



PRCC.50 13/14
Committee: Prosperous Communities
Date: 4th February 2014

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Subject: Progress and Delivery Report – Period Two (Sept '13 – Nov '13)

Report by:	Chief Executive Manjeet Gill
Contact Officer:	Alex Reeks Assistant Chief Executive 01427 675175 alex.reeks@west-lindsey.gov.uk
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): That Members examine the contents of the report and be prepared to challenge the progress made in achievement of corporate priorities and the performance of the Council's service areas.

IMPLICATIONS

Legal: None arising from this report

Financial: FIN/73/14. As at 31 November 2013 an estimated surplus of £0.959m will be realised at the year end. Explanations of the significant variances are contained within the report.

Referring to the Capital Programme it is estimated that £2.519m will be expended. There are a number of high value programmes which are expected to be delivered over the medium term, and funding released as and when detailed schemes were developed and approved, therefore carry forward approvals will be sought from Policy and Resources Committee, totalling £2.305m, for these schemes as detailed within the 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:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Purpose

- 1.1 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 operational and financial performance of service areas.
- 1.2 Specifically, this report aims to show the progress to date on the priorities within the Corporate Plan and the performance within each directorate.
- 1.3 The report is a key part of our governance framework as it provides a public statement on how the council is performing.
- 1.4 The emphasis of this report is to provide:
 - Commentary on performance to date
 - Year-end projections based on current monitoring
 - A summary of potential future issues
 - Monitoring of the Capital Programme

2 Structure

- 2.1 The report is structured by directorate with each director providing an update on the progress that they have made in delivery of the Corporate Plan priorities within their areas of responsibility and an update on the performance of the services within their remit.
- 2.2 Each section is preceded by a director's executive summary and the whole report is preceded with an overall executive summary by the Chief Executive and a statement by the Chief Finance Officer.

3 Key Messages

3.1 Chief Financial Officer

The positive economic signs seen recently have continued through the Chancellor's Autumn statement with growth projections increasing and the number of benefit claimants reducing. However, inflation is higher than targeted and the deficit is unlikely to fall this year so these signs need to be taken as the beginning and not the end of the recovery.

The latest announcements and projections made in the Chancellor's Autumn Statement 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 we will still need to find in the region of £3m in three years.

It also appears as though previous suggestions relating to a 35% top slicing of New Homes Bonus (NHB) in 2015/16 will not now take place, although further reviews of the NHB scheme will be undertaken, which could affect WLDC's funding position.

Work on delivering a balanced and sustainable budget has continued and it is expected that a robust and sustainable position will be presented in February/March for consideration and approval. Attention is already moving towards continuing the work necessary to identify and deliver further savings for future years with a view to maintain the Council's robust financial position.

It should be noted that the work towards future financial years had included the application to join a Lincolnshire pool for business rates. However, due to appeals against Power stations and associated pipelines, it has been decided not to pursue the pool application for the coming year, although this position will be reviewed again for 2015/16.

With the inclusion of additional business rates retained through the new scheme the current projected financial outturn is a surplus of circa £1m. It should however be noted that in line with delivering a balanced budget for future years work will continue over the coming months to realise further savings and it is hoped that the successful delivery of this will result in an additional in year surplus which could either be used to invest in emerging priorities or be retained for future use.

3.2 Communities and Localism Directorate

Health: Funding has been secured to support delivery of healthy lifestyle services through 2014/15 and additional funding has been received to increase the throughput of clients through the GP exercise referral scheme.

A District Council Network has been established to further the contribution and influence of District Council public health responsibilities at the LCC Joint Health and Wellbeing Board.

Following the completion of the refurbishments at West Lindsey Leisure Centre in October 2013, there are already strong, positive indications of growth in membership as a direct result of facility improvements. Customer feedback has been very encouraging.

Green: Revenue continues to be received via FITS with £27k received to date. Work has progressed on the LGA Collective Switching Framework to support communities in reducing their energy bills.

The Green Strategy has been progressed and projects are being steered by a knowledgeable and enthusiastic Green PDP member group.

Localism: Work has been undertaken in the form of Community Reviews to enable communities develop action plans which the Localism Team will support in implementing.

Waste: For the second year running the service has received the APSE Best Performer for Refuse Collection award.

Work is also progressing on the investigation of the viability of the service expanding its commercial waste and recycling services.

3.3 Regeneration and Planning Directorate

During the period, the Core Strategy was submitted for examination and an Inspector was appointed. On advice from the Inspector the Core Strategy has been withdrawn from the examination as he recommended that it include smaller housing and employment allocations as well as the strategic ones. This means that a full Local Plan will now be produced by 2016 which will include all allocations for housing and employment sites across central Lincolnshire, a suite of development management policies and strategic policies for the larger allocations. A comprehensive plan of this type was not planned to be in place until 2016 in any case, following the approval of the “allocations document”. Much of the work which has been done to get the Core Strategy this far can be used in the production of the Local Plan; so very little of the work already done will be wasted.

Additionally, following the gathering and analysis of a considerable amount of evidence the Council’s Economic Development Strategy has been drafted in this period. Part of that work has included a stakeholder workshop where views were sought and considered to drive the actions forward. The Strategy will go to Committee in March 2014.

On the service side planning fees have continued to be above target as has income from pre-application advice charging and land charges. Building control income is below target. However the service has embarked on developing closer links with stakeholders in the local and national construction industry, through a marketing strategy and inter-service working in particular with Planning. Partnership agreements have been entered into with a number of developers, agents and architects to provide support in delivering their developments.

In respect of housing; the number of long term empty homes brought back into use has increased to 138 (at the end of the period). This is extremely welcome. However the number of affordable homes delivered to date stands at 11 and the target set (70) will not be achieved. It is expected however that the rate of delivery will increase during 2014/15 as a considerable amount of preparatory work has been undertaken. Homelessness is becoming an increasing problem across the District and the service is working hard to ensure that the housing needs of vulnerable residents are met.

3.4 Resources Directorate

The review of the Working Where the Work Is project has been completed. The results are being analysed to establish what remains to be completed in order for the project to be brought to closure.

Terms have now been agreed on a long-term lease for approximately 75% of the space freed up through the project. We are expecting the new tenants to move in from March 2014.

4 Future Progress and Delivery Reporting

The Progress and Delivery Working Group have met to discuss the future of Progress and Delivery reporting to ensure that the content is meaningful and progress can be illustrated against key performance indicators. It is anticipated that the format of the report will change to reflect performance against the key priorities as detailed in the Corporate Plan. Additionally, a review of service level performance measures will be undertaken to ensure that what is reported reflects relevant activity within service areas.

Progress and Delivery Monitoring Report

Period 2

September 2013 to November 2013

Chief Executive's Overview of Delivery and Progress

Executive Summary

This period has been a busy and challenging one in order to keep ahead of the financial reductions, and improve the Council in maintaining service standards and delivering priorities. However, with the good work of everyone, achievements have been made both in service performance and our improvement journey.

Services have both maintained quality and seen improvements in many areas, with the Council achieving;

- Best refuse collection authority for the second year running;
- Being able to avoid an introduction into green waste charges with further income and efficiencies;
- Securing public health funding for healthy lifestyle services in 2014/15;
- Increasing renewable energy regeneration as well as an income of £27,000 as a result of installing solar panels on some of our buildings;
- The Localism agenda sees further volunteering and a lot of work by communities informing new enterprises. The Inspiring Communities conference chaired by Councillor Parish at the Epic Centre, Lincolnshire Showground, had a good attendance and as a result more communities being supported to develop their ideas. The Community Action team has supported many areas including helping business leaders implement the Use 100 scheme, where businesses will help young people into employment;
- In terms of the economic and growth agenda, there has been some good work in specific areas. It has still been challenging to deliver on the economic development strategy, however with the recruitment of two Interim Directors, the Chief Operating Officer will be focussing on this area and the Local Plan as a priority.

Overall as a Council our improvement journey to become more entrepreneurial and self-sustaining has helped avoid service cuts and redundancies for the fourth year in a row. In particular, some of the major milestones have been;

- The level of savings and income that enable us to set a balanced budget for 2014/15;
- The next phase of the e-accessibility programme, which will both improve access to Council services and efficiencies by utilising the best of technology;
- 95% return rate on staff appraisals; now that the process of doing appraisals is embedded, the focus can now be on further improving quality.

The key issues looking forward are:

- Opportunities being grasped with the LEP, health and national community funding;
- A credible action plan for town centre development as the economy starts looking more confident;
- Our budget transformation plan for 2015-2017 for how we will achieve further financial reductions;

- Corporate governance. With the new Director structure in place, provides leadership capacity to work more entrepreneurially and safely.

Financial Summary

Chief Finance Officer: Financial Overview:

The positive economic signs seen recently have continued through the Chancellor's Autumn statement with growth projections increasing and the number of benefit claimants reducing. However, inflation is higher than targeted and the deficit is unlikely to fall this year so these signs need to be taken as the beginning and not the end of the recovery.

The latest announcements and projections made in the Chancellor's Autumn Statement 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 we will still need to find in the region of £3m in three years.

It also appears as though previous suggestions relating to a 35% top slicing of New Homes Bonus (NHB) in 2015/16 will not now take place, although further reviews of the NHB scheme will be undertaken, which could affect WLDC's funding position.

Work on delivering a balanced and sustainable budget has continued and it is expected that a robust and sustainable position will be presented in February/March for consideration and approval. Attention is already moving towards continuing the work necessary to identify and deliver further savings for future years with a view to maintain the Council's robust financial position.

It should be noted that the work towards future financial years had included the application to join a Lincolnshire pool for business rates. However, due to appeals against Power stations and associated pipelines, it has been decided not to pursue the pool application for the coming year, although this position will be reviewed again for 2015/16.

With the inclusion of additional business rates retained through the new scheme the current projected financial outturn is a surplus of circa £1m. It should however be noted that in line with delivering a balanced budget for future years work will continue over the coming months to realise further savings and it is hoped that the successful delivery of this will result in an additional in year surplus which could either be used to invest in emerging priorities or be retained for future use.

The Capital Programme is estimated to spend £2.519m by the year end. There are a number of high value, medium term programmes which were profiled for expending during 2013/14 but which are awaiting schemes to be developed and approved. Therefore approval to carry forward £2.305m will be sought from Policy and Resources Committee to ensure that these budgets remain within the Medium Term Capital Programme.

A request to release the remaining De Aston Fields S106 has been recently requested and approved under delegation.

Council overall Financial Position

	Actual Net Expenditure compared to Budgets to 30th November 2013					Projected Year End Variance Surplus (-) / Deficit
	Policy and Resources Committee	Prosperous Communities Committee	Committee Totals	Profiled Budget	Variance to Profiled Budget	
<u>Income</u>	£	£	£	£	£	£
Government Grants	-16,487,844	-203,614	-16,691,458	-17,562,604	871,146	-167,077
Other Grants & Receipts	0	-321,914	-321,914	-240,537	-81,377	-150,476
Other Income	-581,963	-495,240	-1,077,203	-774,787	-302,416	0
Sales, Fees & Charges	-49,064	-1,236,101	-1,285,164	-997,126	-288,038	-183,249
Interest	-77,731	0	-77,731	-100,100	22,369	-92,688
Capital Receipts	0	-52,104	-52,104	-38,440	-13,664	0
Taxation & Non-Specific income & Expenditure	8,887,127	0	8,887,127	9,184,600	-297,473	-230,000
Total Income	-8,309,474	-2,308,972	-10,618,446	-10,528,994	-89,452	-823,490
<u>Expenditure</u>						
Employees	2,539,556	2,879,274	5,418,830	5,616,313	-197,483	-134,804
Premises Related	446,491	432,720	879,211	808,047	71,164	312,200
Transport Related	51,259	756,008	807,267	785,576	21,691	7,694
Supplies & Services	1,469,679	429,025	1,898,704	2,008,654	-109,950	-1,354
Third Party Payments	635,183	1,179,181	1,814,364	1,677,441	136,923	-349,855
Transfer Payments	16,275,543	58,172	16,333,715	15,850,633	483,082	30,320
Total Expenditure	21,417,711	5,734,379	27,152,091	26,746,664	405,427	-135,799
Total	13,108,237	3,425,408	16,533,644	16,217,670	315,974	-959,289

Capital Budget Monitoring to November 2013

Project Manager	Description of Project	Initial Budget 2013/14	Approved C/Fwd 2012/13	Virements / Additions	Approved Budget 2013/14	Actual & Commitment to November	Budget to November	Estimated Out-Turn	Out-turn Variance to Budget	Actual Progress & Future Risks
		£	£	£	£	£	£	£	£	
Localism										
Mary Hollingsworth	Sporting initiatives Lincoln Fringe villages	30,000	0	0	30,000	30,000	30,000	30,000	0	Objectives reviewed and scheme approved. This will be procured by Parish Council - supported by this capital grant
Lesley Beevers	Contribution to Infrastructure/Flooding Schemes	0	4,100	0	4,100	0	0	0	-4,100	Scheme complete.
Mary Hollingsworth	Community Sports Provision.	0	27,850		27,850	0	0	27,000	-850	Town Council will be drawing down this grant towards Marshalls Sports Ground outdoor football facility during Q4.
David Jones	Caistor Townscape Heritage Initiative	0	25,000	0	25,000	0	0	25,000	0	Final claim against this grant is progressing
K. Whitfield	Gainsborough Leisure Centre - Refurbishment	0	-	269,000	269,000	270,100	270,100	270,100	1,100	Fixed capital contribution approved as per Leisure Strategy, scheme now complete.
K. Whitfield	Gainsborough Leisure Centre - Remedial Works	0	0	71,000	71,000	100,225	100,000	71,000	0	H&S works to minimise risks of fire (distribution board, emergency lighting, and new fire alarm system) Cost savings achieved from condition survey estimates contained within commitment estimates.
Central Services										
S. Bolan	Rural Broadband	555,000	0	0	555,000	0	0	0	-555,000	Progress not within our control. It is expected that this contribution to the LCC scheme will be made during Q1 2014/15.
A. Reeks	Desktop Refresh / E-Government	0	92,910	0	92,910	67,628	68,000	92,910	0	Desk top refresh complete. Other software and configuration costs to be expended by year end.
L. Marlow	E-Accessibility	0		60,000	60,000	27,800	24,000	27,800	-32,200	Change to screen specifications resulted in higher costs, these can be met from overall provision for this project. Some estimated costs do not meet capital definition all revenue funding for this project will be utilised.
Waste Mangement										
K. Johnson	Replacement Refuse Freighters	272,000	21,500	0	293,500	318,730	272,000	318,730	25,230	Costs of 2 new freighters higher than budgeted and a street sweeping vehicle required replacement this year rather than next, additional costs can be met from Earmarked Reserves.
K. Johnson	Replacement Vehicles (Finance Leases)	65,000	171,590	0	236,590	0	0	236,590	0	Replacements due upon expiry of leases later in year.

Capital Budget Monitoring to November 2013

Project Manager	Description of Project	Initial Budget 2013/14	Approved C/Fwd 2012/13	Virements / Additions	Approved Budget 2013/14	Actual & Commitment to November	Budget to November	Estimated Out- Turn	Out-turn Variance to Budget	Actual Progress & Future Risks
		£	£	£	£	£	£	£	£	
Strategic Growth										
A. Gray	Strategic Housing - Empty Homes	895,050	95,690	0	990,740	143,229	596,820	200,000	-790,740	This scheme is a medium term project with monies committed to the empty homes project (match funded with £595k DCLG grant). Business cases currently being prepared for allocation of funds. Any amounts remaining at the year end are required to be carried forward.
A. Gray	Private Sector Renewal - DFG's	421,900	101,630	74,207	597,737	467,835	281,324	422,000	-175,737	Total of committed works = £231,000 although actual delivery will slip to 2014/15 requiring carryforward of any unspent amounts, 24 new grant claims progressing with capacity to deliver out-turn of £422k this year.
A. Gray	Decent Homes Scheme	32,400	9,330	-34,207	7,523	7,523	7,523	7,523	0	This was a grant funded scheme which is now complete, remaining funds transferred to the DFG budget.
A. Gray	Homes For All	6,010	0	0	6,010	0	0	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	161,820	75,000	306,950	280,173	46,762	282,785	-24,165	Repairing works ongoing and nearing completion. Additional contribution from LCC of £75k to support further works
G. Reeve	Programmed Works	0	37,930	0	37,930	8,002	0	37,930	0	Trinity Arts heating system controls, orders to be placed.
G. Lockett	Growth Point	491,150		0	491,150	0	0	0	-491,150	A business cases being developed to utilise this grant funding in 2014/15. Carry Forward requested.
N. Ethelstone	Property Assets	600,000	0	0	600,000	274,710	400,080	350,000	-250,000	Projects being identified and business cases to be prepared for this medium term programme. Funds not expended require carry forward approval.
Nick Ethelstone	De Aston Fields S106	0		67,500	67,500	67,500	67,500	67,500	0	Capital contribution to LCC to land purchase £67k and remaining costs for landscaping financed from S106
Financial Services										
T. Bircumshaw	Financial ledger suite	94,320	-	-	94,320	27,164	28,000	52,164	-42,156	Payroll system procured and currently being implemented. Other financial ledger requirements/solutions currently under review
Totals		3,532,960	749,350	811,500	5,093,810	2,090,619	2,192,109	2,519,032	-2,574,778	

Progress and Delivery Monitoring Report

Directorate of Communities

November 2013

Board/Programme Level

Board: Directorate of Communities
TABLE A: Executive Summary

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

Waste

APSE Best Performer for Refuse Collection for second year running.

Work has commenced on investigating the viability of expanding commercial waste and recycling services.

A proposal to introduce a charge for green waste was presented to Members and deferred until summer of 2014 to enable further investigation into the viability of this initiative.

Service personnel have responded positively and effectively to support residents through recent bouts of severe weather and we continue to hone our emergency response capabilities.

Health

Public Health have guaranteed that funding will continue to support delivery of healthy lifestyle services through 2014/15

Additional Public Health funding has been received to increase the throughput of clients through the GP exercise referral scheme

The iCount workforce health and wellbeing programme has delivered a number of initiatives including body MOT checks, healthy diet advice, sporting ventures, fitbug challenges and flu jabs. A packed programme of initiatives is planned for the New Year

Workplace Health Trainer clinics have been established at Ping supporting the local working population and employers by providing smoking cessation and healthy lifestyle advice. This is in addition to the now established clinic at Hemswell Cliff.

A District Council Network has been established to further the contribution and influence of District Council public health responsibilities at the LCC Joint Health and Wellbeing Board.

Following the completion of the refurbishments at West Lindsey Leisure centre in October, there are already strong, positive indications of growth in membership as a direct result of facility improvements. Customer feedback has been very encouraging.

Green

Total CO₂e figures for 2012/2013 are 1745 tonnes; an increase of 6.5% from 2011/2012: attributable to the prolonged winter which extended the heating season and also due to an increase in fleet mileage.

Solar panels were installed on two viable Council buildings in February 2012; to date these have achieved £27k in direct FITs payments and additionally these buildings have benefited from green electricity. Review of Council assets completed and energy saving initiatives have been implemented, these include draught proofing external doors and up grading heating controls at Trinity Arts Centre.

HELP working with LGA on Collective Switching Framework, awaiting sign off before we approach tender winner.

Civic Solar proposal being investigated after approval by Committee.

The Green Strategy has been progressed. It contains five elements: 1) West Lindsey District Council to be an exemplar 'Green' authority; 2) Promotion and exploitation of Renewable Energy Opportunities; 3) Drive Progress; 4) A Green Community - Promote understanding of 'green' agenda in the wider community; 5) Reduce Fuel Poverty. The projects are being steered by a knowledgeable and enthusiastic Green PDP member group. It is acknowledged that the vision cannot be achieved by the Council alone, but will require local partners and communities to work together with public agencies, business, the voluntary and community sector and others.

Localism

A number of Community Reviews are being progressed throughout the District and these will provide a "light touch" approach for

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

communities that are not in a position to progress a Community Led Plan. Initial meetings have been held for the communities of Kexby and Upton, Langworth and Legsby. This work, which is being led by Community Lincs and supported by the Localism service, will provide an action plan that Community Action Officers will support Communities to implement. Further reviews are planned for the coming months.

GAIN (Gainsborough Area Improvement Group) has implemented a Youth 100 scheme which provides employment and training for young people who have struggled to enter the employment market. A number of young people are currently in employment with local employers and supported by CLIP and Hill Holt Wood.

Community consultation is currently taking place on the Caistor Neighbourhood Plan and this is being supported by the Localism team. Funding bids continue to be progressed for Newtoft Community Centre and Hemswell Cliff Ball Park to provide much needed facilities in these communities.

The Community Safety team have implemented a number of pro-active initiatives including an environmental audit of the South West Ward, pro-active patrols, working with schools on anti-dog fouling campaigns, and closer working with other agencies and services. Community Payback continue to be utilised for larger scale clean ups in areas of identified need.

Financial Summary

The Communities and Localism services has achieved a surplus position of -£116k, this represents -2% of the Directorate budget. Of this surplus, a reduction on the 2014/15 base budget of -£55k is achievable. The main areas of variance relate to:

- Waste Collection service has negotiated a -£50k p.a. payment from LCC for dry recycling for two years only (2013/14 and 2014/15). There is also additional income of -£20k payable by LCC for weed killing services provided by our Street Cleansing team. It is anticipated that this service will be subject to a formal agreement in the future and based on probability the income has been built into the budgets of Operational Services in future years.
- Employee efficiency savings have been achieved across the service of -£17k through a reduction in the use of temporary and agency staff and overtime payments.
- Transport budgets across Operational Services are expected to achieve savings of -£10k due to purchase of refuse freighters replacing vehicles under lease.
- Community Licences are expecting to overachieve on taxi licence income by -£20k 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 for stallage fees of £16k in the current year and £14.5k on-going into 2014/15. A free 'health check' by the NABMA (National Association of British Market Authorities) has been commissioned by the service manager to advise

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

on layout, promotion and general operational issues. This report has been received and recommendations continue to be reviewed for feasibility.

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Director	Localism	Waste	Public Protection	Total Communities & Localism
<u>Income</u>					
Government Grants	0	0	-62,100		-62,100
Other Grants & Receipts	0	0	0	-10,000	-10,000
Customer & Client Receipts	0	16,560	-30,100	-24,060	-37,600
Interest	0	0	0		0
Council Tax	0	0	0		0
Total Income	0	16,560	-92,200	-34,060	-109,700
<u>Expenditure</u>					
Employees	-54,450	10,250	-15,000	-11,084	-70,284
Premises Related	0	0	0	5,000	5,000
Transport Related	0	8,000	-2,126	-1,130	4,744
Supplies & Services	0	-905	7,200	10,800	17,095
Third Party Payments	42,250	0	-4,000	-1,000	37,250
Transfer Payments	0	0	0		0
Total Expenditure	-12,200	17,345	-13,926	2,586	-6,195
Net Total - Surplus (-)/Deficit	-12,200	33,905	-106,126	-31,474	-115,895

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.

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Localism									
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	Green
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	Green
Increase external funding to communities	May 13	R.Farningham	Complete	Nov 13	R.Farningham	Complete	Mar 14	R,Farningham	Green
Waste									
Green Waste Charging	July 14	A.Selby	Green			Green			Green
Waste Strategy	May 14	A. Selby	Green	October 14	A.Selby	Green			Green
Trade Waste	Jan 14	A.Selby	Green	Mar 14	A.Selby	Green			Green
Health									
Healthy Lifestyle Programme	Apr 13	M Broughton	Complete	May 13	M Broughton	Complete	March 14	M Broughton	Green
iCount Project	Apr 13	M Broughton	Complete	Aug 13	M Broughton	Complete	June 14	M Broughton	Green
Green									

TABLE C: Programme Success Measures

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

Programme Name: Localism

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of community projects supported by area	Caistor -54 Fosdyke 42 Gainsborough – 83 Market Rasen – 71 Trent – 55 Witham – 69 TOTAL: 374	NA	Caistor = 23 Fosdyke = 25 G'boro = 45 Rasen = 34 Trent = 25 Witham = 32 Total = 184	Compiled from: <ul style="list-style-type: none"> • Councillor Initiative Fund = 87 • Community Chest = 92 • Community Assets Fund = 5 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
	Number volunteer hours undertaken by area	24,636	NA	Caistor – 4157 Fosdyke – 1958 G'boro – 15,288 M Rasen – 4361 Trent – 1361 Witham – 262 District wide – 16,113 Total – 55,369	This includes data from the Volunteer Centre up to the end of September, volunteers through WLDC Community grants up to the end of October, and volunteer hours collated by the Localism team up to the end of November. The District wide figures include volunteers where the area of benefit has not been possible to be captured
Cost	Funds allocated by area and by Fund	Caistor - £30,368 Fosdyke - £18,362 Gains - £68,800 Rasen - £105,859 Trent - £23,554 Witham - £37,912 Total £284,855	NA	Caistor = £11,988 Fosdyke = £12,462 G'boro = £34,753 Rasen = £100,076 Trent = £14,918 Witham = £28,560 Total = £202,757	Compiled from: <ul style="list-style-type: none"> • Councillor Initiative Fund = £52,376 • Community Chest = £40,381 • Community Assets Fund = £110,000 (NB includes allocated as well as actual)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
	External funds levered by WL.	£442,136	NA	£1,266,107	Includes £750,000 WREN funding for Gainsborough. £330,000 for Talent Match, and £100,000 Portas Pilot funds for Market Rasen
Satisfaction	% of people currently engaging in their community	46.7%	NA	45.4%	Report frequency – annual. Figure is currently draft as the results from the survey still need to be checked and cleaned. Figure to be updated for the next report. Source: Citizen Panel Survey 13 Autumn 2013.
Internal Measure	% of Members satisfied with Localism Programme	Score 66%	NA		Through Challenge and Improve Committee the Localism programme is currently being reviewed. Member Satisfaction will be measured as part of this review and reported in March 2014. This will provide a baseline for performance measurement in 2014/15

Programme Name: Green Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Total annual net emissions CO ₂ from WLDC buildings and transport	2036 tonnes of CO ₂ e in 2008/2009 Baseline should be 2008/2009 for CO ₂ e as per GHG reporting	Reduce CO ₂ e by 25% by 2014 as per Carbon Management Plan	Total CO ₂ e for 2012/13 = 1745t	Reported annually. Fleet mileage and fuel used increased in 12/13 (better recording systems) More kWh of Gas to heat our buildings in 12/13 (due to adverse winter.) Less electricity for our buildings and lighting this year. Gas and electricity consumption increased at the Leisure Centre; (likely due to prolonged heating season and increased footfall) Note: Reporting changes at a national level instructed us to re-calculate figures back to 2008/9 when our carbon management plan began. This includes litres of fuel used by the fleet being used to back-calculate the fleets CO ₂ e rather than mileage. This increases the CO ₂ e for these years by over 200 tonnes.
Cost	Reduced WLDC energy spend on fossil fuel. ¹	Electricity = £115,998 (10/11) Gas = £25,987 (10/11) Oil = nil	Target to be established	Electricity = £83,755 (12/13) Gas = £18,405 (12/13) Oil = nil	Target originally proposed to encourage reduced energy usage & to promote the use of non fossil fuels. Gas and electricity prices have increased sharply in recent years but WLDC spend shows a general decline as a result of steps taken to reduce consumption by decreasing use of historical buildings and assets, energy efficiency measures, and using renewable energy. Reporting frequency annually, but difficulties in collecting comparable and useful financial data mean that new kWh consumption measure being considered.
Perception/Satisfaction	% of people who are satisfied that WL offers	66.5% Jan 2013	> 66.5%	63.2%	Report frequency – annual. Figure is currently draft as the results from the survey still need to be checked and cleaned.

	opportunities to live, work and play in an environmentally friendly area.				Figure to be updated for the next report. Source: Citizen Panel Survey 13 Autumn 2013. % 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"?
Internal Measure	Total mileage for staff business mileage and councillor mileage	2011/12 Employee mileage = 373,445km 2011/12 Councillor Mileage = 79,829km 2011/12 total = 453,274km	Target to be established	2012/13 Employee mileage = 363,946km 2012/13 Councillor mileage = 79,682km 2012/13 total = 443,628km	Employee mileage reduced by 2.5% from last year and has reduced by 16% since the baseline year of 2008/09. Councillor mileage reduced by 0.2% from last year and has reduced by 2.6% since the baseline year of 2008/09.

Programme Name: Healthy District

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	To close the premature mortality gap between the most and least deprived wards within West Lindsey.	Female 81.3 Male 77.2	NA	Female 81.3 Male 77.2	Data sources are insensitive to real variance therefore making regular accurate monitoring difficult, hence no target have been set. Data is not available for this measure year on year.
	To reduce childhood obesity rates	Reception year children overweight = 16.63% Reception year children obese = 11.4% Year six children overweight = 18.29% Year six children obese = 19.02%	NA	Reception year children overweight = 16.63% Reception year children obese = 11.4% Year six children overweight = 18.29% Year six children obese = 19.02%	Baseline from 2011/12 national childhood measurement programme data. This is the most up to date data available and fresh data is dependent on national data capture arrangements that WL cannot influence locally hence no target has been set.
	To reduce adult obesity rates	25%	NA	25%	Data capture difficult due to synthetic estimation of prevalence data. National trajectory is for further increase in obesity in foreseeable future. This is the most up to date data available and fresh data is dependent on national data capture arrangements that WL cannot influence locally hence no target has been set.
Cost	External funds allocated to improving health and reducing inequalities	£144,000	£144,000	£144,000	Full allocation received from LCC Public Health for delivery of Health Trainers, walking programme, exercise referral, Fitkidz and cooking programmes
	External funds levered in to WL to	£0	£0	£39,500	£14k from health & wellbeing board to enhance community cooking and growing

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
	support health and wellbeing initiatives				programmes. £18k available for iCount staff wellbeing project. Additional £7.5k obtained for expansion of GP exercise referral programme to utilise additional capacity created by refurbishments at the WL Leisure Centre.
Satisfaction	% of people who indicate that their health and or wellbeing has stayed the same or improved.	84.6%	85%	84.8%	Report frequency – annual. Figure is currently draft as the results from the survey still need to be checked and cleaned. Figure to be updated for the next report. Please note the slight change in the measure which should actually say stayed the same or improved. Source: Citizen Panel Survey 13 Autumn 2013.
Internal Measure	% of staff familiar with Motiv8Lincs (iCount) programme.	21% familiar 24% 'a little' familiar	33% to be familiar	NA	Baseline obtained from Minerva poll in 2012/13. Retake measurement March 2014
	Reduction in staff absence levels.	7.23 days/FTE	7.00 days/FTE	NA	Baseline taken from 2012/13 figures. This is an annual measure with full year figure next available in March 2014.

Service/Strand Level

TABLE D: Service Success Measures

Service Strand: Waste Management

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of household waste recycled	54.0%	>54.0%	60.6% (to Sept 13)	Baseline and target have been adjusted to reflect published DEFRA 12/13 rates. Recycling rate up to end Sept 12 was 62.06% by comparison and suspension of garden waste collections in winter months. Can be affected by classifications of street sweepings and growing season conditions.
	Residual household waste collected Kgs/household	432kgs	<432kgs	203.35 (to Sept 13)	Figures on track
Cost	Cost of refuse collection service per household (including CEC charges)	£57.48	<£57.48	£56.57 based on November budget forecast	Baseline and target based on 11/12 APSE performance figures 12/13 APSE performance figures show an improved performance of £54.88 per household.
Perception Satisfaction	Satisfaction with refuse and recycling service	94.1%	>94.1%	92.7%	Report frequency – annual. Figure is currently draft as the results from the survey still need to be checked and cleaned. Figure to be updated for the next report. Source: Citizen Panel Survey 13 Autumn 2013
Internal Measure	Sickness, number of days lost per FTE	11.12	<11.12	8.35	To the end of November 2013.

Service Strand: Street Cleansing

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Keep Britain Tidy survey on street cleanliness	Five star service	Five star service		Results not available until February 2014.
Cost	Cost of service per household (inc Central Establishment Charges)	£14.87	<£14.87	£15.78 Based on November budget forecast	Fluctuations in private work have resulted in downturn in income. £14.87 for 12/13 is top quartile performance.
Perception/ Satisfaction	Overall satisfaction with Street cleansing service	80.1	>80.1	75.5%	Report frequency – annual. Figure is currently draft as the results from the survey still need to be checked and cleaned. Figure to be updated for the next report. Source: Citizen Panel Survey 13 Autumn 2013. West Lindsey District Council has a duty to keep clear of litter and refuse all open public land, which it controls. Actual is % of people who are satisfied or very satisfied with performance.
Internal Measure	Sickness, number of days lost per FTE	8.1	>8.1	1.71	To the end of November 2013; can be adversely affected by long term absence of one employee given small workforce.

Service Strand: Community Safety

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Community Safety reports received by the Community Action Team.	100 pa	100 pa	57	Figures have been collated only for cases which are input onto Sentinel, and are likely to lead to enforcement action.
	Number of repeat victims of ASB	5	5	3	The majority of repeat victim cases are led by Lincolnshire Police with WLDC providing and help and support through the ASBRAC.
	Number of vulnerable victims of ASB	5	5	4	The majority of vulnerable victim cases are led by Lincolnshire Police with WLDC providing and help and support through the ASBRAC.
Satisfaction	% of complainants satisfied with case handling and case outcome	75%	TBA	TBA	The customer satisfaction reporting mechanism is still under review at County level. We are awaiting the outcome of the review before putting a comprehensive reporting mechanism in place. Target is set by County procedure.
Internal	Sickness – numbers of days lost FTE				This Data is now collated and reported centrally.

Public Protection Service Overview Scorecard

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	E2E: Average for all Service Requests – Environmental Protection	35		35	This figure is the average length of time it takes to complete a nuisance complaint relating to Noise, Odour etc.
	E2E: Service Requests - Regulatory Services (Food & Health & Safety)	91% 88%	90% 90%	92% 100%	This figure is amount of both Food & Health & Safety requests completed within 28 days.
	E2E: Licensing	98%	100%	95%	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 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 Members 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 requests that are responded to within the agreed timescale.
Cost	Total mileage reduction	N/A	N/A	N/A	This data is no longer collated as it was a process implemented in order to reduce expenditure from mileage from the budget year 2011/12 to 2012/13 with the aim of saving £2k, which was achieved. Currently this expenditure is analysed through the budget monitoring process on a monthly basis.
Perception/ Satisfaction	10/10 customer satisfaction survey responses with a score of 9/10.	N/A	N/A	N/A	We collated this type of information over a 12/18 month period which gave a clear view of our service strengths and weaknesses. Bearing in mind the results are broadly consistent month by month there is a disproportionate cost to carry on gathering information where the results are consistently the

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
					same.
	Compliments	N/A		N/A	None recorded
	Complaints	4	N/A	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 this year. The knock-on effect of this is that there was an increase in venues who chose to have outdoor events (music singing alcohol etc) which invariably becomes a nuisance to 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	None recorded
Internal Measure	Number of corporate accidents/incidents per year	54	N/A	35	Includes 10 verbal; four 'near miss and one theft.
	Number of corporate accidents/incidents per year resulting in time off from the workplace	3	N/A	1	
	Number of days lost due to accidents (corporate)	49	N/A	24	
	Number of days lost due to work related stress (corporate)	N/A	N/A	N/A	This data is now collated corporately. Stress management is still a priority area for the Corporate H & S team.

Progress and Delivery Monitoring Report

Director of Regeneration and Planning

November 2013

Board/Programme Level

Growth Programme Board

Executive Summary

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

Introduction

A great deal of work has been undertaken across the Directorate to ensure that the information being reported is as meaningful as possible and whilst that work has developed there is still more work to complete. The baselines, measures and targets used in the report are under review to ensure that they best reflect the progress and delivery which has been made across the services to achieve the Corporate Plan and member priorities. New measures, baselines and targets will be introduced at the start of the next annual reporting period.

The services within the directorate continue to highlight specific trends (for example, homelessness) that officers wish to report to members in a meaningful and informative way in the future which will add to the quality of information available for members. There are also some long standing measures where figures are not available and processes need to be put in place to collect and analyse them. Any review of measures will be aligned with the corporate plan and service priorities and that has been reflected in discussions with Members.

Progress In the Period

The Core Strategy was submitted to the Secretary of State to hold an Examination in Public (EIP) to test its “soundness”. This was done on 21 October 2013 and marks a significant step on the way to its adoption. The examination of the Core Strategy started when it was submitted to the Secretary of State and the Inspector will now hold a series of meetings with the key stakeholders where the evidence presented to support the policies and approach of the plan will be tested.

Whilst the Core Strategy is being considered by an Inspector through the EIP process, progress will need to be made on the “Allocations Document” so that the area (central Lincolnshire) has full local plan coverage by 2016 as specified in the Local Development Scheme. This action will be covered in the “actions for the next period” given below.

Following the gathering and analysis of a considerable amount of evidence the Council’s Economic Development Strategy has been drafted in this period. Part of that work has included a stakeholder workshop where views were sought and considered to drive the actions forward. The Strategy will go to Committee in March 2014.

Building Control continues to develop closer links with stakeholders in the local and national construction industry, through a marketing strategy and inter-service working in particular with Planning. Partnership agreements have been entered into with a number of developers, agents and architects to provide support in delivering their developments. A recent example is the new partnership with Taylor Lindsey in providing the building control service in the delivery of 306 new homes at their Romangate (Cherry Willingham)

development. Building Control will be involved in national and regional initiatives to raise local authority building control profile both nationally and locally and to improve market share. West Lindsey building control have and will continue to host and organise monthly professional development meetings/forums with the local building professionals to foster and strengthen links within the local construction industry. This is in line with the objectives set for the service: to increase its market share so that it covers its costs; it improves its customer care and customer relationships and it develops the existing staff to provide a high quality service.

The work of the Town Partnership had previously been highlighted and discussions are on going in relation to the Market in Gainsborough Town Centre. This has been linked with the development of the GAIN partnership and following a stakeholder workshop that will take place in December 2013 further discussions and developments will be driven forward.

A corporate approach to Neighbourhood Planning has been approved by the Prosperous Communities Committee and the neighbourhood planning areas have been agreed for Saxilby, Welton, Nettleham, Dunholme and Cherry Willingham. The Caistor Neighbourhood Plan boundary has been redrawn and, with the agreement of Cabourne Parish meeting, now includes an area of land in Cabourne Parish. The Caistor Neighbourhood Plan has entered its six week consultation period which ends on 23 December, prior to examination. This has resulted in additional Government grant being received to help this Council deal with the extra work imposed by supporting Neighbourhood Plans across the District.

The Gypsy and Travellers Accommodation Assessment (GTAA) has been completed. Following on from workshops held with members in the last period, where the evidence from the Assessment was presented, the full document will now be considered through the Committee process.

The demolition of the old Guildhall is nearing completion and the site is scheduled for landscaping as public open space in spring. There have been some delays in this due to some incidents that had not been anticipated in relation to the site. The project to develop a hotel on Whitton's Gardens has been deferred due to the difficulty in achieving a viable scheme in the face of increased requirements from the hotel operator.

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

Empty homes continue to be a priority, particularly in the cluster area within the South West Ward of Gainsborough. Extensive work is being undertaken to address issues with properties in the area, in excess of 130 have already been brought back into use through advice and guidance of the empty property officer and three have been directly purchased so that refurbishment work can be carried out utilising the DCLG grant funding made available to the Council. Officers are continuing to look at how to best use our enforcement powers to assist with this priority and enforcement action is being taken across a number of cases. With that in mind, the Council's Enforcement Policy is being reviewed and will be presented to Members in December 2013.

The planning enforcement service continues to demonstrate improvements in regards to caseload management and closure levels. Positive steps have been taken through the introduction of a customer charter, which ensures that standards are delivered and maintained for the customer and for those that have been the recipients of complaints. The caseload and performance of the planning

enforcement team is reporting regularly to the challenge and improve committee to ensure that further improvements can be made.

The Planning Committee has continued to review the impact of decisions it has made in order to ensure that the quality of decision making is consistent. In October it completed its second annual review of the decisions it has made by touring the southern part of the District. Members consider this type of work is essential to its decision making progress.

Actions for the Next Period

Central Lincolnshire Core Strategy/Local Plan

- Decide the best way forward for ensure the District has full local plan coverage by 2016
- Agree a detailed project plan for ensuring that the District has full local plan coverage by 2016
- Agree an engagement strategy for taking the local plan forward.

Economic Development

- Economic Development Strategy to Committee in March 2014
- Completion (in draft) of the Gainsborough Town Master Plan

Housing

- The Gypsy and Traveller Accommodation Assessment is in its final format and going to the Joint Planning Committee on the 9th December
- The Housing, Health and Wellbeing Officer commenced in post on the 4th of November and has started to develop initial work to look at DFG alternatives
- Planning enforcement officers have reduced the number of open cases to 60, which is the lowest level experienced for some time.
- Reports on the housing enforcement policy and the future options for DFG are currently navigating via the committee process

Assets

- Completion of the demolition of the Guildhall
- Acquisition and implementation of a computer aided asset management system.

Key Planning Events

- 2nd round of members and parish councils planning training arranged for January and February 2014 following the successful and well attended earlier sessions.

Financial Summary

The service is predicting a deficit of £43k, a variance of 1.1% from budget. The significant variances are outlined below;

The Strategic Growth service is anticipating deficit of £213k. The major part of this deficit relates to the demolition costs of the Guildhall. The latest estimated costs indicates that the budget is likely to be some £337,000 overspent as a result of the asbestos works needed to comply with health and safety regulations. In addition, the budget was never realistic in view of the initial tender submissions. There could be a potential reimbursement of part of this sum. As yet, a firm out turn spend and reimbursement is not known and the final overall cost could rise further. 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 and other various in year savings.

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

Member's approval is being sought to transfer £75k of the Independent Living Grant be utilised for capital. Of the remaining grant £50k will now be spent in 2013/14 and £125k 2014/15.

Within the Development and Neighbourhoods service there is a predicted in year saving of -£170k. This in the main reflects the successful re-negotiation of the Leisure Contract, net of negotiation costs is -£96k, in addition the new contract will generate on-going savings of £230k per annum.

Planning fee income is performing well. It is also anticipated that planning fee income generated will be some £136K above budget. Although there are few developments coming forward to warrant S106 agreements; this budget is likely to be £16k less than expected.

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

There is a report elsewhere on this Committees agenda regarding the position on Local Land Charges and the legal proceedings being brought against the Council by a group of property search companies. The bulk of one claim amounting to £30,422 was paid in December 2013. Another, much larger claim is likely to be paid during the next financial year. The Council has received grant funding of £34,356 for funding the claim paid in 2013/14.

Within the Leisure service area there is a predicted in year saving of -£100k. This in the main reflects the successful re-negotiation of the Leisure Contract, net of negotiation costs is -£86k. In addition the new contract will generate on-going savings of £230k per annum. The Trinity Arts Centre is predicting a surplus of -£12k due to reduced performance costs and increased income from performances and bar

and kiosk takings.

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Director	Strategic Growth	Development and Neighbourhoods	Total Regeneration and Planning
<u>Income</u>				
Government Grants	0	0		0
Other Grants & Receipts	0	-13,670	-12,640	-26,310
Customer & Client Receipts	0	20,362	-63,980	-43,618
Interest	0	0		0
Council Tax	0	0		0
				0
Total Income	0	6,692	-76,620	-69,928
<u>Expenditure</u>				
Employees	0	-40,000	1,684	-38,316
Premises Related	0	367,075	-2,040	365,035
Transport Related	0	1,530	1,140	2,670
Supplies & Services	0	24,950	-5,550	19,400
Third Party Payments	0	-111,550	-88,700	-200,250
Transfer Payments	0	-35,660		-35,660
Total Expenditure	0	206,345	-93,466	112,879
Net Total - Surplus (-)/Deficit	0	213,037	-170,086	42,951

Status by Programme

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

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

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Core Strategy/Local Plan	01/06/2010	Suzanne Fysh		21/10/2013	Suzanne Fysh		31/07/2014	Suzanne Fysh	
Comments: The Core Strategy was submitted to the Secretary of State for examination on 21 st October 2013. The examination is due to conclude in 2014 with adoption programmed for late 2014 being the latest estimate.									
Economic Development Strategy	18/04/2013	Grant Lockett		20/09/2013	Grant Lockett		25/03/14	Grant Lockett	
Comments: Draft strategy produced based on comprehensive research process and stakeholder engagement. Draft Strategy currently being presented to Members and Stakeholders for further consultation. Final strategy due to be presented to Committee in March 2014.									
Gainsborough Master Plan View	31/03/2013	Simon Sharp		30/10/2013	Simon Sharp		1/2/2014	Simon Sharp	
Comments: Project plan has been produced, scope of the plan decided and implementation under way.									
Asset Utilisation Plan									
Comments: Asset Utilisation Plan completed									
Housing Strategy									
Comment: The Central Lincolnshire Housing Strategy has been completed and approved. The action plan is being delivered and will be incorporated into the service plan for the Housing Team.									

Programme Success Measures

Programme Name: Gainsborough Regained (Review)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of empty retail units in Gainsborough Town Centre	2010/11 – 12.3%	12.3%	14.9% (Nov 13)	Monitoring undertaken by Gainsborough Town Partnership. Vacancies had increased up to June as retailing coming under increasing pressure in current climate. There has been a slight reduction on the vacancy rate up to November 2013. New Town Manager appointed and programme of activities being pursued (utilising and allocation from the Government's High Street Innovation Fund) to address this, including grant scheme to improve shop-fronts and help bring back empty space into use. The grant scheme has now been launched.
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	£6.3m G'boro; £11.3m WL total	Completed schemes: Eminox - £6.3 Woldgrain - £5m Ongoing and due to complete by end March 2014: Frontier Agriculture Hemswell Antiques KFC
Perception/ Satisfaction	Percentage of people satisfied with Gainsborough as a place to shop and visit	2010/11 71%	>71%	Figure for MY survey given in comments section	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: <ol style="list-style-type: none"> 1. Appearance of shop fronts/buildings 2. Streets and spaces 3. Cleanliness 4. Accessibility 5. Quality of shops 6. Range of shops

					<p>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.</p> <p>Key barriers identified for the town centre are: Quality and range of shops; range of pubs and eating places.</p>
Internal Measure	Not considered appropriate in this scorecard (see notes)				<p>For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance. Need to revise and include an extra perception /satisfaction measure related to community involvement in the formula of the revised plan.</p>

Programme Name: Economic Development Strategy

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Unemployment rate amongst young people (16-24 year old Jobseekers Allowance (JSA) Claimant Rates)	WL:9.8% UK:7.8% (Nov 2011)	Reduce gap between WL levels and national level to 1.5% by 2015	9.0% WL 5.5% EM (Oct 13)	These measures relate to the Corporate Plan priorities of job creation, dealing with young people not in employment, education or training and apprenticeships and “open for business”. The figure for WL has decreased by 0.9% over the reporting period. WL - JSA claimant count for October 2013. GB – 5.5% (JSA claimant counts records 18 – 24 yr olds – not 16 – 24.)
	Total number of businesses in the district	5489 (Q3 2011/12)	Increase of 0.5% pa	5441	Source Business Directory – Experian data April 2013. The use of different data set from 2012 will have affected the figures. This is an annual measure.
	Total number of jobs in the district	30,020 (Q3 2011/12)	Increase of 0.5%	29,207	Business Directory – Experian data April 2013 Note: Employment levels are unknown for 272 businesses. Given the high percentage of micro businesses it is likely that these businesses would fall into this category. SMEs employment profile would be known or accessible through a range of data sources. This is an annual measure.
Cost	Ratio of cost of providing the Econ Dev Service relative to the inward investment made in the district.	£1:£121	To increase the ratio of spend to investment to £1 = 250 by 2014	Annual figure – to be reported end of year.	Figure to be reported at end of year once total investment levels are known – see above for pipeline investment.
Perception/ Satisfaction	No. of businesses engaging in the consultation on the strategy	0	A statistically significant sample of the businesses in	33	Strategy survey forwarded to approx. 500 organisations with 33 questionnaires returned and involved in stakeholder event

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
			the District		
Internal Measure	% invoices paid on time by the Strategic Growth Service	93.59% (cumulative Apr-Dec 2011)	100%	93.75%	For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance.

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	11	Delivered so far this year Q1 = 5 Q2 = 6 Year-end delivery is expected to improve however the target is unlikely to be met. The overall pipeline is healthy; however there is no guarantee of in year delivery due to economic and planning factors.
	Poor housing conditions in Gainsborough – specifically South West Ward				New initiatives to be developed to ensure that this measure can be achieved in 2014. Other corporate objectives will contribute to the improvement of housing conditions in the ward.
Cost	Housing Strategy cost per 1000 population	09/10 £1718 10/11 £886	£886		The Housing Strategy will be developed in 2014, taking into account considerations identified within the in depth business review.
Perception/ Satisfaction	Number of representations received on the Housing Strategy				As above, the level of consultation will be determined during development of the strategy.
Internal Measure	Not considered appropriate in this scorecard (see notes)				For an outward facing programme internal measures such as those used for the services below are not appropriate in this instance. Need to revise and include an extra perception /satisfaction measure related to community involvement in the formula of the revised plan.

Programme Name: Local Plan (Core Strategy)

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Delivery against the needs identified in the district for homes, affordable homes and employment land	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011-2031 delivery of 10,000 new homes in Gainsborough, 9,500 homes across the rural areas of central Lincolnshire		Awaiting annual monitoring report.
	Delivery against the needs identified in the district for affordable homes	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011 to 2031 delivery of 3,300 affordable homes within the District		Awaiting annual monitoring report
	Delivery against the needs identified in the district for employment land	2011 Core Strategy Annual Monitoring Report	Within the Plan period 2011 to 2031 delivery of 25 hectares of employment land within the District		Awaiting annual monitoring report
Cost	Costs kept within budget	£171,000 (contribution of WLDC to the process)	Cost to WL not to exceed the budgeted amount for 2012/13 of £171,00		Awaiting final outturn for 2013/14
Perception/ Satisfaction	Number of objections to the strategic site allocations within the plan	0	Less than 50 per strategic allocation	Target Achieved less than 50 received per strategic allocation	Awaiting the end of the formal consultation period and the publication of results (9 September 2013)
Internal Measure	Fully staffed Joint Planning Unit (JPU)	7 FTEs	7 FTEs	7	The structure of the team has been reviewed

Programme Name: Strategic Property Asset Utilisation

The targets and measures in this table are under review.

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Utilisation Strategy produced				This item needs removing as it has been previously achieved and reported. New measure needed on quality needed
Cost	Income from Council Assets	£284,038 (Income 2011-12- whole year)	Admin £65,684 Others £123,238	Admin £55,866 Others £143,465	Period April 2013 to Oct 2013
	Car Park Income The figures are based upon the income received	£198,440 (2011-12- whole year)	Cum Budget £120,661	Cum Income £113,124	Period April 2013 to Oct 2013 (excludes fines) Note: we are declaring a potential £12k loss due to free car parking given during May & June combined with the loss of income from the Old Guildhall car park which has been closed during demolition works.
Perception/ Satisfaction	Survey of Council commercial tenants			To be performed and recorded by end 2013	Draft questionnaire has been formulated similar to the Occupier Satisfaction Survey recommended by the RICS. Survey currently out with end date of 17 th Dec 2013
Internal Measure	Staff Sickness	2011/12 sickness levels 1.16 days	<1day	1 day	Period April 2013 to Oct 2013 there has been 1 day of sickness recorded by the Property & Assets team. On target.

Strand Level

Service Strand: Strategic Growth- Growth Team

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Amount of employment land/ properties granted planning permission (square metres)	Amount of land/floorspace granted planning permission in 2010/2011	5%per annum (increase in baseline)	25 387 sq m/2.47 ha	60 commercial applications received during the 2012/13 financial year.
Cost	Cost of the Economic Development Service per head of population	2011/12 £5.59	£3.16	£2.55	227,920/89,200. The targets and measures in this section will be developed and benchmarked against similar councils to develop service cost comparisons.
Perception/ Satisfaction	Numbers attending skills events (skills fair)	Skills fairs took place on 11 September 2012 and 14 February 2013 – total 295	100	96	Apprentice Day – 24 June 2013. Another skills fair is planned for February 2014.
	Numbers attending business events (business networking, business lunch)	Business lunch 6/11/2012 and DEFRA Event 8/03/2013 – total 52	100	42	Reception – Lincolnshire Show (Food Matters) see below, fewer events have taken place this year.
	% satisfied with business events run by the service	100% from previous speed networking events but these are no longer organised by WLDC	80%	100%	Feedback from all 21 attendees at a business 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%	65%	No additional skills events held in period, next due in Feb 2014.

Internal Measure	Percentage of staff receiving three or more training/development days in the previous 12 months in accordance with that identified in the IDP	71% 2012/13	100%	0%	No staff members have so far this year received three or more training days.
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Service Strand: Strategic Growth – Housing Team

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)	
Quality	Number of affordable homes delivered	49 (2012/13)	70	11 (year to date)	2012/13 – 49 delivered 13/14 Q1 – 5 Q2 – 6 Not expected to meet target. Current affordable housing programme nationally is in penultimate year and increased delivery expected in 2014/15. Majority of work undertaken is preparatory work on rural schemes to be delivered in 2014/15.	
	Number of long term (>6 months) empty homes returned to use	895 (1/4/13)	20	138 (year to date)	1/7/13 – 829 (66 returned to use) 1/10/13 – 757(72 returned to use) Increased national and local profile regarding empty homes work along with clear impact of dedicated officer has led to target being exceeded.	
	Number of Households prevented from becoming homeless (includes homelessness relieved)	141	103	66 (year to date)	April – 7 May – 4 June – 11 July – 8	August – 13 September – 7 October – 6 November - 8
Cost	Housing Strategy cost per 1000 population				To be reviewed as part of in depth business review. Data within this review not yet approved or agreed. To be completed once review has been finalised.	

Perception/ Satisfaction	Customer satisfaction surveys (10/10) (Home Options)				No formal process in place for completing satisfaction surveys due to customer services team workload (as previously reported). Following meetings to discuss IDBR findings, processes to address this will be investigated.
Internal Measure	Percentage of staff receiving three or more training/development days in the previous 12 months in accordance with that identified in the IDP		100%	To be reported in the next period	These figures will need to be provided by the HR team but are not yet available as the training and development plans for individual services are not in place.

Service Strand: Neighbourhoods and Development – All Teams

Perspective	Measures	Baseline	Target	Predicted Year End	Comments (include reason and rectifications)
Quality	Percentage of planning appeals dismissed.	87.5%	90%	90%	Figures depend on number of appeals received – to date this year 7 out of 8 appeals have been dismissed
Cost	Income from Planning Application Fees	£217, 660	£478,130	£556,870	Based on projections from income received to the end of November 2013.
	Income from Building Control Commercial Account	£242,130	£176,000	£176,000	Building control fee to have to be based on the CIPFA cost recovery model and only costs incurred in providing the service can be directly recovered. Due to the constraints of this £166,130 of the baseline income will be unrecoverable.
Perception/ Satisfaction	Satisfaction Survey	Qualitative index based on 11 questions	100%	90%	The survey used is to identify and highlight particular issues with the building control service and does not directly equate to/or lend itself to baseline analysis as requested here. The information requested is in comment and opinion form and not

Perspective	Measures	Baseline	Target	Predicted Year End	Comments (include reason and rectifications)
					numerical.
Internal Measure	Percentage of staff receiving three or more training/ development days in the previous 12 months in accordance with that identified in the IDP	45%	100%	90%	Scheme of training on the job developed including mentoring and job shadowing monitored through 1:1s should ensure more staff development

Progress and Delivery Monitoring Report

Resources Directorate

November 2013

Board/Programme Level

Board: Entrepreneurial Council Board
TABLE A: Executive Summary

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

Working Where the Work is

- Office moves are 100% completed. There has been a slight reconfiguration of the work space layout and further amendments may materialise as the project matures.
- New technology to support the programme has been rolled out to staff. Work to capture any training needs is being developed.
- Marketing of available space in the Guildhall is on-going with keen interest from one potential tenant enquiring about a proportion of the space available. This should materialise in the New Year (2014).
- A review of the project has been undertaken, the results of which have been analysed and presented to the JSCC.

E-Accessibility Programme

This programme has progressed during the period with the production of a detailed project plan and the establishment of a project office. Four initial key areas of work have been identified and training has been undertaken for the creation of e-forms. Meetings have been held with all service heads and these are on-going to ensure service requirements are understood and communicated to the project team. Customer journey workshops are to commence in January 2014 with the Project Board meeting monthly and project team meetings held weekly. Update reports to Core Management Team, Policy & Resources and Challenge and Improve Committees will be provided on a regular basis.

Strategic Financial Management:

Significant progress has been made towards delivering a balanced and sustainable budget for 2014/15 with the majority of savings identified and well on the way to being delivered. Never the less, we will continue to face unprecedented challenges but we have a strong medium term financial strategy in place and continue to seek opportunities to increase income and decrease our dependency upon Government grants. Opportunities for further savings/income generation are being identified through the "InDepth Business Reviews" and the analytical review.

New officer and CMT reporting has now been incorporated to the monthly budget process. Training has been delivered with topics covering Asset Management, Negotiating Skills, Open Book Accounting, and a financial e-learning toolkit has been undertaken by all staff and members, to develop their financial awareness and commercial acumen.

Organisational Development Programme

The OD plan will be reviewed and refreshed by May 2014. This will incorporate refreshed values and behaviours, officer code of conduct and appraisal process and review.

This year we have achieved a 95% return rate of staff appraisals, this is the highest return rate of appraisals to date.

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

We have delivered the Leadership development programme in partnership with Bassetlaw District Council and we have also delivered a commercial training programme.
The shared Payroll Service with North Kesteven District Council is on track and will be in place by 1st April 2014 to provide a seamless service.

Pilot of Universal Credit

The Council bid to become part of the Universal Credit pilot and this pilot comes to an end December 2013 with a view to the full commencement of Universal Credit by 2016. As part of the pilot the Council worked in partnership with JobCentre Plus and together we have achieved the following;

- Introduction of Housing Benefits online form - target of 50% of claims for Housing Benefits made online by the end of the Pilot has been met.
- Increased supported IT access - computers in Guildhall with supported access for benefits claimants and job seekers. Other organisations e.g. libraries and social landlords trained to provide additional support.
- Creation of a digital champion volunteer role.
- Redundant IT hardware made available to parishes.
- Effective partnership working - e.g. DWP staff/credit union working from Guildhall. Led by multi-agency steering group with external chair.
- Additional support available for the financially excluded.
- Credit Union outlet in the Guildhall.
- Multi organisational Money Box sessions held at Park Springs Community Centre, organised jointly with ACIS.
- Impact on Universal credit roll out – with the Council being viewed as a leading contributor of useful feedback/data by DWP.
- Information provided has had an impact for example on the Local Support Services Framework.

Financial Summary

The Directorate is predicting a surplus of -£886k, a variance of -9% 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 -£3k brought about through generating income in shared service arrangements.

Revenues, Benefits and Customer Services are anticipating a surplus of -£290k. Significant variances within this service include additional

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

income of -£52k due to the increased recovery of Summons and Committal court costs. Additional income of -£164k due to the work that Capacity Grid are undertaking to do with rent allowances recovered. Legal Services are also anticipating an underspend of -£18k due to reduced need for legal support in the year. Elections are predicting additional income of -£18k due to grants received from central government to support the Individual Electoral Registration project. This income may be rolled forward to 2014/15 to support additional costs associated with the new scheme. A virement has been processed for £1m since the August Progress and Delivery report to re-align the housing benefit payments budgets which explains the large change in variances in the Central Services area.

People & Organisations Development are anticipating a surplus of -£55k. Significant issues within the service include a deficit of £10k relating to corporate training, specifically the leadership training. This is offset by a surplus of -£42k due to staff vacancies and a surplus of -£15k due to low uptake of member training (the member training plan is currently under review).

SERVICE AREA EXPECTED OUT-TURN VARIANCES

Year End Position	Chief Executive	Commercial Director	Corporate Governance	Finance	Central Services	People and Organisation	Total Resources
Income							
Government Grants	0	0	0	0	-104,977	0	-104,977
Other Grants & Receipts	0	0	0	0	-114,166	0	-114,166
Customer & Client Receipts	-171	0	-11,930	-86,130	-3,800	0	-102,031
Interest	0	0	0	-92,688	0	0	-92,688
Council Tax	0	0	0	-230,000	0	0	-230,000
Total Income	-171	0	-11,930	-408,818	-222,943	0	-643,862
Expenditure							
Employees	0	0	9,000	-15,250	24,696	-44,650	-26,204
Premises Related	0	0	-2,500	-54,000	-1,335	0	-57,835
Transport Related	0	0	2,250	0	-2,820	850	280
Supplies & Services	0	0	-90	-37,320	8,266	-8,705	-37,849
Third Party Payments	0	0	0	-33,858	-151,087	-1,910	-186,855
Transfer Payments	0	0	0	10,879	55,311	-210	65,980

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

Total Expenditure	0	0	8,660	-129,549	-66,969	-54,625	-242,483
Net Total - Surplus (-)/Deficit	-171	0	-3,270	-538,367	-289,912	-54,625	-886,345

TABLE B: Status by Programme

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

Stage 1 is the initial programme commissioning, Stage 2 is the scoping of the programme and stage 3 is the detailed delivery plan.

Green: Programme on track, Amber: Deadline for delivery under threat, Red: Deadline will not be met or has not been met, Black: Delivery complete.

Programme Progress									
Programme title	Stage 1			Stage 2			Stage 3		
	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG	Deadline	Lead Officer	BRAG
Agile Working		A. Reeks	Black	21/08/12	A. Reeks	Black	31/01/14	A. Reeks	Green
Comments: Review of project has been completed and findings are being analysed to identify what remains outstanding and requires closure to enable project to be brought to closure. Revised deadline of 31/1/14 would be appropriate.									
ICT Strategy		A. Reeks	Black	31/3/14	A. Reeks	Green	31/03/14	A. Reeks	Green
Comments: Stage 2 – This is behind schedule. It was originally planned to develop a joint strategy for five Lincolnshire Districts, however due to delays, a local strategy has commenced delivery. Amended deadline of 31/03/14 would be appropriate.									
Customer Excellence Programme – e-accessibility	Nov 13	L Marlow	Green	Dec 13	L Marlow	Green	April 14	L Marlow	Green
Comments: Commissioning of software complete, Project Plan currently being devised for delivery of product and enabling of website . Plan to be agreed by Project Board by end Dec 13. Mid Jan '14 onwards will be delivering and enabling of software, workshops and form design and implementation. This phase of project due to end April 14									
Organisational Development Plan		E. Redwood	Black		E Redwood	Black	31/05/14	E Redwood	Green
Comments: Commission complete. Scope agreed. Delivery on track to agreed timeline.									
Strategic Financial Management		R. Stone	Black		R. Stone	Black	28/02/13	R. Stone	Green
Comments: Commission complete. Continue to progress budget work streams with further development towards maintaining a sustainable budget position. Utilising 'real' examples and findings from staff competency / knowledge assessments develop training, development and information provision.									
Revenues and Benefits Programme		A. Robinson	Black			Green	31/3/14	A. Robinson	Green
Comments: Stage 1 - Commission Complete. Stage 2 - Extensive modelling and impact assessment have been carried out on potential schemes. Work has taken place across Lincolnshire to ensure that the major preceptors are engaged in the process. Stage 3 - Delivery deadline on track.									

TABLE C: Programme Success Measures

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

Programme Name: Agile Working

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	The number of employees categorised to 1 of the 4 defined types	100%	100%	100%	This measure will need to be replaced by a more appropriate measure which reflects the current stage of the project. Following the review of the programme a more meaningful measure will be implemented.
Cost	Cost of travel expenses (detail code 2501)	£140,560 (Mileage and user allowance)	£105,420 (25% reduction)	£92,954	Actual figure covers eight months (April – November). Outturn figure is likely to exceed target, but mileage claimed during winter months may lessen to reduce excess. Estimated out turn figure will be 2% less than baseline
Perception/ Satisfaction	Desk occupancy at 10am on a Monday morning	62%	(44% pre office changes) 90% amended target	75%	Further slight progress has been made in the period (73% occupancy in the previous report) as the number of desks has reduced (for the same number of staff) and teams have implemented working rotas to organise their staff in relation to those working from home or other locations on any given day.
Internal Measure	The floor space not occupied by WLDC within the Guildhall and available for rent/lease/use	1113 square metres	1203 square metres	1113 square metres	No additional space has been made available for rent in the period. We are retaining a small section of the second floor for a number of months until all enablement strands of the Working Where the Work is Programme are fully in place and embedded. A review of the project including working space requirements is underway which may impact on the space required for WKLDC staff. At the outset of the project we had 415 square metres of office space not occupied by WLDC staff so considerable progress has been made.

Programme Name: Organisational Development

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Member Development Appraisals	35%	50%	54%	20 member development appraisals have taken place, these will be reviewed annually to inform the programme for member development going forward
	Number of staff appraisals undertaken across the council	50%	95%	95.8%	Over 95% of all staff have received an appraisal in 2013/14. This is the highest figure achieved to date.
Cost	Cost of Training and Development (Members)	£3,500	£16,000	£4,700	Member development plan has been developed and training is taking place with members and officers. Full budget may not be spent by year end.
	Cost of Training and Development (staff)	-	£65,000	£43,500	Staff training is taking place across the Council. Budget is on track to be exhausted by year end.
Perception/ Satisfaction	Satisfaction of appraisals undertaken	New Measure	75%	No data collected yet	Appraisals that are conducted in 2014 will be reviewed for satisfaction levels and quality, this will be reported in August 2014 progress and delivery report.
Internal Measure	Delivery of training and development against the Individual Development Plan (IDP)	New measure	50%	No data collected yet	Appropriateness of this measure has been reconsidered in light of budget constraints and is no longer appropriate to report on this.

Programme Name: Strategic Financial Management

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

Programme Name: Customer Experience

Perspective	Measure	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	% of Web Transactions against all transactions	12%	50%	32%	Slight increase of 4% since last reported although the e-accessibility project will increase this figure, but that will not show benefits until October 2014 when review has taken place. Evidence from the customer engagement project provides information as to why customers do not use the website and this information will be fed into the e-accessibility project. Customer Journey workshops to commence in Jan 2014 to March 2014 to make services aware of the importance of a quality website.
Cost	Cost of Customer Relations team	£437,990	£434,490	£331, 027	The work of the e-accessibility program is expected to free up resources within and outside of this team. Delivery of the first phase of this program will be complete by April 2014 although staff within customer services will be temporary seconded to work on the e-accessibility project and this secondment will continue until the programme is fully implemented. Work on realisation of efficiencies will be done on an on-going basis throughout the project and will affect teams across the council.
Perception/ Satisfaction	10/10 surveys	10% of customers surveyed within each section	100 % satisfaction rate	10%	Due to the work of the e-accessibility project, review of print contract, implementation of a pest control service and potential for JCP to move into ground floor with requirement for reception services by Nov 2014, no further surveys will be conducted prior to April 2014
Internal Measure	Percentage of staff appraisals conducted within each year	100%	100%	100%	All staff have received appraisals and receive regular 121's

Service/Strand Level

TABLE D: Service Success Measures

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

Service Strand: Information Communications Technology (ICT)

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	The number of recognised Good practices that have been adopted by the service out of a possible total of 10	6	10	6	Work is underway to define the service standards for ICT and the remaining good practices will be considered in this piece of work.
Cost	Revenue budget within expected range for defined period	>9%	0	Predicted 0	At this point in the year, the service is not predicting a year end variance.
Perception/ Satisfaction	ICT User Satisfaction (amended measure)	No baseline set	90%	Awaiting survey	Survey to be undertaken as part of the working where the Work is Review. Survey has been produced but methodology does not lend itself to % satisfaction.
	Website user satisfaction	66%	>72%	73%	Actual slightly above target. The E-accessibility project aims to improve this performance.
Internal Measure	The existence of Service Level Agreements (SLA) with Service Heads	0	7	0	SLA's being developed with Revenues and Benefits and service standards across the council are being defined.
	Number of website visits	240,981	>240,981	178,735 (was 105724)	Web visits year on year have increased by 10% which means that the year-end target is on track.

Service Strand: Benefits

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	End to End processing times for Housing and Council Tax Benefits. (mean)	8.1 days	7 days	6.9 days	Performance is on target and shows an improvement on previous years.
Cost	Cost per live claim	£43.85	£45.00	£40.65	Costs have been reduced over time despite changes in the Welfare System. This measure is on target and shows an improvement on last year.
Internal Measure	Revenues Benefits and Customer Services sickness days	3.4 days per employee	5 days per employee	5.29 days per employee	Absence levels have increased significantly since 2012/2013. However it should be noted that more than 50% of the days lost relate to a single employee. All actions to improve attendance have been taken in line with the managing attendance policy.

Service Strand: Revenues

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Council Tax in year collection rate	98.7%	98.5%	77.60 %	Collection of Council Tax is down by 1% as compared with 2012/2013. This is due to two issues. Firstly the changes to the Council Tax Benefit scheme and secondly the introduction of 12 monthly instalments as a statutory right. Work will continue to maximise collection in the coming months. It is expected that the target will be achieved by March 2014.
Cost	Cost per property	£9.24	£9	£8.09	The cost of additional recovery work has been offset by increased court costs received from debtors.
Internal Measure	Revenues, Benefits and Customer Services invoices paid on time	97.1%	100%	94.44 %	All appropriate staff have been reminded of the urgency of this work. However it not now possible to meet the original target. That said all invoices processed during September, October and November have been processed within 30 days

Service Strand: Democratic Services

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	End to end measure for FOI	100%	20 days	99%	100% of FOI requests were responded to within the timeline for this reporting period. The year-end projection is therefore 99%. The Customer Services project and development of the website should reduce the number of information requests.
Perception/ Satisfaction	Satisfaction with Development and Training Events	100%	100% Satisfaction	Unknown	The 2013/14 round of development plan meetings are due to take place between January and April 2014.
Internal Measure	% Reports not available on dispatch deadline	TBC	0%	5%	Although 100% reports were available for Committee meetings 5% were not ready for despatch with the agenda and were marked "to follow". Twenty per cent were not available for briefings. The introduction of Committee Lead Officers and instruction not to accept late reports will assist us to improve performance in this area. Year-end projections are therefore 3% not ready for despatch with the agenda and 15% not available for briefings.

Service Strand: Organizational Development and Communications

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Number of Organisational Development (OD) and Communications (Comms) invoices paid on time	95%	100%	98.58%	We continue to monitor invoice payments and have seen an improvement this year
	Number of sickness days reported (for all employees)	7.05 per FTE	6days per FTE	4.43 days per FTE @ 31/10/13	09/10 - 10.04 days per FTE, 10/11 - 8.16, 11/12 - 7.32, 12/13 - 7.05. Good progress has been achieved in reducing sickness levels across the organisation.
Cost	Cost of HR/OD/Comms		£349,730	£233,802 as at Nov 13	POD Team are currently expecting to be on budget at year end
Perception/ Satisfaction	OD/Comms Staff Satisfaction Survey	67%	67%	Not collected to date	Data to be collected in May 2014
	% of quality of return to work interviews		85%	100% from sample collected	A 10% sample of return to work interviews we reviewed
Internal Measure	OD/ Communications number of appraisals	100%	100%	100%	All employees in the service have received an annual appraisal
	No of return to work interviews undertaken	100%	100%	100%	All return to work interviews have been completed for staff that have returned after a period of absence.

Service Strand: Cash Management

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Quality	Breaches of Treasury Management limits	0	0	0	There have been no breaches of the Treasury Management Strategy to report.
Cost	Return on Treasury deposits	1%	1%	0.84%	With announcements that rates will remain low for the foreseeable future low cash rates prevail, with our investments in money market funds achieving circa 0.32% and fixed term investments >1year are between 0.45% and 1.14% achieving the target will be difficult if we remain with a “no” risk operational strategy. The investment strategy has been reviewed and the use of alternative investment vehicles are to be included in the strategy for 2014/15.
Perception/ Satisfaction	Compliance with prudential indicators	100%	100%	100%	Full compliance is in place and approved Treasury Management Practices followed.
Internal Measure	Average investment £m	£16m	£16m	£18.8m	Average cashflows are expected to be higher during the earlier part of the financial year as annual billing is reflected.

Service Strand: Procurement

Perspective	Measures	Baseline	Target	Actual	Comments (include reason and rectifications)
Cost	Procurement Lincolnshire Savings Return on Investment (ROI)	3.75	4.58	4.33	ROI calculation = (cashable savings - cost) /cost (Cost for 12/13 and 13/14 is £35,857)
Perception/ Satisfaction	User satisfaction survey – supports organisation objectives	4.5/5	4.5	tbc	Survey yet to be undertaken during 2013/14 – will look to address this in the remainder of the year.
Internal Measure	Savings achieved	£170,536	£200,000	£191,278	2013/14 savings figure will not be confirmed until the end of the financial year. Anticipated savings have been reduced, as PL have not implemented at WLDC a Dynamic Purchasing System for managing consultancy spend. Review and recommendations on this are now likely to feature on the 2014/15 work plan. The savings figure may be enhanced by calculating costs saved by Procurement Lincolnshire input on the Leisure contract renegotiation.
Quality	% invoices paid on time	98%	98%	96.92%	Performance is still very good generally and work is ongoing to achieve an actual as near to target as possible, although it is recognised that 98% will not be achievable.