part of phase one. Work has also commenced on the design of Achieve Service and a workshop is to be held on 3 April on the design and build of achieve self. We are on target to have completed phase one by the end of April 14 and have now created an approach for phase two which is expected to be complete by the end of July 14.									
<b>Organisational Development Plan</b>		E. Redwood	Black		E Redwood	Black	31/05/14	E Redwood	Green
<b>Comments:</b> Commission complete. Scope agreed. Delivery on track to agreed timeline.									
<b>Strategic Financial Management</b>		R. Stone	Black		R. Stone	Black	28/02/13	R. Stone	Black
<b>Comments:</b> Sustainable budget position delivered. Utilising ‘real’ examples and findings from staff competency / knowledge assessments develop training, development and information provision.									
<b>Revenues and Benefits Programme</b>		A. Robinson	Black			Black	31/3/14	A. Robinson	Black
<b>Comments:</b> 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 ranging from home worker to fixed in office	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)	£124,730	An 11.3% saving has been realised in relation to the costs of travelling expenses. Target not achieved but further progress would be expected as IT supports video conferencing to reduce need for physical attendance at meetings etc.
Perception/ Satisfaction	Desk occupancy at 10am on a Monday morning	62% (as @ 1 <sup>st</sup> phase)	(44% pre office changes)  90% amended target	73%	Survey undertaken on first day of Easter holidays which found occupancy rate to be two percentage points lower than the 75% recorded in the previous report. The project has matured well and the percentage of non-occupied desks has fallen from 56% (as recorded prior to the project commencing) to 27% suggesting that no. of desks provided as part of the project is in line with organisational needs.
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	A small section of the second floor remains occupied by WLDC staff following the analysis of the findings of the review into the Agile Working project. At the outset of the project we had 415 sq. metres of office space not occupied by WLDC staff so the project has been successful in making additional space available for rental. In regards to this, long term tenants have been secured for occupancy of approximately 75% of the space

					made available.
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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%		
	Number of staff appraisals undertaken across the council	50%	95%	95%	95% of appraisals for staff were conducted for 2013; this is the highest rate to date. We are currently conducting appraisals for all staff and these are to be finalised by the end of April 2014.
Cost	Cost of Training and Development (Members)	£3,500	£16,000	£9,575	A member development plan has now been agreed for 2014.
	Cost of Training and Development (staff)	-	£65,000	£73,269	This year has seen the completion of some ambitious corporate training programmes, such as Commercial training and the Leadership Development course which was run in partnership with Bassetlaw District Council.
Perception/ Satisfaction	Satisfaction of appraisals undertaken	New Measure	75%		This is a new measure which will be implemented in 2014 following the appraisals.
Internal Measure	Delivery of training and development against the Individual Development Plan (IDP)	New measure	50%		This is a new measure which will be implemented in 2014 following the appraisals.

**Programme Name: Strategic Financial Management**

<b>Perspective</b>	<b>Measure</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Budget is viable over the life of the MTFP with balances maintained at an acceptable level	100%	100%	100%	
<b>Cost</b>	Balanced budget for coming year	100%	100%	100%	
<b>Perception/ Satisfaction</b>	Satisfied reporting requirements at all levels in the organisation	User Satisfied	User Satisfied -		
<b>Internal Measure</b>	Variation YE spend to 6 month projected spend	5%	5%		Awaiting year end position

**Programme Name: Customer Experience**

<b>Perspective</b>	<b>Measure</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	% of Web Transactions against all transactions	12%	50%	29%	A 1% increase from last quarter. We are expecting to see substantial increase in web activity during 2014/15. Benchmarking figures have been prepared for future P & R reports as a baseline.
<b>Cost</b>	Cost of Customer Relations team	£437,990	£434,490	£377,742.44 as at 27/3/14	Due to recent loss of staff to other areas and staff seconded to the eaccess programme we are having to taken on some temporary resources in order that we can provide a service. Whist substantial saving have been achieved it is envisaged that next year less saving will occur due to increases for support from customer services, such as job centre plus moving into our building and requiring a meet and greet and security service from our team. Because of the eaccess programme it is hoped that we can accommodate the increases in workload hence the requirement for temporary resources
<b>Perception/ Satisfaction</b>	10/10 surveys	10% of customers surveyed within each section	100 % satisfaction rate	Unknown	No surveys have been undertaken due to staff being seconded to the e-accessibility programme and low staffing levels which means we are not able to factor in this additional workload. Other initiatives are being looked at as a mean of enabling customer to self-serve for satisfaction surveys
<b>Internal Measure</b>	Percentage of staff appraisals conducted within each year	100%	100%	100%	All staff will have had their appraisals undertaken by 25 April 2014.

## 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	To be addressed as part of the ICT shared infrastructure project with North Kesteven District Council.
Cost	Revenue budget within expected range for defined period	>9%	0	0%	The service was delivered to budget.
Perception/ Satisfaction	ICT User Satisfaction (amended measure)		90%	Not tested	This was intended to be tested as part of the Agile Working Review' however a separate survey is required which will be completed by the end of May 2015.
	Website user satisfaction	66%	>72%	71% average for the year	The E-accessibility programme aims to address the issues affecting user satisfaction.
Internal Measure	The existence of Service Level Agreements (SLA) with Service Heads	0	7	0	These are being developed as part of the ICT shared infrastructure project with North Kesteven District Council.
	Number of website visits	240,981	>240,981	280,873	Target achieved.



**Service Strand: Benefits**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	End to End processing times for Housing and Council Tax Benefits. (mean)	8.1 days	7 days	6.5 days	Results are on target and show an improvement on last year.
<b>Cost</b>	Cost per live claim	£43.85	£45.00	£44.23	Costs have increased slightly from previous years as the number of claims that are currently live has reduced due to Welfare reform. That said the performance is on target.
<b>Internal Measure</b>	Revenues Benefits and Customer Services sickness days	3.4 days per employee	5 days per employee	7.88	There has been significantly more absences this year as compared to last year. That said performance has improved over the last 6 months. All actions to manage attendance have been carried out and there will continue to be a focus on this area in the coming months.

**Service Strand: Revenues**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Council Tax in year collection rate	98.7%	98.5%	98.18%	This shows a reduction in collection rate of one half of one percent. This is as a result of changes to the Council Tax Benefit Sceme which now requires a contribution from all working age householders irrespective of their income levels. It is anticipated that the outstanding balances will be collected but the circumstances of the debtors will mean that recovery takes more time.
<b>Cost</b>	Cost per property	£9.24	£9	£8.70	On target and a reduction in costs from last year
<b>Internal Measure</b>	Revenues, Benefits and Customer Services invoices paid on time	97.1%	100%	95.76%	This measure is off target for the year. 7 invoices missed the target. However it should be noted that only 1 invoice has missed the 30 day target between 1 <sup>st</sup> August 2013 and 31 <sup>st</sup> March 2014.

**Service Strand: Democratic Services**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	End to end measure for FOI	100%	20 days	99%	100% of FOI requests were responded to within the timeline for this reporting period. Year-end position:- 99% of requests were responded to within the timeline
<b>Perception/ Satisfaction</b>	Satisfaction with Development and Training Events	100%	100% Satisfaction		The 2013/14 round of development plan meetings completed.
<b>Internal Measure</b>	% Reports not available on dispatch deadline	TBC	0%	4.5%	Although 100% reports were available for Committee meetings 0.5% were not ready for despatch with the agenda and marked "to follow", 2.9% were not available for briefing. Year-end position:- 100% of reports were available for Committee meetings 4.5% were not ready for despatch with the agenda 17.6% were not available for briefing

**Service Strand: Organizational Development and Communications**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Number of Organisational Development (OD) and Communications (Comms) invoices paid on time	95%	100%		
	Number of sickness days reported (for all employees)	7.05 per FTE	6 days per FTE	7.56 per FTE	
<b>Cost</b>	Cost of HR/OD/Comms		£349,730	£257,805	The team has had vacancies in both areas however these are being addressed in 2014
<b>Perception/ Satisfaction</b>	OD/Comms Staff Satisfaction Survey	67%	67%		This survey is due to be carried out in May 2014 and will feed into future
	% of quality of return to work interviews		85%	100%	These are monitored and although no issues have been raised, if they were feedback would be given
<b>Internal Measure</b>	OD/ Communications number of appraisals	100%	100%		
	No of return to work interviews undertaken	100%	100%		

**Service Strand: Cash Management**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Quality</b>	Breaches of Treasury Management limits	0	0	0	
<b>Cost</b>	Return on Treasury deposits	1%	1%		Awaiting year-end figures
<b>Perception/ Satisfaction</b>	Compliance with prudential indicators	100%	100%	100%	
<b>Internal Measure</b>	Average investment £m	£16m	£16m		Awaiting year-end figures

**Service Strand: Procurement**

<b>Perspective</b>	<b>Measures</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Comments (include reason and rectifications)</b>
<b>Cost</b>	Procurement Lincolnshire Savings Return on Investment (ROI)	3.75	4.58	4.46	
<b>Perception/ Satisfaction</b>	User satisfaction survey – supports organisation objectives	4.5/5	4.5		Awaiting year-end figures
<b>Internal Measure</b>	Savings achieved	£170,536	£200,000		Awaiting year-end figures
<b>Quality</b>	% invoices paid on time	98%	98%	97.86%	Awaiting year-end figures