

AGENDA

This meeting will be recorded and the video archive published on our website

Corporate Policy and Resources Committee
Thursday, 16th June, 2016 at 6.30 pm
The Council Chamber - The Guildhall

Members:

- Councillor Jeff Summers (Chairman)
- Councillor Mrs Anne Welburn (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Matthew Boles
- Councillor David Cotton
- Councillor Michael Devine
- Councillor Adam Duguid
- Councillor Ian Fleetwood
- Councillor Steve England
- Councillor John McNeill
- Councillor Tom Regis
- Councillor Reg Shore

1. Apologies for Absence

2. Public Participation Period

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

3. Minutes of Previous Meeting

To confirm as a correct record the Minutes of the previous meeting held on 12 May 2016.
Previously circulated.

4. Declarations of Interest

Members may make any declarations of Interest at this point but may also make them at any time during the course of the meeting.

5. Matters Arising Schedule

Setting out current position of previously agreed actions as at 8 June

(PAGES 1 - 2)

2016

6. Public Reports for Approval

- a)** Home Working Policy Review (PAGES 3 - 28)
- b)** DBS Policy (PAGES 29 - 50)
- c)** Amended Progress and Delivery Report Format (PAGES 51 - 100)
- d)** Systems Improvements in Land Based Services (PAGES 101 - 126)
- e)** Committee Work Plan (PAGES 127 - 128)

7. Exclusion of Public and Press

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

8. Commercial Business Case (CP1 004)

M Gill
Chief Executive
The Guildhall
Gainsborough

Wednesday, 8 June 2016

Corporate Policy & Resources Committee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

Recommendation: That members note progress on the matters arising and request corrective action if necessary.

Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Debtors' letters	Members stated that they would like to see a template of the letters sent to debtors in order to pursue outstanding debts, and also suggested that perhaps second and subsequent letters could follow sooner.	Report on the debt collection process to be brought to a future meeting	16/06/16	Ian Knowles
	Progress and Delivery	Members requested that the colour coding, RAG rating, be reinstated to the P&D reports	to be included in first quarter report to Committee	16/06/16	Ian Knowles
Green					
	Progress and Delivery - Projects	Minutes Extract 12/05/16 It was acknowledged that not all projects reached stage 2 or 3, and it would also be useful to see information on those projects taken off the list either due to completion or non-pursuance. The Director of Resources agreed to provide Members with a half yearly update on projects which reached stage 3.		10/11/16	Ian Knowles

This page is intentionally left blank



CPR.58 16/17

**Corporate Policy and
Resources Committee**

Date 16 June 2016

Subject: Review of the Homeworking Policy

Report by:

Emma Redwood
People & OD Team Manager

Contact Officer:

Emma Redwood
People and Organisational Development Team
Manager
01427 676591
Emma.redwood@west-lindsey.gov.uk

Purpose / Summary:

To review the current Homeworking Policy and recommend changes to be adopted.

RECOMMENDATION(S):

That Corporate Policy and Resources Committee approve the Homeworking Policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

IMPLICATIONS

Legal: None

Financial :None FIN/36/17

Staffing : The policy will apply to all staff that meet the requirements for Home working to apply and adhere to the Health and Safety requirements and all council policies.

Equality and Diversity including Human Rights :

West Lindsey District Council has a commitment to equal opportunities. It seeks to ensure that no potential or current employee receives less favourable treatment than another on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Risk Assessment :

Climate Related Risks and Opportunities :

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

x

Key Decision:

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

Yes

No

x

1. Introduction

The council has had a Home Working Policy in place for a number of years, however the working environment and IT infrastructure has changed considerably to enable staff to work from other locations, including working at home.

The old policy was reviewed and it was agreed that a thorough rewrite of the policy would be required to bring it up to date and to provide a clear and manageable procedure for the council.

2. Purpose

The council recognises the importance of providing a flexible working environment, which maintains high quality services whilst enabling staff to improve their work life balance.

As with other forms of flexible working there is no automatic right to be able to work from home.

Not all work is suited to working from home so availability will be based on:

- The needs of the service and the council
- Suitability of the employment and person to be able to work from home
- Demonstrable benefits and measurable outcomes for the service
- The nature of the post involved
- The suitability of the proposed work place
- Access to an adequate broadband connection
- The completion and suitability of the working from home self assessment

3. Scope

Whilst this policy applies to all staff regardless of length of service, it is recognised that some roles will be more suitable to allow working from home than others, as outlined above in section 2 and included in the policy.

4. Engagement

The policy has been developed by the People and OD Team Manager in partnership with Team managers. Consultation has also taken place with:

- Health and safety co-ordinator
- Unison and staff representatives

The draft policy has had the full support of the core leadership team, where it was agreed to progress to the JSCC to consider feedback received from that forum before progressing to CP&R committee.

5. Training and Awareness

This policy will be made available to view on the Minerva site and hard copies available at the depot once formally agreed by CP&R.

A clear communication will be sent to managers to make them aware that the policy has been reviewed and adopted and that they are responsible for cascading the information to their staff members, including staff members who do not have regular access to email.

Training and support will be available to managers in the implementation and application of this policy.

6. Recommendation

That Corporate Policy and Resources Committee approve the Homeworking Policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

Attached – copy of draft Homeworking Policy

Attached – Health and Safety Assessment Form - the Health and Safety Assessment was implemented by the Health and Safety Co-ordinator and this has not changed.

DRAFT – Homeworking Policy

DRAFT

23.5.16

JSCC Approved –

P&R Approved –

1. Introduction

The council recognises the importance of providing a flexible working environment, which maintains high quality services whilst enabling staff to improve their work life balance.

As with other forms of flexible working there is no automatic right to be able to work from home.

Not all work is suited to working from home so availability will be based on:

- The needs of the service and the council
- Suitability of the employment and person to be able to work from home
- Demonstrable benefits and measurable outcomes for the service
- The nature of the post involved
- The suitability of the proposed work place
- Access to an adequate broadband connection
- The completion and suitability of the working from home self assessment

Staff that work from home will be treated no less favourably than any other member of staff, with regards to Council policies and procedures or terms and conditions.

This policy presents practical advice for managers considering working from home for members of their team. It sets out key considerations to take into account and answers some of the most common questions.

This policy does not replace the Flexible Working Policy whereby there is legislative requirements in relation to statutory requests. The Flexible Working Policy applies to those staff who wish to make a formal request to contractually change their working arrangements.

2. Key Principles

Working from home is based on the following key principles:

- You remain an employee of West Lindsey District Council wherever you work.
- The needs of the service and the council will always be the paramount consideration.
- Working from home is voluntary and a member of staff cannot be made to work from home.
- Employees who would like their posts to be considered for home working should discuss this with their manager informally in the first instance.
- The Working Time Regulations are complied with and employees are not working excessive hours.
- Employees should be contactable when working at home, especially during agreed working hours.
- Appropriate care is taken to ensure the safety and security of equipment.
- The working environment is maintained to the agreed health and safety standards.

- All data and information produced, accessed or used in the course of performing the duties of the job is the property of the council and is subject to data protection legislation.
- The council's Code of Conduct is adhered to, regardless of where the employee works.
- Working from home should not be seen as a way of managing caring responsibilities at the same time as work. Working from home is not a substitute for child care or care of other dependents.
- All policies and procedures are maintained wherever the employee is working.

3. Definition

Acas – 'What is homeworking?

Office related roles where:

- Some employees work almost entirely at home apart from carrying out regular or occasional duties/meetings at the office or with customers
- Some employees split their time between working at home a few days a week (depending on the agreement with the employer), with the rest of the time spent in the office or with clients
- Some employees work from home only occasionally.'

4. Benefits

Research shows that working more flexibly results in a culture whereby staff are motivated, high performing and engaged.

Potential benefits for the employer can include:

- Increased productivity
- Wider choice when hiring
- More ideas from a more diverse workforce
- Improved recruitment and retention of staff
- More effective use of office and car parking space
- Reduction in sickness absence
- Helping the environment by reducing commuting

Potential benefits for the employee can include:

- Some flexibility whilst meeting business needs
- Improved productivity
- Greater job satisfaction
- Reduced travel costs and travel fatigue as a result of commuting
- Enhanced quality of life by maintaining a work life balance
- More control over their working environment

To employees, working from home can seem like an attractive option when trying to balance work and home demands, but both employees and employers should be fully aware it does not suit everyone.

To be successful, staff working from home need attributes to cope with working on their own, in reality, probably with less supervision.

Staff working from home ideally need to be:

- Happy to spend long periods on their own
- Self-disciplined and self-motivated
- A resilient personality
- Confident working without supervisions
- Able to separate work from home life

5. Health and Safety

West Lindsey District Council has a statutory duty under the Health and Safety at Work etc. Act 1974 which states that an employer shall ensure, so far as is reasonably practicable, the health, safety and welfare at work of all employees. This places obligations on staff themselves to do their work in such a way as to ensure that they and any other person, including members of the household, or the public, will not be exposed to risks to their health and safety.

When employees work from home, close supervision will not be possible. There is therefore a greater responsibility upon staff working from home to ensure that work is carried out without risk to themselves or others.

Any action by the council to implement HASAW Act (and subsequent legislation) will equally apply to employees working at home.

All staff who work from home whether on an occasional or regular basis are required to undertake a self-assessment of their home working provision by completing the checklist at Appendix 1.

Any incident affecting a member of staff working from home needs to be communicated to and recorded by the council. This includes accidents and any near miss occurrences. Staff working from home are instructed to follow the corporate accident reporting procedures.

Access to your home may be required to deal with any health and safety concerns or to install, maintain or repair electrical or other equipment.

6. Manager Responsibilities

When a member of staff is working from home, managers must:

- Ensure that the employee is aware of expectations and the required standard of work, by setting clear, realistic and fair performance targets.
- Ensure that the appropriate health and safety assessment has been carried out and complied with, and any issues dealt with.
- Maintain regular communication with employees, establishing ways of keeping in touch.
- Measure and monitor the work output of the employee.

- Clearly communicate work procedures and involve the employees in any consultation / discussion about work procedures.
- Actively promote a sense of belonging to the team and to the council.
- Discuss any requirements for attendance at the office, for team meetings, training, to cover peak periods etc.
- Provide a regular opportunity for communication which is not solely work-related e.g. participation in social gatherings or outings or telephone conversations which have an element of social chat.
- Ensure that all the usual procedures for appraisal and development are adhered to. One to one meetings must be carried out with employees and they must feel they have as much opportunity for development within the council as other staff.

7. Employees Responsibilities

Employees must:

- Treat working from home as though they are in the office
- Remain contactable at all times during normal working hours unless agreed with the line manager
- Ensure Outlook calendar, Skype and other reporting systems are updated and open to view
- Be able to attend the normal workplace at short notice
- Not let their personal circumstances / home environment interrupt work
- Attend the work place for staff meetings, training, as identified by the manager
- Complete the flexi time sheet as usual and all other council systems
- Ensure that the requirements of the council's Data Protection Policy are met and the Information Security Guidelines are observed.

8. Sickness Absence

The council's normal arrangements for reporting sickness still apply. If an employee calls their manager asking to work from home as they are not feeling well the manager needs to consider whether this is appropriate. The council's general stance is that if an employee is not well enough to be in the office, they are also not fit to work from home.

9. New Employees

Managers should ensure that the council's approach to working from home is shared with applicants and new starters; this should be embedded within the interview process and at the point of induction.

Consideration should be given as to whether home working will apply to new starters straight away or whether this should apply after a specified period of time i.e. after their induction / period of training.

10. Insurance

Items of equipment belonging to the council are covered by the council's insurance whilst they are in the employee's home and when in transit. This equipment needs to

be specifically identified. Employees should also notify their home insurers of the nature and extent of the use of their home for work purposes.

The council will not contribute towards the cost of home insurance.

Employees working from home are covered by the council's Employer Liability Scheme. However, employees do have a duty of care to take reasonable care within their own working environment.

Any personal equipment used by the employee for work purposes shall not be covered by the council's insurance.

11. Costs / Expenses

Other costs such as additional energy costs and furniture will be met by the employee and not paid by the council. This is because these costs are offset by the reduction in travelling time, cost and mileage normally incurred as a result of commuting.

The council will not contribute towards the employee's broadband services. It is likely that most employees would already subscribe to broadband / internet access for personal use in their homes.

When an employee is working at or from home they must claim any mileage/journeys in line with the Travel and Subsistence Policy.

12. Specialist Equipment

The Council will consider requests for working from home where specialist equipment has been provided as a result of a workplace assessment, this will be done on a case by case basis.

If a staff member has been provided with smaller specialist equipment, such as footrests or specialist keyboards, employees can agree with their managers that they take the equipment home should they choose to work at home but that they return it to the workplace when they are working there.

13. Taxation

There should not be any personal or council tax/business rates implications for employees as a result of working from home, however you can seek further advice from the HMRC.

14. Contingency Plans in the Event of System Failure

In the event of a system failure which renders the employee unable to perform part or all of their duties at home, the following options should be prioritised and agreed in advance by the line manager and the employee:

- Travel to the office to carry out the duties or other duties
- Undertake other paper based work, if appropriate and sufficient in quantity

- Use flexi time or take holiday time
- Take the time off and work in lieu (at an agreed time) when the system becomes functional again

15. Monitoring and review

All working arrangements, both informal and formal, should be subject to and be monitored on a regular basis, through one to one meetings and appraisals and other performance management systems.

Where working arrangements are found to be no longer meeting service requirements, it may become necessary for the manager to consult changes with the employee concerned.

If an employee is found to be abusing their working from home arrangements then this will be investigated under the council's Disciplinary Policy.

Policy Statement

West Lindsey District Council has a commitment to equal opportunities.

It seeks to ensure that no potential or current employee receives less favourable treatment than another on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Appendix 2

Managing by Performance and Output

New ways of working will require a need to manage by performance / output as opposed to presenteeism.

The council recognises this may be a change for some who will be more used to staff being in the office regularly or on a daily basis. The basic principles of management still apply but managers will just need to ensure that there are additional protocols in place, some of which are covered below.

Managing Remote Workers

This will not only require creative thinking, but also a good level of communication, organisation, trust and working together in order to ensure that the arrangements put in place do not have an impact upon the quality of work or the targets that the service is required to meet.

Having an adaptable style of management will ensure managers can take advantage of opportunities to improve services offered and support employees with different work styles and methods. Managers cannot expect to gain from flexibility from employees and then to manage in a strict and rigid way.

Managing employees who work remotely should not be radically different from managing them in their specified place of work. However, it is important not to have an 'out of sight, out of mind' approach, whereby just because employees are not physically present, they get overlooked. It is therefore important to establish some ground rules with employees when they move towards remote / home working.

Manager Responsibilities

Setting Clear Expectation and Outlining Objectives

Agree in advance, what work needs to be completed

Managers may wish to discuss and agree the scope of work that will be undertaken, outlining the expectations and setting deadlines where required, during the period of remote working.

Agree accessibility and contact

Depending on the role, the employee may need to be available to customers and colleagues during certain times in their normal working day or during the entire day, where this is the case; it is important to agree in advance what these times will be and how the employees can be contacted. This may include forwarding work extension numbers to the employee's mobile or from where they are working that day.

Employees should be informed that there may be occasions where they are asked to work from the office to provide cover at short notice due to staff absence etc. managers should consider all available options to cover short term absences.

Maintaining Communications

Regular one to one's / Appraisals

It is important to continue regular one to ones with employees to discuss their progress on the agreed objectives and keeping them informed on developments within the department and organisation. In accordance with the council's appraisal process, clear objectives / targets / deadlines and performance standards should be agreed with all employees including those who are home / remote workers. Ensuring that remote employees are included in personal development opportunities.

Agree 'check-in procedures

Managers may wish to agree in advance the frequency and method for checking in (by telephone, by email or arranging a face to face meeting). How, when and the frequency of meetings, especially where the employee is working remotely on a regular basis. managers should also make themselves available to employees and respond to any questions they may have in a timely manner.

It should be made clear that employees refusing to attend team meetings 'because they are working from home' will not be acceptable.

Employee's Welfare

Just because employees are not physically present, it does not mean that they are no longer part of the team. It is essential to include them in any messages and to invite them to meetings or events, even if they are unlikely to be able to attend. Keeping in touch with employees who work remotely is important so that they feel informed and included.

The employer has a duty of care to the employee. It is therefore important to watch out for signs that they may be switching off, becoming de-motivated or feeling isolated.

Focusing on the Outcomes

Managers should focus on the 'outputs' and not how and when the employee works to achieve what they need to do. For example, an advantage of working remotely can be that the employee chooses the hours worked across the day, if this fits in with the needs of the service. Without the need to travel into the usual place of work, an earlier start can be made, or the employee might choose to work later into the evening. With a focus on outputs, the person should be able to plan their work in the most effective way.

Performance Management

If problems with performance arise, it is important to provide specific feedback on the areas of concerns and provide the employee with an opportunity to discuss any issues that have whilst working remotely and to agree a way forward. Ideally any feedback should be given during a face to face meeting but if that is not possible, this may be done over the phone or via video call at a suitable time taking into accounting the confidential nature of the subject.

Depending on what the concerns are, the situation may need to be further dealt with in line with another policy such as Capability or Disciplinary policy.

تامول عمل ا نم دي زمل قباصع 01427 676676
За повече информация пръстен 01427 676676
Lisainformatsiooni ring 01427 676676
अधकि जानकारी के लए रगि 01427 676676
További információ gyűrű 01427 676676
Lai iegūtu vairāk informācijas gredzenu 01427 676676
Norėdami gauti daugiau informacijos žiedo 01427 676676
Aby uzyskać więcej informacji na ring 01427 676676
Pentru mai multe informații inel 01427 676676
За више информација назовите 01427 676676
رے ئل رے ک یٹوگنا 01427 676676 72410 رے ک تامول عم دی زم

If you would like a copy of this in
large, clear print, audio, Braille or
in another language, please
telephone

01427 676676

Guildhall, Marshall's Yard
Gainsborough, Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170
DX 27214 Gainsborough

www.west-lindsey.gov.uk





Self-Assessment Checklist

Prior to employees commencing working from home or away from their normal office location, this form must be completed by the employee in accordance with directions given by for workplace assessment. Any issues arising from the information given should be resolved by the Manager (with the assistance of the Safety Champion or Health and Safety Co-ordinator) Completed forms must be retained by the Manager and a copy sent to POD

Name:	Date of completion:
Address:	Date of review: (At least one year after last assessment)

IMPORTANT:

If there are any changes in your health or you make any adjustments to your working conditions i.e. relocate to another room or move furniture around, you should inform your Manager as a new self assessment may need to be undertaken.

Expectant mothers – please notify your Manager as soon as possible of your pregnancy as a risk assessment will need to be undertaken by your Manager with the assistance of the Safety Champion or Health and Safety Co-ordinator

Work Area Layout

Please provide a simple line drawing of your workstation area (this does not need to be to scale), detailing location of desk / table within the room and general layout of room and where possible provide photographs.

Fire	Yes	No	Comments
Is the work area tidy?			
Are waste materials regularly disposed of?			
Are your exit routes clear?			
Do you have an escape plan? (i.e. know exactly what you would do in an emergency)			
Is a working smoke alarm fitted? (Alarms should be tested monthly)			
Electrical Equipment (Please note that the Council is responsible only for equipment it has supplied. Equipment, electrical sockets and other parts of your domestic electrical system are your responsibility.)	Yes	No	Comments
Are there any obvious damage to leads or plugs? (e.g. cracked/loose casing, missing screws, etc.)			
Any evidence of overheating? (Look for discolouration.)			
Has your PC or Laptop been connected via an anti-surge extension without using multi-plug adaptor?			
Are the cables secure in all plugs and have you ensured there are no trailing wires?			

Slips Trips & Falls	Yes	No	Comments
Floor coverings sound, and without defects?			
Are walkways clear of tripping hazards e.g. trailing cables?			
Do you have a suitable work chair with 5 star base?			
Working Environment	Yes	No	Comments
Is the temperature adequate?			
Is the ventilation adequate?			
Do you have adequate lighting, including any necessary task lighting?			

Display Screen Equipment	Yes	No	Comments
Do you use your PC or Laptop for a total of more than two hours a day or more than one hour a day continuously?			If yes, complete the separate DSE questionnaire (attached)
Working Alone	Yes	No	Comments
Has the manager/ employee contact been you discussed with you?			

Accidents/First Aid/Sickness Reporting	Yes	No	Comments
Do you know the procedure for reporting any accidents / incidents or work related illnesses?			
Do you have a first aid kit available whilst working at home? (A supply of plasters would be acceptable)			
Are you aware that you must comply with the normal sickness reporting procedures (i.e. as if you were office-based)			
Well-being	Yes	No	Comments
Do you suffer any discomfort or ill health, which you believe, has resulted from your work?			See the separate DSE questionnaire (attached)
Are there any aspects of your working conditions which, you believe, may cause you physical or mental discomfort?			
Security	Yes	No	Comments
What security measures are in place in your home – e.g. are your exit doors secured by a mortise deadlock and/or security bolts?; are your accessible windows secured by key operated window locks?			
Laptop and confidential files locked away when not in use?			
Screensaver passwords should be in place.			
Have you put measures in place to ensure your screen cannot be overlooked by anyone not authorised to see it – from inside or outside the room / property?			

Equipment	Serial No.	Condition	P A tested
Laptop			
Mobile Phone			
Other equipment			

Best Practice Guidelines/Your obligations:	Yes	No	Comments
Have you been made aware of Data Protection issues (e.g. confidentiality of personal information)			
Rest breaks: Have you been made aware the HSE recommends: <ul style="list-style-type: none"> a 5-10 minute break / change of activity every hour 			
Have you given your manager your telephone number to use in the event of an emergency?			
Have you been given the technical support contact details (name, e-mail address and phone number)			

Any other comments regarding your working environment:

Signature:

Date:

Thank you for completing this form. The completion of this DSE Self Assessment form will not automatically mean you have been accepted to work away from the office or at home. It will be useful to assist in determining your suitability and ensuring that your working conditions at home comply with current legislation.

Display Screen Equipment Check List

Service Team:	Employee Name:
Section:	Date of Assessment:

A. Organisation of Work Time		
1	Do you regularly use display screen equipment for an hour or more on an average day? If your answer was Yes continue to answer all the following questions. If your answer was No please move onto Question D2 .	YES / NO
2.	Does the work on the screen alternate with other activities enabling you to move from the screen at least once in every hour?	YES / NO

B. The Equipment		
3	Does the equipment carry a sticker indicating that it has undergone an electrical safety check?	YES / NO
4	Can you spot any defects e.g. loose wires or physical damage?	YES / NO
5	Is the screen flicker free?	YES / NO
6	Is the desk large enough to enable you to work in comfort and to rest your wrists in front of the keyboard?	YES / NO
7	Does your chair allow you to adopt a comfortable working posture, and does it have a 5 star base with castors to allow ease of movement?	YES / NO
8	Is your chair adjustable in height, with a backrest that can be adjusted for height and forwards and backwards?	YES / NO
9	Do all your adjustments on the chair work?	YES / NO
10	When your chair is set to the correct height, do your feet rest comfortably on the floor?	YES / NO
11	If your feet do not rest comfortably on the floor do you have a footrest?	YES / NO

C. Your Environment		
12	Do you have sufficient space under the desk to change position and vary your movements?	YES / NO
13	Is the floor area around and under your workstation free from obstruction i.e. stored boxes etc?	YES / NO
14	Is your screen free of reflections and glare from the lighting and windows?	YES / NO
15	If not are blinds/ curtains available?	YES / NO
16	Is the ventilation at your workstation sufficient without causing uncomfortable draughts?	YES / NO
17	Are all the cables to your equipment routed to avoid tripping hazards?	YES / NO
18	Is the temperature at your workstation comfortable?	YES / NO

D. The Working Position		
19	In general, does the workstation conform to the measurements in Fig.1 and Example 1 for laptop use?	YES / NO

E. Your Comfort		
20	Do you experience physical discomfort whilst at your workstation?	YES / NO
21	Do you suffer from tired eyes or eyestrain?	YES / NO
22	Are you aware of your entitlement to eyesight test?	YES / NO
23	If your answer to question 20 is Yes , please indicate the location of your discomfort and further assistance can be sort from the Safety Champion or Health and Safety Co-ordinator	

Items Requiring Attention		

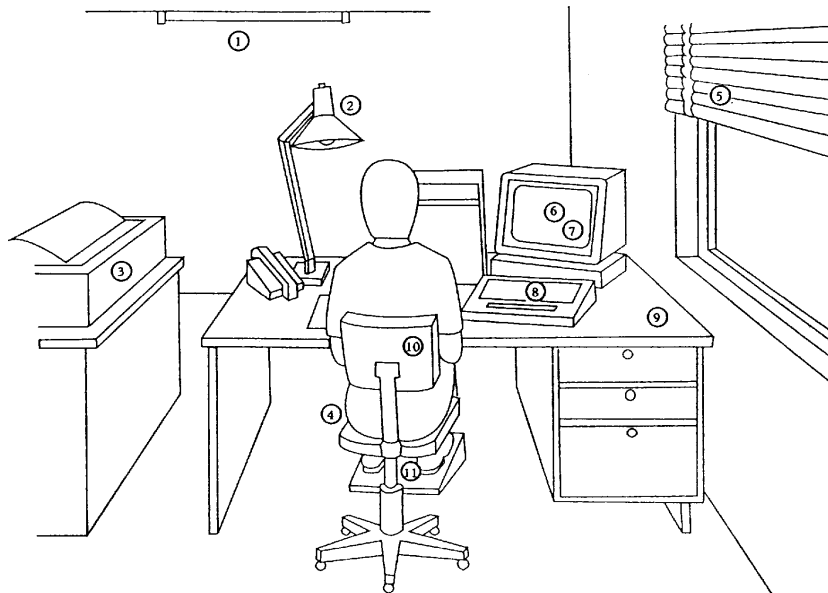


FIGURE 1

SUBJECTS DEALT WITH IN THE SCHEDULE

- ① ADEQUATE LIGHTING
- ② ADEQUATE CONTRAST, NO GLARE OR DISTRACTING REFLECTIONS
- ③ DISTRACTING NOISE MINIMISED
- ④ LEG ROOM AND CLEARANCES TO ALLOW POSTURAL CHANGES
- ⑤ WINDOW COVERING
- ⑥ SOFTWARE: APPROPRIATE TO TASK, ADAPTED TO USER, PROVIDES FEEDBACK ON SYSTEM STATUS, NO UNDISCLOSED MONITORING
- ⑦ SCREEN: STABLE IMAGE, ADJUSTABLE, READABLE, GLARE/REFLECTION FREE
- ⑧ KEYBOARD: USABLE, ADJUSTABLE, DETACHABLE, LEGIBLE
- ⑨ WORK SURFACE: ALLOW FLEXIBLE ARRANGEMENTS, SPACIOUS, GLARE FREE
- ⑩ WORK CHAIR: ADJUSTABLE
- ⑪ FOOTREST

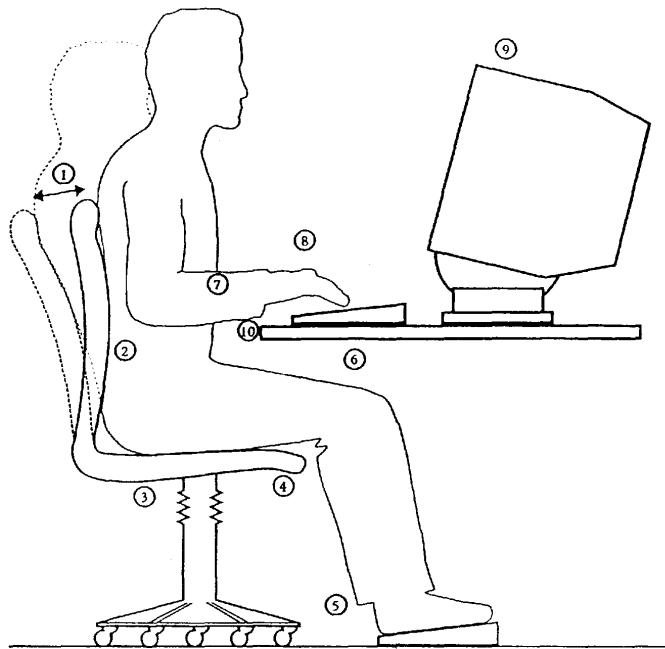


FIGURE 2

SEATING AND POSTURE FOR TYPICAL OFFICE TASKS

- ① SEAT BACK ADJUSTABILITY
- ② GOOD LUMBAR SUPPORT
- ③ SEAT HEIGHT ADJUSTABILITY
- ④ NO EXCESS PRESSURE ON UNDERSIDE OF THIGHS AND BACKS OF KNEES
- ⑤ FOOT SUPPORT IF NEEDED
- ⑥ SPACE FOR POSTURAL CHANGE, NO OBSTACLES UNDER DESK
- ⑦ FOREARMS APPROXIMATELY HORIZONTAL
- ⑧ MINIMAL EXTENSION, FLEXION OR DEVIATION OF WRISTS
- ⑨ SCREEN HEIGHT AND ANGLE SHOULD ALLOW COMFORTABLE HEAD POSITION
- ⑩ SPACE IN FRONT OF KEYBOARD TO SUPPORT HANDS/WRISTS DURING PAUSES IN KEYING

The effects of working with laptops

This information is intended to provide some suggestions as to how to best use laptop computers in the context of avoiding injury.

In today's business environment laptops are often provided to give a flexible working alternative. However, the convenience of laptops does cause concern to our health, safety and comfort. It can therefore be difficult to adopt good working practices that ensure correct posture and a comfortable working position.

Working with a laptop

Where prolonged office or home use is likely, a separate keyboard and mouse must be used. Also, the laptop itself should be positioned on either a laptop stand or laptop monitor risers. See diagrams below.



Example 1: Good office-based laptop set-up



Example 2: Poor office-based laptop set-up

Working from home with a laptop

When working with laptops the important factor is to avoid poor posture. When using a laptop there are some points to remember:

- Sitting
 - Use a five-caster chair
 - Adopt a good sitting position in order to avoid bending or straining your wrists
 - Adjust the seat height to make sure your forearms are horizontal when your hands are on the keyboard, in order to allow your wrists to be horizontal when typing.
 - Try not to slouch. Do not sit forward and crouch over the keyboard.
 - Ensure the laptop screen is positioned and angled at a comfortable height and viewing distance.
- Reading the screen
 - Avoid glare. Glare and reflected light can affect screen clarity when using laptops.
 - Sit with the laptop screen directly in front of you. Do not work with the screen at any angle other than at right angles to your line of sight.

- If glare occurs, either draw curtains / blinds, adjust your screen – either by means of programme menu controls or move to another position within the room – in order to reduce reflections.
 - Do not sit with your back facing a window.
 - Regularly clean your screen.
 - Adjust screen brightness to suit surrounding light levels.
- Do not:
 - use a laptop whilst sitting on a sofa or easy chair
 - work with the laptop on your lap
 - use a laptop when lying on the bed. This causes strain to the neck and back.

Manual Handling

- Do not carry equipment or papers unless they are really likely to be needed. Consider using a backpack to cut down strain on arms and distribute loads evenly across the body (or wheeled luggage might be worth considering). Remember you may be able to avoid carrying heavy papers by sending them in advance, by post or e-mail, to your destination.

This page is intentionally left blank



CPR.59 16/17

Corporate Policy and
Resources Committee

Date 16 June 2016

Subject: Review of the CRB Policy changing it to the DBS Policy

Report by:

Emma Redwood

Contact Officer:

Emma Redwood
People and Organisational Development Team
Manager
01427 676591
Emma.redwood@west-lindsey.gov.uk

Purpose / Summary:

To review the CRB Policy and change to DBS
Policy

RECOMMENDATION(S):

That the Corporate Policy & Resources Committee approve the revised CRB Policy – now the DBS policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

IMPLICATIONS

Legal:

The council has a statutory duty to safeguard both children and vulnerable adults. There is a statutory requirement to implement the new arrangements. The council must ensure that relevant employment procedures on recruitment are compliant with the statutory requirements of the legislation.

Financial : FIN/30/17

There are financial implications for this policy, namely that the council will pay for DBS checks on staff and applicants and renewals when staff are in post. A Standard DBS check currently costs £26 and an Enhanced check costs £44. We will assess all the job roles within the council and indicate which roles and number of roles require checks.

Staffing :

There will be a requirement for some resource across the council to assess job roles, this will be at management level and will be done in consultation with HR and the Safeguarding Lead Officer.

Equality and Diversity including Human Rights :

A national consultation was conducted by the DBS on the proposed changes. A Privacy Impact Assessment was included within the consultation. The full Privacy Impact Assessment can be found at www.gov.uk

Risk Assessment :

The council has a statutory duty to safeguard children and vulnerable adults. There is a statutory requirement to implement the new arrangements. The risk of non-compliance with statutory requirements would leave the council open to legal challenge and financial penalties.

Climate Related Risks and Opportunities :

None

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

The Police Act 1997

The Protection of Freedoms Act 2012

<https://www.gov.uk/disclosure-barring-service-check/overview>

DBS Eligibility Guidance

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. Introduction

The DBS was created with the merger of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA). The ISA was created to prevent unsuitable people from working with children and adults.

The Disclosure and Barring Service (DBS), an Executive Agency of the Home Office, provides wider access to criminal record information through its Disclosure service.

This service enables organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially that involve children or vulnerable adults.

The DBS holds two separate lists of individuals: those who are barred from working with children and those who are barred from working with vulnerable adults, known as 'barred lists'. The Protection of Freedoms Act 2012 states all those who will be working in 'regulated activity' with either children or vulnerable adults, must be checked against the relevant barred list.

2. Information

The council have had a CRB Policy for a number of years but this is out of date and needs bringing into line with the new DBS Regulations. Work will take place with all Team Managers to assess the roles within the council and decide which if any roles need a DBS check and at what level.

It should be noted that managers will assess all roles and complete the DBS check assessment form, to evidence if a check is required for a role or not. Meetings will be arranged with managers on a priority basis to work collaboratively to complete the assessment process.

This piece of work will be about assessing the requirements of a 'job role' to be checked and not about whether an individual person needs assessing.

3. Consultation

The policy has been revised following research and consultation with the internal Safeguarding working group. The policy has also been sent to Unison and staff representatives for comments.

The Policy is going to JSCC on 2nd June 2016.

4. Recommendation

That the Corporate Policy & Resources Committee approve the revised CRB Policy – now the DBS policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

**Draft – Disclosure and Barring Service (DBS) Policy
(Replaces the CRB Policy)**

JSCC Approved –

P&R Approved –

1. Introduction

This document outlines the council's policy on safer recruitment and Disclosure and Barring Service (DBS) checks. It sets out how the council is to act fairly and without discrimination in the recruitment and employment of ex-offenders.

This policy identifies how managers must be aware of and act upon in the appointment and on-going employment of all individuals, who are eligible for a DBS check within the council.

It should be noted that DBS checks are only a small part of the recruitment and vetting process. The council has robust recruitment processes in place to ensure someone is suitable for a position in the organisation. The council also promotes a safer culture, so that unacceptable behaviour can be identified at the earliest opportunity. The council has policies and procedures on verification of identity, right to work, registration and qualifications, employment history, references, occupational health checks and safer culture at work.

It is a criminal offence for an employer to knowingly employ (either on a paid or unpaid basis) a barred person in regulated activity.

All offers of employment with the council will be subject to a clear basic Disclosure Scotland check (and any other conditions of appointment that have been requested).

This policy is written in accordance with the requirements of the Data Protection Act 1998 and the DBS Code of Practice. Any individual found to be in breach of this policy may be subject to disciplinary action.

2. What is DBS?

The DBS was created with the merger of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA). The ISA was created to prevent unsuitable people from working with children and adults.

The Disclosure and Barring Service (DBS), an Executive Agency of the Home Office, provides wider access to criminal record information through its Disclosure service.

This service enables organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially that involve children or vulnerable adults.

The DBS holds two separate lists of individuals: those who are barred from working with children and those who are barred from working with vulnerable adults, known as 'barred lists'. The Protection of Freedoms Act 2012 states all those who will be working in 'regulated activity' with either children or vulnerable adults, must be checked against the relevant barred list.

3. DBS checks

A DBS check is a process of gathering information about an applicant's possible criminal activity. This includes spent and unspent convictions, cautions and warning given by the police. A DBS check is the certificate containing this information.

The council will undertake DBS Disclosure checks to:

- Provide protection for children and vulnerable adults against those who might wish to harm them;
- To protect the interests of the council from those who may not be considered suitable to work in sensitive occupational areas.

An assessment form will be used in order to assess whether a DBS check is required for a post and what level of check is required.

The disclosure certificate will be sent directly to the applicant, and the applicant will be required to share the disclosure certificate with the council as a condition of their appointment. A copy of the disclosure certificate will be taken and stored and retained in accordance with section 15 of this policy.

The council is committed to preventing discrimination or any other unfair treatment against any employees, potential employees or voluntary workers on the grounds of offending behaviour that does not create risk to children or vulnerable adults; or adversely affect the interests of the council in sensitive occupational areas.

4. Scope

This policy applies to:

- All employees
- All voluntary workers
- Job applicants
- Temporary staff and casual workers
- Agency workers, contractors and consultants
- Elected members in relevant roles

5. What types of DBS checks are available?

Please read the definitions at the back of this policy regarding definitions of regulated activity – Appendix 1

The following table details the different types of DBS check available and provides examples of when they are required. It should be noted that the examples provided are for guidance purposes only, they are not an exhaustive list.

Type of check	When check is required	What the check contains
Standard	When the position is included in the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 For certain specified occupations, licences and entry into certain specified professions.	Details of spent and unspent convictions, cautions, reprimands and final warnings from the Police National Computer (PNC). (Excluding certain old and minor convictions known as 'protected caution' or 'protected conviction').
Enhanced	When the position is included in the Rehabilitation of Offenders (ROA) Act 1974 (Exemptions) Order 1975 and the Police Act Regulations (listed in Part V of the ROA Act). For those carrying out activities such as gaming and lottery licences and judicial appointments; or working with children or vulnerable adults (meeting the pre September 2012 definition of regulated activity)	Same as the standard check, plus a check of police records held locally.
Enhanced with a check against the children's barred list	When individuals are in regulated activity with children	Same as enhanced check, plus a check against the children's barred list
Enhanced with a check against the adults' barred list	When individuals are in regulated activity with vulnerable adults	Same as enhanced check, plus a check against the adults' barred list.
Enhanced with a check against the children's and adults' barred list	When individuals are in regulated activity with children and vulnerable adults	Same as enhanced check, plus a check against both the children's and adults' barred lists.

6. Process

The need for a DBS disclosure should be determined when drawing up the duties of the roles as part of the 'job design' stage. Recruitment advertisements will reflect this requirement to highlight to job applicants at the start of the recruitment process that a satisfactory DBS disclosure will need to be obtained.

When assessing if a role requires a DBS check the council reserves the right to decide whether a DBS check is required and what level of Disclosure it deems appropriate.

Where a DBS disclosure is required, the preferred candidate must not start employment until a satisfactory disclosure has been obtained (and any other conditions of employment have been satisfied). An individual should only be permitted to start employment in advance of a satisfactory disclosure being received in exceptional circumstances and in consultation with HR. In such circumstances a risk assessment must always be completed, and appropriate safeguarding measures implemented before an individual is allowed to start employment pending the outcome of a DBS check.

Examples of exceptional circumstances would be if it would;

- Cause severe disruption to service provision; or
- Impact on statutory staffing requirements

The DBS can issue 5 levels of Disclosure Certificates, depending on the position applied for, namely Standard, Enhanced, Enhanced with ISA (child), Enhanced with ISA (adult) and Enhanced with ISA (child and adult).

If the HR team receives a Disclosure check that indicates a criminal record would debar a person from appointment or may pose a risk, they will investigate the accuracy of and background to the criminal record with the candidate in conjunction with the manager before making a decision.

However the council will not make unsafe recruitment decisions and if it is assessed that there may be a risk to children or vulnerable adults the appointment offer will be withdrawn.

7. Agency Staff, Consultants and Contractors

Agency Workers

The agency is legally the employer of any agency worker and the responsibility to obtain a relevant Basic Disclosure, DBS check, or an Enhanced check for Regulated Activity is theirs. This check can then be used within any organisation that the agency provides workers to work within provided that it is for the same workforce and relevant barred list check.

When using an agency worker, a manager should ask to see written confirmation from the Agency or a copy of the DBS check (this should be no more than one year old), to ensure that each worker supplied to them has had a satisfactory DBS check and checks against the Children's and / or Adult's barred list.

Contractors

The organisation providing the contractor is legally the employer of any contractors and the responsibility to obtain a relevant DBS check or Enhanced check for Regulated Activity is theirs. This check can then be used within any organisation that contractors are provided to. If contractors are procured, Procurement Lincolnshire will ensure that all Safeguarding requirements are included within the procurement documentation.

In all cases the manager will be required to note the DBS certificate number and date of issue and the serial number of the ID document provided. This information should be retained in a secure manner for inspection in the service.

Consultants

The self-employed cannot apply for a DBS check unless it is through a registered body. However, as the council has engaged the consultant and if a DBS check is required, the council can apply for a DBS check. Alternatively, if the consultant is registered with an employment agency, the agency can arrange to process the DBS check.

8. Police Vetting

National and Force vetting policies call for an agreed level of assurance to be provided by anyone having access to police information. This has been agreed nationally by all having any ownership of the information used to populate systems, and vetting levels are an integral part of the 'build' of any operating system into which the Police Service places its information. The council will review the systems it currently and will in future use and ensure the appropriate level of checks are in place to allow authorised access to police systems.

9. People with criminal records

Having a conviction will not necessarily bar someone from employment with the council who will only take a criminal record into account when the conviction is relevant. Protection of the applicant's rights and interests must be weighed against the rights and interests of customers, employees and the public, including the council's duties and responsibilities towards these or other groups.

A criminal record may not in itself prevent a person being appointed, but reference should be made to the Safeguarding Vulnerable Groups Act 2006 and any subsequent Regulations and Codes of Practice.

When the HR team receives a Disclosure check that indicates a criminal record would debar a person from appointment or may pose a risk, they will investigate the accuracy of and background to the criminal record with the candidate in conjunction with the manager.

It is an offence for a barred person to work, apply to work or offer to work in Regulated Activity with a group they are barred from working with. Candidates on the Barred List will not be employed in Regulated Activity by the council. If the checks reveal that a candidate is on the Barred List for Regulated Activity the council will make a referral to DBS to notify them of the individuals attempt to apply for barred work.

10. Current Employees and Volunteers

The council has a programme of checking existing staff. This will be done according to the level of check required for the position and the date of the last check. Rechecking will take place every three years.

Where the Disclosure check reveals an issue that might mean that the employee presents a risk to children or vulnerable adults the manager should consider whether to initiate the Disciplinary Policy on the basis that it may well be unlawful to continue to employ the employee in their current post.

It is expected that managers will first discuss the Disclosure with the employee and ascertain the facts prior to initiating the Disciplinary Policy. This is, of course, subject to this being appropriate and will depend on the circumstances on a case by case basis.

Current employees have a duty to disclose a criminal conviction which is obtained during the course of employment. Failure to disclose a criminal conviction is a disciplinary offence. If during a 're-check' a conviction comes to light then the employee's suitability for their current role will need to be reassessed. A common sense approach must be taken and it may be appropriate to suspend the employee whilst such investigations are taking place.

If the current worker is a volunteer then they should be terminated where the Disclosure check might mean that the candidate presents a risk to children or vulnerable adults. The voluntary worker should be informed of this decision. There is no appeal mechanism for this.

11. Employees supervising Young People during work experience

If, as part of an employee's duties they are asked to supervise young people (under 16's) on work experience this is regulated activity and an enhanced DBS check with Children's Barred List is required.

12. Disclosure Costs

The DBS levies a charge for a DBS check for paid employees, (volunteers can be free of charge). The cost of a DBS check will be met by the council if it is a requirement of the post.

The DBS have released new guidance to help applicants complete the application form. It explains the steps that must be taken to ensure that the application form is completed correctly, which should minimise errors and prevent forms being returned to the organisation administering the checks. The new guidance is available on the Home Office website and provides general rules for applicants, how to record information such as current and previous names and address history and ensuring the form is completed correctly.

13. Renewing DBS disclosures

Re-checking of DBS disclosures for existing employees will be carried out every three years from the date of the initial disclosure. Re-checking may also be required if a

criminal allegation is made against an individual in the course of their employment that has implications for their employment with the council, or where there is a concern about an individual.

Employees who have left the council and are applying to re-join after a three month break in service must complete an application form for a new DBS disclosure. Employees returning within three months will not normally need to be re-checked unless their previous disclosure is over three years old.

If a new or existing employee is already subscribed to the update service and the DBS disclosure is of the required type for the post, a satisfactory online status check will be sufficient.

If the DBS disclosure is not of the required type for the post, a new DBS disclosure will be required.

The council will not accept disclosures carried out by other organisations unless they can be checked via the update service and the disclosure is of the required type for the post.

Employees who refuse to undertake or renew a DBS check where it is required will be subject to the Disciplinary Procedure and this may result in dismissal.

14. DBS online update service

Where a DBS disclosure is required, applicants will be required to subscribe to the DBS online update service. By doing so, the applicant, or the council (with the applicant's consent) can then obtain a status check at any time.

Applicants can subscribe to the update service, either at the same time as they apply for a new DBS disclosure (the DBS application form must be received by the DBS within 28 days of subscribing) or alternatively within 14 days of the disclosure being issued. See the DBS website for details about the service, the cost and how to subscribe.

Subscriptions to the online update service will need to be renewed by the individual on an annual basis. Reminders about this will be sent from the DBS direct to the individual.

New employees who have already subscribed to the update service will be asked to present their latest disclosure to HR for checking that it is the required type of disclosure for the post.

HR will ask the individual's permission to take a copy of the disclosure and carry out an online status update.

An online status check allows organisations to see if any relevant information has been identified about the individual since their disclosure certificate was last issued.

15. Secure handling and using disclosure information

The council complies fully with the DBS Code of Practice regarding the correct handling, use, storage, retention and disposal of Disclosures and Disclosure information. It also complies fully with its obligations under the Data Protection Act 1998.

Storage

Disclosures and Disclosure information will not be kept on an applicant's personnel file, they will be kept separately and access will be strictly controlled and limited to those who are entitled to see it as part of their duties.

Handling

In accordance with section 124 of the Police Act 1997, Disclosures and Disclosure information will only be passed to those who are authorised to receive it in the course of their duties.

Information received by the council directly from the police as part of the enhanced disclosure will not be disclosed to the applicant.

Usage

Disclosures and Disclosure information are only to be used for the specific purposes for which they were requested and for which the applicant's full consent has been given.

Retention and Disposal

Once a recruitment decision or other relevant decision has been made, disclosure documents will be shredded/destroyed as the information is no longer required, this will normally be within 6 months of receipt. In cases of dispute the disclosure documents may be retained until 6 months after the resolution of the dispute. In exceptional circumstances a document may be kept for longer, but only after consultation with the DBS. Throughout this time the usual conditions regarding safe storage and strictly controlled access will apply.

The council will keep a record on both the personnel file and a secure database of the date of issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the decision taken.

16. Overseas Applicants

A job applicant from overseas will be checked in line with all applicants. Although the DBS cannot access police records from overseas, a check is required to ensure the person has disclosed any criminal background whilst spending time in this county – at present or any other time they may have visited.

A Disclosure is not always sufficient for those who have lived abroad as the DBS cannot access criminal records held overseas (except in the case of service personnel) a DBS check may not provide a complete picture of an individual's criminal record. In addition to a Disclosure additional checks will be made during the recruitment process, a Certificate of Good Conduct from relevant embassies or police forces as appropriate

will also be obtained by the applicant together with a certified translation of the certificate where necessary.

17. Making Safeguarding Referrals to the DBS

A referral is information sent to the DBS which indicates that a person has harmed or posed / poses a risk of harm to children or vulnerable adults.

A referral to the DBS ensures that an independent, impartial and structured approach is used in assessing future risk on people who may continue to be a safeguarding concern because of their actions or behaviour.

If you dismiss or remove a person from regulated activity (or may have done so had they not left) because they have harmed or posed a risk of harm to a child or vulnerable adult, then you have a LEGAL duty to refer the person to the DBS.

The DBS' role is to make barring decisions about people who are referred to it (usually following an employer's disciplinary process), with the possible consequence of the person being barred from working or volunteering with children and/or vulnerable adults.

The DBS has the legal right to receive information where it asks for it from regulated activity providers and personnel suppliers. There may be occasions during an investigation when the DBS will ask for additional information to assist it with its decision making. However, this legal right only extends to existing information that the council might hold. Employers are not required to undertake any additional investigations or enquiries.

Responsibility for initiating a referral will lie with the manager who has raised the initial concern. To ensure that the council has a consistent approach to the delivery of information to the DBS all referrals should be made through the HR Team.

You should contact the DBS Helpline on 01325 953795 for information or advice about making a referral.

Further information is also available on the DBS website: www.homeoffice.gov.uk/DBS

Policy Statement

West Lindsey District Council has a commitment to equal opportunities.

It seeks to ensure that no potential or current employee receives less favourable treatment than another on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Definition of regulated activity in relation to children and vulnerable adults from September 2012

Regulated activity in relation to children (from September 2012)

Children are defined as those under the age of 18. The following constitutes regulated activity with children regardless of regularity:

- a. Registered child minders or foster carers.
- b. Health care for children provided by, or under the direction or supervision of a regulated health care professional.
- c. Physical help in connection with eating or drinking for reasons of illness or disability; physical help for reasons of age, illness or disability in connection with toileting, washing, bathing and dressing; or prompting with supervision or training or advice in relation to these examples where the child is unable to decide to carry out the activities without that prompting or advice.
- d. A person who manages or supervises someone who undertakes a regulated activity is also counted as undertaking a regulated activity. A person who manages someone who is not in regulated activity (but would be except for the fact that they are supervised) is also in regulated activity.

The following **only** constitutes regulated activity if it is carried out regularly, either:

- Frequently (once a week or more often), or
 - Intensively (4 times or more in any 30 days period), or
 - Overnight (between 2am and 6am)
- e. Unsupervised activity including teaching, training, caring for or supervising children, driving a vehicle solely for children.
 - f. Working in a 'specified establishment' where there is opportunity for contact with children. For example an education institution which is exclusively, or mainly for the provision of full-time education to children; children's homes; childcare premises. (This does not include supervised contact by volunteers).

In specified establishments only, work carried out by volunteers supervised to a reasonable level that is in accordance with the statutory guidance on supervision, is not regulated activity.

Should the organisation decide to supervise the employee, with the aim that the employee will then no longer be undertaking regulated activity, the following points must be noted:

- There must be supervision by a person who is in regulated activity,
- The supervision must be regular (on an ongoing basis) and day to day, and
- The supervision must be 'reasonable in all the circumstances to ensure the protection of children'.

Regulated activity in relation to adults (from September 2012)

The definition of regulated activity in relation to adults identifies the activities which, if any adult requires them, lead to that adult being considered vulnerable at that particular time. The focus therefore is on the activities required by the adult, not the setting in which the

activities occur, nor the personal characteristics or circumstances of the adult receiving the activities. (An adult is a person aged 18 years or over).

Six categories of activity fall within the definition of regulated activity for adults, a broad outline of which is given below:

1. Healthcare for adults provided by, or under the direction or supervision of a regulated healthcare professional.
2. Personal care for adults involving hand-on physical assistance with washing and dressing, eating, drinking and toileting; prompting and supervising an adult with any of these tasks because of their age, illness or disability; or teaching someone to do one of these tasks.
3. Provision by a social care worker of social work which is required in connection with any health services or social services.
4. Assistance with cash, bills and/or shopping due to an individual's age, illness or disability arranged via a third party.
5. Assistance in the conduct of a person's own affairs under a formal appointment.
6. Conveying adults for reason of age, illness or disability to, from, or between places, where they receive healthcare, personal care or social work arranged via a third party.

A person whose role includes the day to day management or supervision of any person engaging in regulated activity, is also in regulated activity.

An individual only needs to engage in the activities listed once to be carrying out regulated activity relating to adults.

Definition of regulated activity in relation to children and vulnerable adults pre-September 2012

Work carried out in **specified settings** – see below – and/or work that involves **specified activities** – see below- will constitute regulated activity under the pre-September 2012 regulations if it is carried out either:

- Frequently (once a week or more often, except in health or personal care services where frequent means once a month or more often), or
- Intensively (4 times a month or more), or
- Overnight (between 2am and 6am),

AND the activity has the opportunity for contact with children (those under 18) and/or vulnerable adults.

Specified settings include:

- Schools (educational institutions exclusively or mainly for the provision of full time education to under 18s)
- Pupil referral units
- Childcare premises (including nurseries)
- Residential homes for children in care

- Children's hospitals (hospitals exclusively or mainly for the reception and treatment of children)
- Children's detention centres (institutions exclusively or mainly for the detention of children)
- Children's centres in England and Wales
- Adult care homes (residential care or nursing homes in Northern Ireland).

Specified activities include:

- Teaching, provided wholly or mainly for children/vulnerable adults
- Training, provided wholly or mainly for children/vulnerable adults
- Supervising
- Advice
- Treatment
- Transporting

A person is a **vulnerable adult** if they have attained the age of 18 and who:

1. Is living in residential accommodation, such as a care home or a residential special school;
2. Is living in sheltered housing
3. Is receiving domiciliary care in their own home;
4. Is receiving any form of healthcare;
5. Is detained in lawful custody (in a prison, remand centre, young offender institution, secure training centre or attendance centre, or under powers of the Immigration and Asylum Act 1999);
6. Is under the supervision of the probation services;
7. Is receiving a welfare service defined as the provision of support, assistance or advice by an person, the purpose of which is to develop an individual's capacity to live independently in accommodation or support their capacity to do so;
8. Is receiving a service or participating in an activity for people who have particular needs because of their age or who have any form of disability;
9. Is an expectant or nursing mother living in residential care;
10. Is receiving direct payments from a local authority or health and social care trust in lieu of social care services or requires assistance in the conduct of their own affairs.

Whilst an adult may be considered vulnerable due to conditions or circumstances other than those listed, the definition is restricted by legislation to those persons who fall into the categories above.

Any activity which consists of or involves on a regular basis the day to day management or supervision of a person carrying out an activity listed above is regulated activity relating to vulnerable adults (pre-September 2012) also requires an enhanced check.

تامول عمل ا نم دي زمل قب اص ع 676676 72410
За повече информация пръстен 01427 676676
Lisainformatsiooni ring 01427 676676
अधकि जानकारी के लए रगि 01427 676676
További információ gyűrű 01427 676676
Lai iegūtu vairāk informācijas gredzenu 01427 676676
Norėdami gauti daugiau informacijos žiedo 01427 676676
Aby uzyskać więcej informacji na ring 01427 676676
Pentru mai multe informații inel 01427 676676
За више информација назовите 01427 676676
رے ٹوگنا 676676 72410 رے تامول عم دی زم

If you would like a copy of this in
large, clear print, audio, Braille or
in another language, please
telephone

01427 676676

Guildhall, Marshall's Yard
Gainsborough, Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170
DX 27214 Gainsborough

www.west-lindsey.gov.uk



DBS Check Assessment Form

The purpose of this form is to support the manager in determining whether a post requires the role holder to have a satisfactory DBS disclosure. This form should be completed by the manager and submitted to HR for every role where a DBS check is a consideration, either where the role holder will have contact with children and/or vulnerable adults, or if the role is a trusted position and therefore is likely to be covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.

Please read the eligibility guidance for further details of the types of roles covered by the order, please follow the link to the DBS Checks: [eligibility guidance](#).

Managers should ensure they have also read the Disclosure and Barring Service (DBS) Policy before completing the form, and answer all the questions carefully. Further guidance is available from HR.

Section 1 – Basic Role Information	
Job Title	
Manager	
Section 2 – Specified Positions	
Is the position a profession, office, employment, work or occupation that is known as an exception to the Rehabilitation of Offenders Act 1974 and eligible for DBS checks for example, certain legal, accountancy roles, positions of trust?	
Yes or No	Please indicate the evidence you have used (eg reference number from annex)
If 'YES' and the work does not involve contact with children and/or vulnerable adults, the position will require a standard DBS check.	
If the work does involve contact with children and/or vulnerable adults section 3 (children) or section 4 (adults) of this form should be completed as appropriate.	
Section 3	
Working with Children (if the role does not require contact with a child/children, please go to section 4)	
Positions deemed to meet the definition of regulated activity in relation to children under the Protection of Freedoms Act 2012 will require an enhanced DBS check with a check against the children's barred list.	
Regulated activity with children as defined by the Protection of Freedoms Act 2012	
Does the work fall within the current definition of regulated activity?	Yes or No
If yes, please state the precise nature of the duties that would be deemed regulated activity....	
What is the frequency of the activity:	
- Frequently (once a week or more often)	Yes or No
- Intensively (4 times or more in any 30 day period)	Yes or No
- Overnight (between 2am and 6am) with the opportunity for face to face contact with children	Yes or No
Is the activity under reasonable day to day supervision by another individual engaging in regulated activity (this must be reasonable, day to day, and ongoing)	

Yes or No	
Does this position manage others in regulated activity with children, or others who would be in regulated activity except for the fact they are supervised?	
Yes or No	
Has the manager/supervisor been DBS checked whilst at WLDC	Yes or No
If Yes what level of check did they have?	
Positions deemed to meet the pre-September 2012 definition of regulated activity in relation to children will require an enhanced check only (ie without a barred list check).	
Regulated activity with children in pre September 2012	
Does the work fall within the pre September 2012 definition of regulated activity as stated in section 5 of the guidelines?	
Yes or No	
If yes, please state the precise nature of the activity:	
What is the frequency of the activity:	
- Frequently (once a week or more often, except in health or personal care services where frequent means once a month or more often)	Yes or No
- Intensively (4 times a month or more)	Yes or No
- Overnight (between 2am and 6am)	Yes or No
Is the activity in a specified establishment?	Yes or No
Is the activity a specified activity?	Yes or No
Does this position regularly manage or supervise others in regulated activity (pre-September 2012 definition) with children	Yes or No
Section 4	
Working with Adults	
Positions deemed to meet the definition of regulated activity in relation to vulnerable adults under the Protection of Freedoms Act 2012 will require an enhanced DBS check	
Positions deemed to meet the pre-September 2012 definition of regulated activity in relation to vulnerable adults will require an enhanced check only (ie without a barred list check)	
Regulated activity with adults as defined by the Protection of Freedoms Act 2012	
Does the work involve contact with vulnerable adults and meet the definition of regulated activity?	
Yes or No	
If yes please state the precise nature of the activity	
What is the frequency of the activity:	
- Frequently (once a week or more often, except in health or personal care services where frequent means once a month or more often)	Yes or No
- Intensively (4 times a month or more)	Yes or No
- Overnight (between 2am and 6am)	Yes or No

Is the activity in a specified establishment?	Yes or No
Is the activity a specified activity?	Yes or No
Does this position regularly manage or supervise others in regulated activity (pre-September 2012 definition) with adults	Yes or No
To include a section on Police Vetting.....	
Section 5 – Decision To be completed by the Manager (for further advice please contact HR)	
What level of check is required?	Boxes to be added
Police Vetting	
No DBS	
Standard DBS	
Enhanced DBS	
Enhanced Plus children's barred list check	
Enhanced Plus adults' barred list check	
Enhanced plus children's and adults' barred list check	
Important	
<ul style="list-style-type: none"> - A new employee to a role requiring a DBS check must not start work until a satisfactory disclosure has been received. Only in exceptional circumstances may the person start before the disclosure is received and only where the manager has carried out a suitable risk assessment and put in place appropriate safeguards. - For any queries about the completion of this form, contact HR 	
Form submitted by the manager:	
Name	
Signature	
Date	
Confirmed by HR	
Name	
Signature	
Date	

This page is intentionally left blank



CPR.60 16/17
Corporate Policy and Resources Committee
16 June 2016

Subject: Recommendation from the Challenge and Improvement Committee - To present a revised format for Progress & Delivery Reporting for 2016/17

Report by:	Director of Resources
Contact Officer:	Ian Knowles Director of Resources 01427 676500 ian.knowles@west-lindsey.gov.uk
Purpose/Summary:	To approve the revised format of the Council's Progress & Delivery report for 2016/17

RECOMMENDATION(S):

1. That the revised reporting format for 16/17 as attached be adopted

IMPLICATIONS

Legal: None

Financial: FIN/17/17

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

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

x

Key Decision:

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

Yes

No

x

Executive Summary

- 1.1 At a meeting of the Challenge & Improvement Committee on 22nd December, it was agreed that a working group be established to review the Progress & Delivery reporting process and report back with its recommendations.
- 1.2 The Members of the group were:
 - Cllr Bond (Chair)
 - Cllr Darcel
 - Cllr Curtis
 - Cllr England
- 1.3 The purpose of the working group was set out as to:
 - a) Review the measures reported in 2015/16 and determine their on-going appropriateness
 - b) Consider how these measures provide a performance framework for the organisation that allows Members to monitor progress against the Corporate Plan, service delivery and project development
 - c) Consider the reporting format for future reports

2 Progress to Date

- 2.1 The working group, supported by officers, has met on three separate occasions.
- 2.2 Members have reviewed the current reporting format and content, scrutinised the Council's current Corporate Scorecard, had sight of a proposed set of measures to oversee delivery against the new Corporate Plan priorities and were introduced to the concept of a measure definition sheet to be used internally so as to ensure consistency of reporting.
- 2.3 Members have expressed overall satisfaction with the Progress and Delivery format and content, however suggested the following improvements:
 - Direction of Travel indicators to be used in reporting
 - Consistent usage of explanations and rectification actions where appropriate
- 2.4 The format of the P&D report has been modified to include these recommendations and ensure that a culture of performance management is applied throughout the Council. The revised report has the following five distinct sections.
 - **Executive Summary:** Provides the reader with an overview of the reports context
 - **Programmes and Projects:** Identification of Council programmes and projects that are not progressing as anticipated and identification of actions needed to improve.
 - **Corporate Health measures:** Key performance measures which gives the reader a high-level view of overall Council. Full performance is to be reported (red, amber and green) within this section.

- **Corporate Plan measures:** Performance against performance measures aligned to the themes and priorities of the Corporate Plan. Full performance is to be reported (red, amber and green). Please note that these measures will be included in the P&D report on a six-monthly basis
- **Service measures:** Performance of services areas on an exception basis; red or green measures

2.5 This revised report format is contained within this report for Members' consideration.

2.6 To provide a greater understanding of the report; 2015/16 Period Four data has been populated in the new report format. (Please note that due to the recent adoption of the Corporate Plan, these associated measure are currently being scoped and are not included within this report.

2.7 The proposed revised format was discussed at Challenge and Improve Committee (C&I) on 23rd May 2016.

2.8 The arising minute is set out below:

10 PROGRESS AND DELIVERY WORKING GROUP RECOMMENDATIONS – TO PRESENT A REVISED FORMAT FOR PROGRESS AND DELIVERY REPORTING FOR 2016/17 (CAI.04 16/17)

Members gave consideration to a report which presented recommendations from the Progress and Delivery Working Group with regard to a revised format for the Council's Progress and Delivery report for 2016/17, for recommendation on to the Policy Committee's for formal adoption.

By way of context and background it was noted that the working group had been established in December 2015 to: -

- a) Review the measures reported in 2015/16 and determine their on-going appropriateness
- b) Consider how these measures provide a performance framework for the organisation that allows Members to monitor progress against the Corporate Plan, service delivery and project development
- c) Consider the reporting format for future reports

The working group had met on three occasions and its Members had reviewed the current reporting format and content, scrutinised the Council's current Corporate Scorecard, had sight of a proposed set of measures to oversee delivery against the new Corporate Plan priorities and were introduced to the concept of a measure definition sheet to be used internally so as to ensure consistency of reporting.

As a result the Working Group had expressed overall satisfaction with the Progress and Delivery format and content, however they had suggested some improvements, namely: -

- Direction of Travel indicators to be used in reporting
- Consistent usage of explanations and rectification actions where appropriate
- Corporate Measures that would give members a sense of how the overall organisation is performing

As a result, the format of the P and D report had been modified to include the working groups suggestions and the revised report format now had the following six distinct sections:-

- **Executive Summary:** Provides the reader with an overview of the reports context
- **Corporate Health measures:** Key performance measures which give the reader a high-level view of the Council overall. Full performance is to be reported (red, amber and green) within this section.
- **Corporate Plan measures:** Reporting against performance measures aligned to the themes and priorities of the Corporate Plan. Full performance is to be reported (red, amber and green). Please note that these measures will be included in the P&D report on a six-monthly basis
- **Commercial Plan measures:** Reporting against the measures contained within the Commercial Plan. Please note that these measures will be included in the P&D report on a six-monthly basis.
- **Programmes and Projects:** Identification of Council programmes and projects that are not progressing as anticipated and identification of actions needed to improve.
- **Service measures:** Performance of services areas on an exception basis; red or green measures

Debate ensued and in opening Members commented on what they considered a much improved format. Some Members were of the view that where penalties were likely for not achieving targets, then such potential penalties should be highlighted, the example cited being Carbon Management.

In responding to Members comments regarding the frequency of some reporting measures, the Director of Resources advised that it was only intended to report on the commercial measures every six months as it was likely there would be little progress to report on if the frequency was more often due to the nature of the measures. It was considered that any changes to any other measure's frequency should be made in agreement with the relevant service area and policy committee.

Note: Councillor Kinch arrived at 6.45

Members were of the view that if there was a service area of particular concern or public interest at a time, examples cited being land charges and planning, then the relevant policy committee should consider increasing the reporting frequency during periods of concern.

The Vice Chairman indicated that the inclusion of a "heat map" would be of assistance. The Director of Resources indicated his agreement to this and undertook to include

an additional summary table as part of the executive summary, setting out the total number of red green and amber measures.

RESOLVED that the revised reporting format of the progress and Delivery report 2016/17 be agreed and **RECOMMENDED** to the Prosperous Communities Committee and the Corporate Policy and Resources Committee for formal adoption, subject to the inclusion additional summary table as part of the executive summary, setting out the total number of red green and amber measures.

2.9 Members are asked to adopt the revised reporting format for 16/17 as attached.

* the requested additional summary table, as part of the executive summary, setting out the total number of red green and amber measures, suggested by the Challenge and improvement Committee is now incorporated.

Progress and Delivery

PERIOD FOUR
WEST LINDSEY DISTRICT COUNCIL

Table of Contents

Introduction	9
Executive Summary	10
Section 1: Corporate Health Measures.....	14
Section 2: Corporate Plan Measures.....	16
Corporate Plan Theme: Open for Business	16
Corporate Plan Theme: People First	18
Corporate Plan Theme: Asset Management	20
Corporate Plan Theme: Central Lincolnshire Local Plan	21
Corporate Plan Theme: Partnerships/Devolution	22
Corporate Plan Theme: Excellent Value for Money Services	23
Section 3: Commercial Plan measures	26
Section 4: Project and Programme Delivery.....	28
Section 5: Service Exceptions	29
Customer Satisfaction.....	29
Benefits.....	30
Council Tax.....	30
Building Control	31
Local Land Charges.....	32
Development Management.....	33
Enforcement	34
Environmental Protection.....	35
Food Safety	36
Licensing	36
Street Cleansing	37
Waste Collection.....	38
Trinity Arts Centre.....	38
Democratic Services.....	39
Financial Services.....	40
Economic Development.....	41
Localism and Community Safety	42
Markets.....	42
Assets and Facilities Management	43
Housing	44
Home Choices	45
Healthy District.....	47
ICT.....	48
Systems Development.....	49

Introduction

Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.




This report is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.

For clarity this report will provide information on those services that are either performing below their target level or have exceeded the performance expected of them. This will be done within certain tolerance levels therefore services which are just below their target performance will not be reported at this stage, but will be monitoring through the council's services leadership team. Generally explanations and rectifications are given where an aspect of a service is performing below the required standard.




In addition the report will contain information on services which were included in the last period's exceptions report, but have subsequently improved to the extent that they are not included in this report. This is to demonstrate to members that remedial measures which have been put in place are working.

How to use this report

RAG Performance Indicators

	Performance against this indicator is better than the set target
	Performance is in line with its target
	Performance is lower than predicted

Direction of Travel

	Performance is improving
	Performance is remaining static
	Performance is declining

Executive Summary

This report covers the period from January to March 2015. It is a report “by exception” which contains information on those programmes/projects that are current during the reporting period and are at risk of not delivering their outcomes and/or may not be completed within prescribed timescales or costs.

Programme/Projects Overview

To oversee programme/project development and delivery the Council has established three ‘themed’ Boards – Transformation; Commercial and Growth. Each Board oversees projects relating to their particular theme and seeks assurance from project managers that where issues are identified rectifications are in place.

A fourth Board is in existence; The Entrepreneurial Board, which has an overall view of programme/project delivery with each of the three Boards report to it and highlight successes or areas/issues to be addressed. By having an overarching view, the Entrepreneurial Board plays a key role in resource allocation and prioritisation of work.

Programmes/Projects by Exception

The following programmes/projects are considered to be at risk of delivery within agreed timescales and/or costs, or the intended outcomes are at risk of being realised. Recommendations and/or rectifications have been offered by the relevant project managers and have been considered by both the respective Board and the Entrepreneurial Board.

Gainsborough South West Ward Programme: AMBER

The South West Ward is a priority area and has a number of issues associated with high levels of deprivation. A multi-agency Strategic Group is being developed to tackle the issues and the causes. A new tactical plan is in development.

Fraud Investigation Services: AMBER

Following the creation of the Single Fraud Investigation Service (SFIS) and the subsequent transfer of Housing Benefit investigation responsibilities to the Department for Work and Pensions, many local authorities took the decision to transfer on block their investigatory staffing resource. West Lindsey District Council recognised the need to retain investigatory resource to protect the integrity of its systems and processes and to explore potential commercial opportunities. A new business case has been approved and this project will no longer be amber in future reports.

Agile 2

This project was intended to develop proposals for the next steps with regards to our approach to agile working. As this is actually a number of separate projects covering cultural issues, technology and accommodation we will be taking these projects forward individually.

Movement since the Previous Report

The projects that were amber in the last report remain amber and are therefore reported above.

Conclusion

Across the Council there is a significant volume of programme/project associated work underway. The Boards are playing a key role in ensuring that business cases are effectively scrutinised and where projects are initiated progress is maintained. Any potential issues affecting progress or the delivery of projects are assessed and remedial actions are applied.

From the report provided, Members can be assured that the current position of programme/project development is as stated and that this represents a positive position.

Update on Issues highlighted in the Third Quarter report

Complaints received

Complaints continued at a similar rate during the last quarter. A separate report on feedback will be brought to policy committee later in the year. Planning continued to represent over 30% of the total number of complaints.

Gainsborough Markets

This service has recently become the responsibility of the Projects and Growth Team who are currently exploring the options to improve this service. A separate paper was taken to Prosperous Communities Committee in May.

Local Land Charges

Performance has improved and is now below the target of ten days for returning a search. This does come at a cost and although work is ongoing to secure a IT solution for the longer term.

Development Management

Performance against the key measures continues to improve and is now above the government set targets. However complaints have continued at similar levels throughout the year whilst allowed appeals are higher than we would like. A restructure is currently being implemented and is expected improve the situation further.

Enforcement

Demand within the Enforcement Team has increased over the last quarter and has caused the length of time to resolve cases to become extended. The resource requirement in this team is currently being reviewed.

Measures to highlight for this quarter not already mentioned

Assets and Facilities Management

The level of customer satisfaction for this team is higher than the target set and should be recognised. In addition the work undertaken on reducing void periods for property for rent has taken this measure to below 5%, ahead of our target and appropriate benchmarks.

Council Tax

The council tax collection rate for 2015/16 is 98.34% which is an increase of 0.11% from the previous years' total which in monetary terms equates to an increase of £23,000.

The liability for council tax increased by £1.474 million for 2015/16 and the team collected just under £1.5 million more than 2014/15.

An additional 425 council tax properties were brought into the valuation list by the Valuation Officer during 2015/16 and we have just over 5,000 council taxpayers paying by 12 monthly instalments compared to 4,000 at the end of last year. We also now have just over 75% of council tax payers paying by direct debit.

National non domestic rate collection for 2015/16 also improved from 2014/15 by 0.27% to 99.44% despite an increase in liability over the year of £232,000.

Trinity Arts

Cost of delivery – early indications from the closedown process are that the Centre operated on a deficit of circa £65,000 last year which compared to £96,000 the previous year shows significant improvement. This is also below the £80,000 target set, being the cost of maintaining the building as empty.

The surplus from the artistic programme was £56,600 against a target of £36,000. This demonstrates effective programming, and the fact that we are securing shows on financially advantageous terms and keeping other costs down.

Audience figures were 17,600 against a target of 9,600 with an average occupancy of 57% across all performances.

Highlights from areas not mentioned above

Whilst this is an exception report which deals primarily with under or over performing measures, we would like to provide members with a flavour of activity currently ongoing in those areas which are on target and delivering as anticipated.




Home Choices has been actively seeking to improve on its performance indicators. Whilst the cost of homelessness has fallen to the Authority thanks to a new approach, there has been an audit of the CBL (housing register) system and associated processes. This has validated concerns raised by the service relating to Acis nominations performance, wider strategic CBL partnership and ICT functionality and stability. A significant amount of work and intervention from WLDC during the quarter has led to improved Acis nominations performance, along with tracking of nominations activity.

We are pleased to advise that a home choices advisor has been nominated for a 'young future housing leaders' award and has been shortlisted to the top 30.

The HR Team have been busy supporting managers with absence management. The absence figures for the year 2015/16 are the lowest they have been at 6.16 days per FTE, there are a number of supporting reasons for this and specifically the proactive management of absence.

The staff survey was conducted in the summer of 2015 and an enthusiastic group of staff members have formed a focus group to work on proactive solutions to the themes identified in the survey. A further survey will be explored by the group in 2016.

Overview of performance

Measure Category			
Corporate Health measures	3	0	2
Corporate Plan measures	-	-	-
Commercial Plan measures	-	-	-
Service measures	23	-	21
TOTAL	26	0	23

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Monies owed to WLDC	Quarterly	-	-	-	-	-	-	-	-	-
Perspective: Quality										
Percentage of demand received through self-serve	Monthly	26%	90%	●	↑	24%	●	-	-	-
Percentage of calls answered	Monthly	92%	85%	★	→	92%	★	-	-	-
Staff Absenteeism (days)	Monthly	0.38	0.63	★	↑	0.73	●	-	-	-
Volume of vacancies against establishment	Quarterly	-	-	-	-	-	-	-	-	-

Table 1: Corporate Health measures

SAT

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: Housing led economic growth										
Number of new dwellings built within the District	Annual									
Percentage increase in Council Tax base	Annual									
Priority: Understand and address the skills gap in the District										
Number of new apprenticeships secured	Annual									
Delivery of employment and skills partnership objectives	Quarterly									
Numbers of young people supported with mentoring.	Quarterly									
Number of schools offering a Company Programme through Young Enterprise.	Annual									
Reduce unemployment	Six monthly									
Youth unemployment rate	Six monthly									
Priority: Promote and expand the agri-food sector										
No of planning applications in	Annual									

2023/24

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
relation to agri-food activity										
New jobs in agri-food sector jobs	Annual									
Delivery of Hemswell Cliff (Food Enterprise Zone; Local Development Order)	Annual									
Delivery of Hemswell Cliff Masterplan	Annual									
Priority: Understand and promote the value of the visitor economy										
Increase in value of the sector	Annual									
Increase in visitor numbers	Annual									
Increase in employment in the sector	Annual									

Table 2: Open for Business Measures

Corporate Plan Theme: People First

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: Ease and convenience of access to a range of public services offered by the Council and partner organisations										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Customer satisfaction with Council and services provided	Annual									
Priority: Enhance and maintain a safe, natural and built environment										
Percentage reductions in no. of ASB/Community Safety incidents reported	Annual									
Residents satisfaction surveys	Annual									
Priority: Meet local housing needs and aspirations										
Percentage increase in population of District	Annual									
Priority: Increase opportunities for arts, culture, night-time economy, sport and leisure for residents										
Health Survey	Annual									

Table 3: People First Measures

Corporate Plan Theme: Asset Management

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: To develop and maximise the return on and value of our asset base										
Percentage increase in yields (return on capital employed)	Six monthly									
Percentage increase in income derived from assets	Six monthly									
Priority: Maximise the benefits of our assets for our communities										
Tenants' satisfaction levels	Annual									
Priority: Utilise our asset base to facilitate inward investment										
Occupancy rate of Council properties	Annual									

Table 4: Asset Management Measures

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: Local Plan is adopted										
Local Plan is in place by 31st December 2016	Annual									
Priority: Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed										
Number of requests for Neighbourhood Plans	Annual									
Number of Neighbourhood Plans approved	Annual									
Priority: The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document										
Number of proposed schemes relevant for Gainsborough alone.	Annual									
Percentage of schemes developed out	Annual									

Page 7

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document										
Value of external funding secured for infrastructure development	Annual									

Table 5: Central Lincolnshire Local Plan Measures

Corporate Plan Theme: Partnerships/Devolution

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: To work in partnership to explore opportunities for joined-up service delivery										
Number of ley partnerships entered into	Annual									
Priority: To work with national and regional organisations to deliver services locally										
Number of shared service delivery initiatives implemented	Annual									
Priority: To build successful commercial partnerships and Joint Ventures										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Number of commercial partnerships formed	Annual									
Income generated from commercial activity	Annual									
Priority: To work with partners to deliver local services at as local a level as possible										
Number of community based service delivery mechanism in place.	Annual									
Annual number of volunteering hours undertaken across the District	Annual									
Monetary value of volunteering hours	Annual									

Table 6: Partnerships/Devolution Measures

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Priority: Explore alternative delivery models which ensure the effective use of resources										
Tracking of spend against annual budget	Six monthly									
Priority: Deliver a customer first culture across the Council										
Overall satisfaction with the service delivered by the Council	Annual									
JCS staff assessment	Annual									
Priority: Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial manner										
Number and type of Continuous Professional Development and Training events held	Annual									
Percentage reduction in sickness/absence levels	Six monthly									
Retention of Investors in People accreditation	Annual									
Priority: To be a high performing Council at a cost affordable to the residents of the District										

Page 74

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Percentage of 'amber' or 'green' Corporate Health measures	Six monthly									

Table 7: Excellent Value for Money Services measures

SAMPLE

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Change in net business rates payable										
Theme: Enhancing the council's commercial culture and capability										
Proportion of staff that understand corporate objectives										
Proportion of members that understand corporate objectives										

Table 8: Commercial Plan measures

SAM

Section 4: Project and Programme Delivery




Project Name	Description	RAG	Reason
Commercial Board			
CP1 – 002	Utilise WLDC Corporate Fraud Investigation Officer both internally and offer services externally to both cover the cost to WLDC and achieve additional income through day rate work with other LA's and private companies.		Paper to CB in April to revisit original proposal to run independent service. Intelligent targeted marketing of the Fraud Officer is needed.
Growth Board			
Gainsborough SW Ward	The South West Ward is a priority area and has a number of issues associated with high levels of deprivation. A multi-agency Strategic Group is being developed to tackle the issues and the causes		Need for approval and adoption of new Tactical plans by SWW Partnership before presenting to Growth Board
Transformation Board			
Agile 2	The first phase of the Agile Working project enabled the majority of WLDC officers to be based on the 3rd floor of the Guildhall. The second phase (this project) will focus on categorising officers into work styles and enabling/encouraging officers to work away from the Guildhall.		Project to be closed to re-examined work streams

Table 9: Project and programme delivery

Section 5: Service Exceptions

Cluster: Customer First

Customer Satisfaction

Page 79

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Customer contacts received through phone and face to face	Monthly	23%	10%	●	↓	33%	●	-	This was an ambitious target and will be reviewed for the new year.	-

Table 10: Customer Satisfaction measure exceptions

Benefits

The processing of Housing Benefit and Council Tax Support has remained pretty constant despite changes to staffing and the uncertainty of Housing Benefit regulations and entitlement. The number of claims taking in excess of 30 calendar days has fluctuated but has only been at extraordinary levels over the Christmas period. The recovery of overpaid Housing Benefit remains good at 64% at year end. The average time taken to process and New Claim or a change to a claim is 5.3 days compared to 6.5 days for 2014/15 which is good given the Welfare Reform agenda affecting Housing Benefit and staffing changes within the team.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Average processing times	Monthly	6 days	2.5 days	★	↓	4.3 days	★	-	Due to volume of changes processed urgently for the New Year calculations, the monthly processing times have improved dramatically	Seasonal
Overpayments created – overpayments collected	Quarterly	63.98%	50%	●	↓	65.5%	●	-	-	-

Table 11: Benefits measure exceptions

Council Tax

The council tax collection rate for 2015/16 is 98.34% which is an increase of 0.11% from the previous years' total which in monetary terms equates to an increase of £23,000. The liability for council tax increased by £1.474 million for 2015/16 and the team collected just under £1.5 million more than 2014/15.

An additional 425 council tax properties were brought into the valuation list by the Valuation Officer during 2015/16 and we have just over 5,000 council taxpayers paying by 12 monthly instalments compared to 4,000 at the end of last year. We also now have

just over 75% of council tax payers paying by direct debit. National non domestic rate collection for 2015/16 also improved from 2014/15 by 0.27% to 99.44% despite an increase in liability over the year of £232,000.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivering the Council Tax service	Monthly	£221,724	£243,108	★	↑	£259,325	●	-	-	-
Perspective: Quality										
Council Tax in year collection rate	Monthly	98.34%	98%	★	Cumulative measure		★	Increase on last year's collection rate equating to a total of £23,000.		
NDR in year collection rate	Monthly	99.44%	99%	★	Cumulative measure		★	Increase on last year's collection by 0.27%.		

Table 12: Council Tax measure exceptions

Building Control

The Building Control service has embarked on a new commercial business plan which looks at providing additional commercial services whilst maintaining and building on the current market share. The figures for the last three months show that the team has maintained a market share at around 70% and that whilst income has fluctuated this is expected for the last 3 months of the financial year due to the impact of weather on building projects. A number of staff are currently undertaking training to support the Council's commercial aspiration for this coming year and it is anticipated that work associated with this will start to come through in 2016/17.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Cost of delivering the Building Control service	Monthly	(£8,715)	£4,977	★	↑	£4,270	⚠	-	-	-
Cost of delivering the Building Control service per head of population	Monthly	(£0.10)	£0.06	★	↑	£0.05	⚠	-	-	-

Table 13: Building Control measure exceptions

Local Land Charges

The Local Land Charges service has stabilised over the past 6 months, moving from a position where search times were up to 45 days to a position where they are holding around 6 to 8 days. This is mainly down to the service being appropriately resourced with knowledgeable and willing staff. The IT procurement for LLC is in its final stages and will be taken to Transformation Board and Entrepreneurial Board for approval in the coming weeks. It is generally accepted that any changes and improvements to the services will only be delivered once the IT system has been implemented and the process streamlined.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivering the	Monthly	(£102,186)	(£22,896)	★	Cumulative measure		-	-	-	

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
local land charge service										
Cost of delivering the Local Land Charge service per head of population	Monthly	£0.00	(£0.02)	●	↑	£0.03	●		<ul style="list-style-type: none"> ▪ The service is still very resource heavy due to the paper based process. ▪ Insufficient IT systems 	Implemented on new ICT system in conjunction with Development Management and Building Control.
Income lost to private search companies	Monthly	£116,366	£104,496	●	Cumulative measure		-	-	-	-
Perspective: Quality										
Time taken to process a search	Monthly	6 days	10 days	★	↑	7 days	★	-	-	-

Table 14: Local Land Charges measure exceptions

Development Management

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Percentage of appeals that are allowed	Monthly	36%	20%		-	Cumulative measure		-	8 decisions have been appealed of which 22 have been determined and 8 allowed. Of the 22 determined, 5 were committee overturns of which 4 were allowed.	-
Invalidity Rate	Monthly	54%	20%			53%		-	Data has now been captured to understand the reasons for invalids.	Work with 'frequent' offenders to reduce invalid rate, increase awareness through supporting material
Majors determined within government guidelines	Quarterly	75%	50%			82%		-	Performance is exceeding government targets	-
Others determined within government guidelines	Monthly	97%	80%			88%		-	Performance is exceeding government targets	-

Table 15: Development Management measure exceptions

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?	
		Actual	Target	Perf	DoT	Actual	Perf.				
Perspective: Process											
Housing enforcement requests received	Monthly	146	120	●		Cumulative measure		-	The service has experienced consistent and high demand since January 16	Additional resources have been requested via CLT, but not agreed to date	
Planning enforcement requests received	Monthly	248	264	●		Cumulative measure		-	The service has experienced consistently high levels of demand during 15/16	Additional resources have been requested via CLT.	
Perspective: Quality											
Time taken to resolve a housing enforcement request (days)	Monthly	88	60	●	↓		15	★	-	The demand on the service has increased in 15/16	Additional resources have been requested via CLT
Time taken to resolve a planning enforcement request (days)	Monthly	191	90	●	↓		165	●	-	The service has seen an increased demand and has less resources available to deal with this.	Request for additional resources has gone to CLT.

Table 16: Enforcement measure exceptions

Environmental Protection

We haven't achieved the number of targeted food inspections this year, this is down to a number of premises that needed more time spent on them due to infestations and/or general condition of some of the premises that have been inspected.

Though the number of service requests for Environmental Protection has been similar to last year the team have had a challenging 7 months due to picking up work with regard to Anti-social behaviour.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Nuisance complaints completed within timescales	Monthly	100%	95%	★	→	100%	★	-	-	-

Table 17: Environmental Protection measure exceptions

Food Safety

Page 86

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Customer Satisfaction	Six monthly	100%	80%	★	↑	50%	●	-	-	-

Table 18: Food Safety measure exceptions

Licensing

Income from taxis has seen a downturn this year, due in part to the effect of policies put in place in 2013. There have been additional changes to the taxi policy again this year and recently a more robust convictions policy has been approved by the members of the licensing & regulatory committee, along with the requirement for drivers to take part in an e-learning safeguarding module also.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Customer Satisfaction	Six monthly	0%	96.5%	●	↓	100%	★	-	Only one “customer” returned the questionnaire and this was a negative unjustified response, hence the zero score.	

Table 19: Licensing measure exceptions

Street Cleansing

Page 87

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Complaints	Monthly	2	12	★	Cumulative measure	-		Performance ahead of target mainly due to well-motivated, well trained workforce. Absence levels low so few issues with replacement staff who possess less knowledge.	-	
Compliments	Monthly	16	12	★	Cumulative measure	-		Performance on track	-	

Table 20: Street Cleansing measure exceptions

Waste Collection

Another excellent year for Operational Services with further recognition on the national stage through the APSE benchmarking process. The targets set in the Progress and Delivery process have been achieved. The only area for concern is the recycling rate, data from LCC remains outstanding for March but we expect the rate to drop to around 52% this year which is a reduction of around 2%. This is in line with national trends, however local factors have also contributed such as a poor growing year for garden waste and the introduction of a new sampling procedure at our Materials Recycling Facility which has resulted in increased contamination. Satisfaction with waste services remains at over 90% and there has been an increase in voluntary litter-picks mainly through campaigns such as Clean for the Queen. There have been a couple of real success stories, one has been the reduction in missed bins for which Supervisors have worked hard to achieve a 16% reduction during the last two years, another is the first year of the roll out of a full Commercial Waste service which has achieved the targets set out in the business plan and continues to flourish. All this has been achieved without a rise in cost of service.

No performance exceptions reported in period

Trinity Arts Centre

Cost of delivery – early indications from finance are that the Centre operated on a deficit or circa £65,000 last year which compared to £96,000 the previous year shows significant improvement. This is also below the £80,000 target set, being the cost of maintaining the building as empty.

The surplus from the artistic programme was £56,600 against a target of £36,000. This demonstrates effective programming, and the fact that we are securing shows on financially advantageous terms and keeping other costs down. Audience figures were 17,600 against a target of 9,600 with an average occupancy of 57% across all performances.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivering the Trinity Arts Centre	Monthly	£85,556	£80,004	●	Cumulative measure	-	Ahead of tolerance levels set but significantly under budget.	Review of measure tolerances		

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Cost of Trinity Arts Centre per user	Monthly	£4.75	£7.07	★	↑	£7.39	▲	-	Good audience numbers providing value for money	-
Received surplus	Monthly	£56,686	£36,000	★	Cumulative measure		-	-	Received surplus well ahead of target – shows being booked on advantageous terms.	-
Perspective: Process										
Audience Figures	Monthly	17,619	9,600	★	Cumulative measure		-	-	Good attendance at performances.	-
Perspective: Quality										
Event Occupancy	Monthly	64%	50%	★	↓	68%	★	-	Good audience numbers and attractive programme	-

Table 21: Trinity Arts Centre measure exceptions

Cluster: Democratic and Business Support

Democratic Services

Robust PA service in place but one vacancy will add pressure to this area. Positive feedback for PA and Support from CExec Directors and Strategic Leads. Standards complaints continue to be received from Parish Councils regarding governance issues. Civic re-design focusing on community and business value whilst continuing to deliver national expectations. Savings being achieved but the redesign has not been well received by some Members.

Democracy Working Group requested a “debating forum” layout for full Council Meetings, various layouts trialled but Council voted to retain the original layout. FOI performance mainly running at 100% responses within timeline due to robust chasing process. Throughout the year 3 late responses due to staff sickness / absence and one review request. Focus currently on completion of Conferencing System and issues with the installation and integration with webcasting – penalty clause imposed. Training underway

for the Committee Admin System configuration and implementation (which is a very large project for the team considering the Committee timetable and demand for extra meetings. Measures reviewed and will include Civic Event attendance within the West Lindsey district to monitor the effectiveness of the redesigned service.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Total cost of member and support services per member	Monthly	£513	£1,528	★	↑	£1,976	●	-	Employee insurance profiling issue	Profiling issue resolved

Table 22: Democratic Services measure exceptions

Financial Services

Financial Services have had a successful quarter's performance, with High Assurance on both the Budget Monitoring and Budget Preparation Audits, has implemented the Intelligent Scanning/matching system for creditors invoices, and is due to go live with a new Bank Reconciliation system in May, the investment in these systems has provided ongoing savings for the Council, in addition to providing efficiencies within these processes for the whole of the organisation.

The recruitment to the new Finance Structure is almost complete, and ensures the team have a wide range of skills to support both Services and the Council in achieving a sustainable future, through effective use of resources, commercialism and transformation.

No performance exceptions

Cluster: Economic Development and Neighbourhoods

Economic Development

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of providing the Economic Development service per head of population	Monthly	£0.39	£0.34	●	→	£0.39	●	-	Costs for February and March have increased following return of TM.	-
Perspective: Process										
Number of business assisted		248	200	★	Cumulative measure		-	-		-

Table 23: Economic Development measure exceptions

Localism and Community Safety

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Investigated community safety reports	Monthly	51	1,368	★		Cumulative measure		-	Performance under projected target	Unsure of the reasons why a target is assigned to this measure

Table 24: Localism and Community Safety measure exceptions

Page 92

Markets

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Satisfaction levels of Gainsborough market traders	Annual	77%	66%	★	-	-	-	-	-	-
Perspective: Process										
The number of stalls on a Tuesday	Monthly	40	66	●	↓	55	●	-	Markets has been managed by the Localism Team during 2015/16 and was passed to Projects and Growth in March. There	In view of this, a review is being undertaken to look at options for outsourcing the market to be

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									has been little time to address the poor performance in 2015/16	presented to PC in September. Note that the operation is now with Operational Services
The number of stalls on a Saturday	Monthly	21	30	●	↓	20	●	-	Markets has been managed by the Localism Team during 2015/16 and was passed to Projects and Growth in March. There has been little time to address the poor performance in 2015/16	In view of this, a review is being undertaken to look at options for outsourcing the market to be presented to PC in September. Note that the operation is now with Operational Services

Table 25: Markets measure exceptions

Cluster: Housing and Regeneration

Assets and Facilities Management

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Internal tenants satisfaction	Annual	83.5%	66%	★	↑	66%	⚠	-	-	-
Perspective: Financial										
Maintenance Fund (planned/unplanned)	Monthly	82%/18%	70%/30%	★	-	-	-	-	-	-
Perspective: Quality										
Void Rate	Monthly	5%	10%	★	↑	7%	★	-	-	-

Table 26: Assets measure exceptions

Housing

The demand on the enforcement based services continues to increase and steps are being taken to manage these within the policy priorities. An additional request for resources has gone to CLT, but to date, no decision has been made on this. Targets for the coming year have been amended to reflect this. The number of empty properties remains at an acceptable level and the DFG service continues to positively impact residents.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
The average spend per DFG	Monthly	£4,624	£3,500	●	↓	£4,628	●	-	The number of large complex grants has increased in year.	No action needed
Total spend on completed	Monthly	£1,620,828	£336,996	●	Cumulative measure		-	Remaining budget allocated to jobs for completion.	No action needed	





Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?	
		Actual	Target	Perf	DoT	Actual	Perf.				
disabled facilities grants											
Perspective: Process											
Number of affordable homes delivered	Quarterly	29	48			Cumulative measure	-	The number of sites on which affordable housing has been delivered has decreased. This is mainly due to changes in government grant levels and a lack of funding for the delivery of affordable housing.	The Council is engaging with the HC in regards to future delivery. However it is likely that delivery of affordable homes will decrease generally moving forward		
Perspective: Quality											
Average days from DFG approval to completion	Monthly	68	60				59		-	The measure was 8 days above target for this month due to complex cases.	Nothing. The overall timescale is still within the target for the completion of works

Table 27: Housing measure exceptions

Home Choices

A review of progress and delivery measures for this service area has taken place to ensure that members receive more meaningful performance information. A revised suite of internal performance monitoring measures has also been developed.

An audit of the CBL (housing register) system and associated processes has taken place. This has validated concerns raised by the service relating to Acis nominations performance, wider strategic CBL partnership and ICT functionality and stability. A

significant amount of work and intervention from WLDC during the quarter has led to improved Acis nominations performance, along with tracking of nominations activity. The Home Choices team has retrained Acis staff and continues to provide support to the Acis staff team. A home choices advisor has been nominated for a 'young future housing leaders' award and has been shortlisted to the top 30. A further shortlisting exercise (top 20) takes place Friday 15th April 2016 and we are hopeful that Charlotte will continue to be considered for this award

WLDC continues to lead countywide homelessness strategy work. A conference was hosted by WLDC on 29th March 2016, attended by over 50 people. A video to showcase the work achieved during the current strategy has been commissioned and can be viewed here: https://youtu.be/dEcq4Ke_5H4. A new countywide homelessness strategy is currently in development for the period 2016 – 2020. A presentation was delivered to Full Council on 11th April 2016.

We have been successful in our proposal to LCC to deliver 12 further domestic abuse training sessions on behalf of LCC during the financial year. These will be delivered by the domestic abuse coordinator within the home choices team. We will receive £350 per training session, an income of £4200.

We are now using the Cross Street building as our temporary accommodation provision. This has significantly reduced the use of B&B accommodation for homeless households and reduced spend in this area.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of temporary accommodation	Monthly	£24,058	£47,604	●	↓	£11,871	●	-	This is significantly reduced due to a change in TA provision during the period.	New model of delivering temporary accommodation was delivered in Feb.
Perspective: Process										
Number of applicants rehoused per year from the housing register	Monthly	277	444	●	Cumulative measure		-	-	Dependent on number of void properties. Improvement plan with Acis has ensured that allocations are policy compliant.	Continue to work closely with Acis.

Table 28: Home Choices measure exceptions

Healthy District

100% of personal improvement plans are being completed; 76% of the health trainer participants were from our most deprived areas. Whilst this is excellent performance the Health Trainers are currently going through a redundancy process and this service will cease on the 31st May 2016.

Customer satisfaction has remained high with scores consistently above 95%; Contractor has been successful in driving new participants to the leisure facilities by attractive programming and effective marketing. Target exceeded by 3091 or 11%. Cost per user has been consistently below target at around 80p against a target of £1.20. West Lindsey Leisure Centre achieved Quest Plus in February this year with all areas measured (eg. Programming, health and safety, staff management etc) being scored as Good or Very Good. Usage of the facilities remains high but the only concern is that our contractors are tasked with a 2% increase in usage year on year. After the spike in membership in 2013/14 after the refurbishment this has been difficult to achieve.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Customer Satisfaction of leisure facilities and activities		96%	80%	★	↓	97%	★	-	Customer satisfaction remains high across all three facilities.	-
Perspective: Financial										
Cost of Leisure Management fee per service user		£0.74	£1.20	★	↓	£0.71	★	-	Good usage of the centres providing good value of money	-
Perspective: Process										
Cost of Leisure Management		£0.74	£1.20	★	↓	£0.71	★	-	Performance well ahead of target. New users being attracted to	-

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
fee per service user									facilities by marketing activity and high quality provision.	
Perspective: Quality										
Percentage of Client Support programmes that are completed		100%	70%	★	↑	91%	★	-	Health Trainer team currently in process of redundancy and getting all records up to date.	-

Table 29: Healthy District measure exceptions

Cluster: Organisational Transformation

ICT

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Incident and Problem Management	Quarterly	91.8%	85%	★	↓	100.3%	★	-	-	-
Change Management	Monthly	122%	50%	★	↑	103.3%	★	-	-	-
Perspective: Quality										
Service and System availability	Monthly	100%	98%	★	→	100%	★	-	-	-

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Service and System availability: Secure Network	Monthly	100%	98%	★	→	100%	★	-	-	-

Table 30: ICT measure exceptions

Systems Development

Page 99

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
LLPG Standard	Monthly	Gold (3 above ANS)	Achieve National Standard	★	↑	Silver (2 above ANS)	★	-	Achieve 3 levels above target	Nothing, this is the best we can be. Just need to maintain this standard ideally.
Perspective: Quality										
Website Availability	Monthly	100%	98%	★	→	100%	★	-	Excellent proactive monitoring of servers	Ensure we keep the same standard

Table 31: Systems Development measure exceptions

SAMPLE



CPR.61 16/17

**Policy and Resources
Committee**

Date 16 June 2016

Subject: Systems Improvements in Land Based Services.

Report by:

Director of Resources

Contact Officer:

Jeannette Anderson
Corporate Systems Development Team
Manager
01427 676649
jeannette.anderson@west-lindsey.gov.uk

Purpose / Summary:

To draw down the identified budget of £200k from the capital investment budget which has been approved by the Corporate Policy & Resources Committee on 12.5.2016, to purchase the integrated development management, building control and local land charges.

RECOMMENDATION(S):

1. Approve the draw down of the £200k capital investment to purchase a cloud-based integrated Planning, Building Control and Local Land Charges system.
2. To award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

IMPLICATIONS

Legal: Working with Lincolnshire Procurement, it has been identified that the best procurement route for the Council is to use the G-Cloud 7 Framework, and in particular the Digital Development Software lot and to award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

Financial :

FIN/EB/12/17 – included in the business case report agreed at Entrepreneurial Board on 25 May 2016.

The total capital investment of £200k has been approved by the CP&R Committee on 12.5.2016, this will be funded from the Business Improvement and Transformation Reserve. The estimated cost of the system is £117k, with a further £58k required for transfer of data and implementation.

Whilst not included in the financials, as it is yet to be established, there may be a requirement to backfill existing posts who will be the required for the project. However it is envisaged that this will be contained within the overall £200k budget allocation.

Ongoing revenue costs of £28k will be offset by savings totalling circa £41k. These savings will be generated from the reduction of licenses and salary savings. The table in the report provides a breakdown. The net saving of circa £13k will contribute towards the MTFP savings target and represents a 7% return on investment.

An experienced Project Manager is required to deliver this project and it is estimated that 3 days a week would be required at an approximate cost of £24k for the implementation stage of 16 weeks.

It is envisaged that there may be difficulty in finding a high quality Project Manager that is willing to work 3 days a week. With this in mind, it may be appropriate that this post be full time but utilised across other significant projects requiring this level of expertise, at a cost of £16k attributable to identified projects.

Within the report, there is a proposal to increase a post in the Corporate Systems Development Team to a full time equivalent which will support the ongoing system management and maintenance. The cost to increase this role by 18.5 hours would be circa. £11k. Under the required governance arrangements a separate request will be required, identifying the impact of the system on Corporate Systems Development Team and the business case for increasing the establishment and will be presented to CLT for approval.

Staffing :

Project resources have been identified in paragraph 16 of the report in appendix 1.

Equality and Diversity including Human Rights :

All software development is carried out in conjunction with existing guidelines on accessibility.

Risk Assessment :

Project risks are identified in paragraph 11 of the appendix 1.

Climate Related Risks and Opportunities :

Not applicable

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

Report presented to Transformation Board on 30 March

Report presented to Entrepreneurial Board on 25 May

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

x

Key Decision:

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

Yes

x

No

1.0 Introduction

1.1 During the review of the Development Management and Local Land Charges services, the need was identified to improve the systems and processes in those services. To enable these improvements a new integrated IT system is proposed to allow a highly automated and efficient approach. The improvement and implementation plan will drive the change in the culture of how each service operates so that it can make the most of this investment.

1.2 The £200k costs are split between £117k for the system, £58k for the implementation and migration and £24k for project management/resource costs.

1.3 This report outlines the progress made so far, and the next steps required to deliver the system.

2.0 Current Position and next steps

2.1 The Council has undertaken a requirements specification and systems evaluation exercise to identify potential suppliers of systems that could meet the needs of the three services within scope.

2.2 The business case to procure the system has progressed through the internal governance boards and gained approval at each stage. It includes finances, project resources, and project plan. The business case/report is attached as appendix 1.

2.3 The next steps are to engage with the supplier and to start and deliver the project.

3.0 Timeline for project

1. Formal Approval of Financial Drawdown – June 16
2. Cleansing of data – May 16 to August 16
3. Call off Agreement from Framework Contract – June 16
4. Agreement of Scope and Project Plan with Supplier (Kick-off) – July 16
5. Confirm product owners (Oliver Fytche-Taylor – Development Management, Rachael Hughes – Building Control & Land Charges) – July 16
6. Discovery Phase – all – Sept 16
7. Sprint Phase DM LLC – Sept 16
8. Sprint Phase – BC – Sept 16
9. Sprint Phase – LC - Sept 16
10. Testing & Release Phase – Nov 16
11. Commencement of Data Transfer – Dec 16
12. Go Live date – Dec 16
13. Monitoring and Evaluation – from Go Live to April 2017

4.0 How the specification will deliver a system to meet our current and our future needs.

4.1 Key Deliverables

1. New Software System for the three Service areas
2. Revised Operational Procedures for the services.
3. Robust Workflow and Performance Management functionality.
4. Enhanced Online Functionality for access to Services and Information
5. Mobile Working Suite to enable Officer Field Working.
6. Electronic Records - Data Transfer of manual records to electronic format.

4.2 Tangible and Intangible Benefits

1. Integrated systems and data across the primary property and land based service processes for Development Management, Building Control and Land Charges. Facilitating simple and quick information provision across the services; and reducing integration effort, cost and related issues in operating different systems.
2. System is Cloud Based which aligns with the Council future Enterprise Architecture strategy.
3. Licence requirements can be increased and decreased as required; depending on the volume of staff in place.
4. Improved management of service applications; and activities related to the processing of those applications, including capture of progress and key decision information during the lifetime of the application. This will ensure that information is available to others to support customer enquiries both online and by telephone.
5. Enhanced online request capabilities and information for Customers across the three services, meeting the Councils digital by design objectives.
6. Common Customer Management facilities; providing (a) a more comprehensive understanding of the requests made by one Customer; and (b) providing opportunities for promotion and selling of Development Management and

Building Control services, to Customers accessing other services within the suite (supporting the Councils Commercial objectives).

7. Transfer of Land Charges Service Requests to electronic format only, facilitating the overall automation of the process; meeting the digital by design objectives of the Council; and reducing manual handling requirements.
8. Fully automated Land Charges processes (subject to manual data being converted to electronic format), which will result in the reduction of manual handling and resources required to support that; with resulting staff reduction and associated cost savings.
9. Online portal for the Land Charges Public Register, reducing the need for Personal Search agents having direct access to the systems, and office.
10. Improved integration with the Planning Portal, reducing manual handling of portal applications; with associated productivity gains.
11. Online capabilities to consultees for provision of consultee comments and representations, reducing manual handling and increasing speed of availability.
12. Improved progress/information available to Customers during the application process, through online and electronic methods of communication.
13. Enhanced Workload, Management and Reporting Capabilities through dashboard and reporting capabilities, which will provide advanced performance management opportunities for both staff performance and workload management.
14. Better management of formal process deadlines and escalation points for action.
15. Robust government performance reporting mechanisms, ensuring that the Councils returns are correct and consistent.
16. On-line and Off-line Mobile Working capabilities to enable data capture in the field, providing staff productivity improvements.
17. Partly automated Committee Report production capabilities, with associated productivity savings for staff.
18. System is flexible and provides opportunities to add additional commercial driven application processes within the Councils control.
19. System is based on a core CRM system; and provides opportunities for future customer management integration aligned to the wider Customer First strategy and any preferred customer target operating model.

5.0 Recommendations

5.1 To enable the project to progress in the time scales above with the availability of the key staff needed to deliver the project that Members approve the draw down of the £200k capital investment to purchase a cloud-based integrated Planning, Building Control and Local Land Charges system. And to award on the basis of a direct call off arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

STAGE 2 – Project Development & Board Approval

FIN Ref:

FIN/EB/12/17

The total capital investment of £200k has been approved by the CP&R Committee on 12.5.2016, this will be funded from the Business Improvement and Transformation Reserve. The estimated cost of the system is £117k, with a further £58k required for transfer of data and implementation.

Whilst not included in the financials, as it is yet to be established, there may be a requirement to backfill existing posts who will be the required for the project. However it is envisaged that this will be contained within the overall £200k budget allocation.

Ongoing revenue costs of £28k will be offset by savings totalling circa £41k. These savings will be generated from the reduction of licenses and salary savings. The table in the report provides a breakdown. The net saving of circa £13k will contribute towards the MTFP savings target and represents a 7% return on investment.

An experienced Project Manager is required to deliver this project and it is estimated that 3 days a week would be required at an approximate cost of £24k for the implementation stage of 16 weeks.

It is envisaged that there may be difficulty in finding a high quality Project Manager that is willing to work 3 days a week. With this in mind, it may be appropriate that this post be full time but utilised across other significant projects requiring this level of expertise, at a cost of £16k attributable to identified projects.

Within the report, there is a proposal to increase a post in the Corporate Governance Team to a full time equivalent which will support the ongoing system management and maintenance. The cost to increase this role by 18.5 hours would be circa. £11k. Under the required governance arrangements a separate request will be required, identifying the impact of the system on Corporate Governance Team and the business case for increasing the establishment and will be presented to CLT for approval.

1. Background

The council is currently subject to increasing financial pressures which mean that services need to be as efficient as possible and deliver high productivity if the council is to avoid cuts in services to the communities it serves. Key to delivering efficiency and productivity is the technology the council uses. The council is technology dependent and has developed in recent months an Enterprise Architecture designed to support each future needs. It is important that any new ICT system is considered against a clear specification which sets out what the system needs to provide in order to deliver efficiency and productivity gains within services and meet the needs of the customer.

The procurement of the technology that can assist with service delivery by reducing the need for manual processes, entering data more than once and gives live performance information to officers and managers is central in improving productivity and efficiency. The system will be able to ensure that customers can access the services simply and effectively and be accessible at all times.

It is also important that services which rely on common source data use the same systems in order to maximise efficiency of productivity.

Local Land Charges, Building Control and Development Management are all land and property based services and rely on information about sites and properties in order to function efficiently. It is therefore important that when considering new ICT systems that integration issues are central to the procurement of systems.

They are also services which are public facing. Therefore customers should be able to access these services online and obtain the service or information they require.

Currently these “land based” services either rely on “legacy systems” (Civica APP and Idox document management) which have been in place for at least ten years or they rely on a significant element of manual processing of data (Local Land Charges). A principal driver for this work has been to automate the Local Land Charges service so that it can meet industry standards in terms of turnaround times for searches and provide secure access to the council’s data for private search companies (a legal requirement). The automation of Local Land Charges will reduce search times (currently at around 10 days) and mean that representatives of private search companies will no longer need to access the Guildhall in order to interrogated the council’s data.

Development Management relies on ICT to ensure that customers can submit planning applications, access data about planning applications and submit responses to consultation on planning applications. Any new integrated Development Management, Building Control and Local Land Charges System (DM,BC,LLC) needs to meet the approved specification to ensure it meets our current and future requirements. Any new system will assist in creating efficiencies and reduce service contact demands as it will easily provide a two-way flow of data and information. This will improve customer satisfaction with the Development Management service. Additionally the provision of “real-time” performance information for officers and managers will significantly assist the service in its focus on service improvements and meeting customer’s needs.

All services will also benefit from an increase in functionality brought about by a new system, especially when operating outside the Guildhall.

Land Charges

The provision of a public register in the Local Land Charges service is a statutory requirement that provides an income to the authority on a cost recovery basis. The service is a key part of the wider conveyancing process used to buy, sell re-mortgage etc. land and property within England and Wales.

A long running project was initiated to automate the service with the ultimate aim of reducing the level of resource required and ensure that the service could be ‘future proofed’ in the event of personnel leaving the authority. The approach adopted was to work with the supplier of the existing Civica APP system to provide an automated solution for the Local Land Charges work. After extensive attempts to automate the service using existing

systems this approach has failed due to the constraints of the existing system.

Currently the process of carrying out a Local Land Charge search is very resource intensive, which when appropriately staffed works well. However the service has no resilience and is very inefficient leading to service failure and backlogs when resource is depleted, for any reason. This causes unacceptable backlogs in processing and severely impacts the service's good reputation, ultimately leading to customers engaging the services of personal search companies and the Authority losing a valuable income stream.

A lot of the information Local Land Charges provides to customers comes from the Development Management and Building Control Services, in order to ensure that Local Land Charges can reach its full automation potential it is important that these services are able to provide this information with limited Officer Intervention. Therefore a fully integrated Land Charges, Building Control and Development Management system is the ideal solution.

Building Control

Building Control is a key element of the Councils environment and commercial focus. Whilst it is currently able to manage within its existing IT system, the future demand in terms of additional commercial offerings; and the requirement for more significant workload and resource planning demands, will mean that advanced systems support will be required.

The Building Control Inspectors have a significant volume of field based activities; which are currently unsupported by existing technology. The adoption of a modern forward thinking system, with mobile working functions will greatly enhance the capture of inspections and other works, reducing the need for re-keying of information back at base; and provide productivity improvement. This will increase capacity for additional work demands in the future.

Building Control also has a number of functions, for example the Competent Person Scheme that with the appropriate system could also be loaded automatically again reducing/removing officer involvement and manual handling.

Having a more dynamic and intuitive system will mean that officers and administrative staff, will in the long term, have more time to focus on new priorities for the Council. In Building Control specifically it is felt that a new system will help support and drive the commercial aspirations of the Council, ultimately leading to additional income streams.

Development Management

Development Management has experienced significant change over a number of years, with loss of resources; changes in management; changes in the Local Plan, changes in other governing policies and legislation; and a growing and changing profile of service demand. This has had a significant impact on its performance; and the Council recognises that significant improvements are required in the service to reach the high expectations required to support our Growth agenda. This includes ensuring that performance is visible to officers and managers in "real-time" and performance information is robust.

The Current System, Civica APP, has been in place for a lengthy period in time; and has not kept pace with the changing circumstances of the Development Management environment. As such, it is seen by the Team as a barrier to successful improvement in the area. Civica APP did not meet our current and future requirements.

Customer experience of Development Management processes is key to the success criteria of the improvement programme; and the current system lacks key enablers to providing access to information on the process. In addition, any online capabilities are then manually handled, and in some cases re-keyed in order to deliver these to the case officer. This is inefficient and a new integrated Development Management, Building Control and Land Charges system is central to improving productivity in these areas.

The Civica APP system is lacking in workflow functionality, activity notifications, triggered events, and lacks in hyperlink functionality to create a system that is easier to use for the staff.

Bulk notifications and reports area can be automated and can be developed to meet some of the service area needs but not all.

A new system would support the drivers of the improvement programme – performance, culture; quality outcomes and excellent customer experience.

2. Introduction

This document considers the preferred Procurement Option for a Software application to cover the Environment & Neighbourhood Services of:

- Building Control
- Development Management
- Local Land Charges

The preferred solution is a Direct Award to a single supplier under the Crown Commercial Service Digital Framework known as G-Cloud 7. This is available to all Local Authorities and is fully compliant with OJEU and associated procurement legislation.

It is linked to five other Corporate Projects:

- The Development Management Improvement Plan
- The Future of the Land Charges Service
- The Corporate Information Technology
- The emerging Customer Relationship Management Strategy
- The Agile Working Strategy

The Background Papers include:

- A Specification for digital Development Management, Building Control and Land Charges Services at West Lindsey
- The full Specification documents for the Crown Commercial Service G-Cloud 7 Digital Framework Contract
- The pricing catalogue for the Crown Commercial Service G-Cloud 7 Digital Framework Contract
- The Crown Commercial Service G-Cloud 7 Digital Framework Contract Guidance Manual
- A Treasury Five Case Model prepared by the Development Management, Building Control and Land Charges Teams

- A Cost Benefit Analysis prepared by the Development Management, Building Control and Land Charges Teams
- A Project Plan
- Technical and Specification details for the suppliers listed on the G-Cloud 7 Framework

3. Procurement Route and Potential Suppliers

The Council has undertaken a requirements specification and systems evaluation exercise to identify potential suppliers of systems that could meet the needs of the three services within scope.

The Council has also identified potential procurement routes including the use of Government standard Frameworks. Working with Lincolnshire Procurement, it has been identified that the best procurement route for the Council is to use the G-Cloud 7 Framework, and in particular the Digital Development Software lot.

There are three suppliers of Digital Development Software on the G-Cloud 7 Framework:-

- Arcus Global
- Tascomi
- Northgate

TABLE 1: THE G CLOUD 7 FRAMEWORK SUPPLIERS

	Key notes
Arcus Global Ltd	Arcus Global is a Cambridge based company and a new entrant into the market. They offer a Cloud based solution with the latest technology. An adjacent Lincolnshire Council has just gone live with this product for Development Management, Building Control and Land Charges
Tascomi	Tascomi Built Environment is a web based solution for Building Control. And Land Charges. The organisation does not currently offer a Development Management option, but may introduce one in the future
Northgate	Northgate is a major supplier of Legacy Platform products for local government services. They offer a digital version of their core development software

The Framework Review documents (attached as Appendices to this Report) include:

- A Pricing Schedule for the Core Product
- A Day Rate Schedule based on a Skills for the Information Age matrix
- A Service Definition
- Standard Terms and Conditions

The Framework Guidance includes a filter mechanism to narrow down the selection options.

Given that the Council requires a system that can deliver a Development Management solution this eliminates Tascomi (who can only deliver Building Control and Land Charges) from any further consideration. The Guidance Notes to the G-Cloud 7 Framework permit a

supplier to be excluded from final evaluation where they cannot satisfy one or more of the Project requirements. Tascomi are excluded as they cannot currently provide a Development Management option.

The final selection is between the ARCUS Global and Northgate options and utilises the Assessment Matrix highlighted in the G-Cloud 7 F=Guidance document.

This exercise has been undertaken using the Framework documents, supplemented by previous assessments, evaluation and presentation notes undertaken by the Service Assessment Panel.

The procedure used is as outlined in the Guidance Notes for the G-Cloud 7 Framework Contract using the Most Economically Advantageous method.

The Assessment Criteria and the scores allocated to each supplier are shown in Table 2 and outlined in full detail in Appendix 2

TABLE 2: THE G-CLOUD 7 FRAMEWORK ASSESSMENT

Criteria number	Direct award criteria	ARCUS	NORTHGATE
1	Whole life cost: cost effectiveness; Price and running costs (40%)	30.75	27.77
2	Technical merit and functional fit: coverage, network capacity and performance as specified in relevant service levels	34.49	27.27
3	After-sales service management: help de59sk, account management function and assurance of supply of a range of services	4.76	2.95
4	Non-functional characteristics	3.76	2.78
TOTAL		77.59	63.44

4. Recommended Option:

The recommendation is that ARCUS Global is appointed as the supplier of Digital Development Management, Building Control and Land Charges software on a Direct “Call Off” arrangement under the Crown Commercial Service G-Cloud 7 Framework Contract.

5. Financial Implications (summarised from detailed financial model):

The following assumptions are made and linked back to the emerging Development Management and Land Charges Improvement Projects:

- The Procurement Route is the G-Cloud 7 Digital Framework led by the Crown Commercial Service
- An initial two year agreement will be put into place – with the Option to extend to 5 years
- The Council will require additional Project Management resource during the Implementation Phase internally and will need to engage specialist external support
- The Council will identify internal resources to undertake the comprehensive Data Transfer associated with this Project. It will be necessary to engage temporary staff to fulfil this function
- The system will require a departmental product owner (normally a team manager plus one or more service area expert(s)) to maximise the benefits of the new system. However, it may be necessary to backfill team members due to competing requirements for capacity in all services during that time (please see assumptions for further detail).
- The integrated DM,BC, LC system will form part of the Applications Architecture and the Corporate Systems Development Manager will be the corporate Product Owner, with additional service area product owners for each specific module.

Estimates of cost are based on the G-Cloud 7 framework and costs incurred by Local Authorities on similar recent projects.

Area	2016/17	2017/18	2018/19	2019/20	2020/21
EXPENDITURE/INVESTMENT	£	£	£	£	£
a) <u>Revenue Investment</u>					
Data Transfer: 2 x 6 month temp posts	27,000				
Add Ons and Incidentals					
Annual Maintenance and Licences (ARCUS)		17,720	17,720	18,200	18,200
Contingency					
b) <u>Capital Investment</u>					
Software Supply and Implementation (ARCUS)	117,040				
Project Management: Externally sourced	24,000				
System Administration: Internally sourced	5,500	11,000	11,000	11,000	11,000

Total Expenditure	175,040	28,720	28,720	29,200	29,200
INCOME/SAVINGS					
Grants					
Income Generated					
Termination of existing agreement	5,000	5,000	5,000	5,000	5,000
Savings Expected		36,831	37,199	37,571	37,947
Total Income/Savings	5,000	41,831	42,199	42,571	42,947
Net Cost / (Savings)	170,040	(13,111)	(13,479)	(13,371)	(13,747)

6. Tangible & Intangible Benefits

1. Integrated systems and data across the primary property and land based service processes for Development Management, Building Control and Land Charges. Facilitating simple and quick information provision across the services; and reducing integration effort, cost and related issues in operating different systems.
2. System is Cloud Based which aligns with the Council future enterprise architecture requirements.
3. Licence requirements can be increased and decreased as required; depending on the volume of staff in place.
4. Improved management of service applications; and activities related to the processing of those applications, including capture of progress and key decision information during the lifetime of the application. This will ensure that information is available to others to support customer enquiries both online and by telephone.
5. Enhanced online request capabilities and information for Customers across the three services, meeting the Councils digital by design objectives.
6. Common Customer Management facilities; providing (a) a more comprehensive understanding of the requests made by one Customer; and (b) providing opportunities for promotion and selling of Development Management and Building Control services, to Customers accessing other services within the suite (supporting the Councils Commercial objectives).
7. Transfer of Land Charges Service Requests to electronic format only, facilitating the overall automation of the process; meeting the digital by design objectives of the Council; and reducing manual handling requirements.
8. Fully automated Land Charges processes (subject to manual data being converted to electronic format), which will result in the reduction of manual handling and resources required to support that; with resulting staff reduction and associated cost savings.
9. Online portal for the Land Charges Public Register, reducing the need for Personal Search agents having direct access to the systems, and office.

10. Improved integration with the Planning Portal, reducing manual handling of portal applications; with associated productivity gains.
11. Online capabilities to consultees for provision of consultee comments and representations, reducing manual handling and increasing speed of availability.
12. Improved progress/information available to Customers during the application process, through online and electronic methods of communication.
13. Enhanced Workload, Management and Reporting Capabilities through dashboard and reporting capabilities, which will provide advanced performance management opportunities for both staff performance and workload management.
14. Better management of formal process deadlines and escalation points for action.
15. Robust government performance reporting mechanisms, ensuring that the Councils returns are correct and consistent.
16. On-line and Off-line Mobile Working capabilities to enable data capture in the field, providing staff productivity improvements.
17. Partly automated Committee Report production capabilities, with associated productivity savings for staff.
18. Improved GIS and spatial tools providing productivity improvements for staff.
19. System is flexible and provides opportunities to add additional commercial driven application processes within the Councils control.
20. System is based on a core CRM system; and provides opportunities for future customer management integration aligned to the wider Customer First strategy and any preferred customer target operating model.

7. Key Deliverables:

1. New Software System for the three Service areas
2. Revised Operational Procedures for the services.
3. Robust Workflow and Performance Management functionality.
4. Enhanced Online Functionality for access to Services and Information
5. Mobile Working Suite to enable Officer Field Working.
6. Electronic Records - Data Transfer of manual records to electronic format.

8. Key Milestones:

1. Selection of Supplier and agreement of price – May 16
2. Formal Approval of Financial Drawdown – June 16
3. Cleansing of data – May 16 to August 16
4. Call off Agreement from Framework Contract – June 16
5. Agreement of Scope and Project Plan with Supplier (Kick-off) – July 16
6. Discovery Phase – all – Sept 16
7. Sprint Phase DM LLC – Sept 16
8. Sprint Phase – BC – Sept 16
9. Sprint Phase – LC - Sept 16
10. Testing & Release Phase – Nov 16
11. Commencement of Data Transfer – Dec 16
12. Go Live date – Dec 16
13. Monitoring and Evaluation – from Go Live to April 2017

9. Assumptions & Dependencies

The following assumptions have been made for the project.

- The improvements to the systems and processes in the services needed to make the optimum use of the new ICT system will be identified before the new ICT system is implemented. A programme for implementing these improved processes will be developed so that they can be introduced alongside the new ICT system. This is about changing the culture of how each service operates so that it can make the most of this investment.
- The Council will adopt the standard Agile development methodologies of the selected supplier.
- An external Project Manager will be engaged during the Implementation Phase. However, this role may well have capacity to manage other projects during the lifetime of this project; as the requirement will not be a consistent 5 day week.
- Corporate Staff for ICT, Development and Customer First will also be allocated to the project on a part time basis to ensure 'corporate' objectives and requirements are met.
- A technical administration service officer will be allocated to the project from each of the Services; and a professional service officer will be allocated from Building Control and Development Management.
- It is assumed that each service officer will be required part-time over the period of the project; but in particular will be required for 3 days per week during the early part and later part of the project.
- In addition, a small amount of time will be required from the Planning Enforcement Officer, Tree Officer and Conservation Officer to input into specific processes affecting their work, again during the early and later part of the project.
- Allocation of Building Control staff will have implications for the delivery of the commercial aspirations; and will reduce overall capacity for commercial, technical, marketing and invoicing support during the anticipated period of Sept-Dec 2016. A resourcing plan will be produced to identify available capacity from June to March 2017 for commercial business; and consideration will be given as to whether further resourcing is required to meet commercial aspirations for 2016-17. In addition, temporary administration support may also be required should commercial activities be introduced during that period.
- There will be a loss of two experienced staff members from the Development Management Technical team prior to the project start; and allocation of a Technical team member to the project will significantly reduce capacity further. This is likely to have the impact of a reduction in the performance of the team. Recruitment for the more senior of the two posts have not been successful and the DM Team Manager is considering other staffing options. Temporary backfill of basic administration duties may be required during this period to ensure a full capacity team.
- The allocation of a Development Management Officer will also have implications for the capacity of the Development Management Team during a period where a Public Inquiry and other Appeals have already reduced the overall staffing capacity. This may therefore have a detrimental impact on performance. Consideration will be given to back fill during the project period, either by transferring particular applications to an external body, or by utilising the

employment of contract staff for a short term basis. Anticipated contract staff costs would be £300-£400 per day.

- It is anticipated that a process review will be undertaken in each of the Services prior to the start of the project, to resolve and remove any inefficiencies and old working practises. It will thereby provide delegated officers with clear direction on what is required in the new system. This will require the allocation of a Business Analyst during the period from June to August.
- Data Cleansing will be undertaken during the period June to August; in order to resolve any quality or duplication issues and provide a clean dataset for loading into the new system. Additional staffing will be required for this; and has been included as a cost within the financials of this business case.

10. Constraints:

The following have been identified as project constraints.

Budgetary: The project requires funds from the Council’s Investment budgets as it has transferred over the financial year in which original project funds were allocated. Staffing Backfill requirements may also give a further burden to be funded by the services; depending on circumstances and staffing capacity at the time of the project.

Time: The project is planned to start in September due to holiday and other commitments immediately after the contract start point.

Resources: Existing staff members will not have spare capacity to deliver the entirety of the project. External support and temporary staff will be required to provide the additional capacity.

11. Key Risks & Mitigations:

Risk No	Date Logged	Impact 1 to 4	Probability 1 to 4	Score	Risk Description	Status	Mitigation
1	11/4/16	3	1	L	The new system will not integrate with the “Civica APP” system used by other services	Live	This should be low risk as all suppliers have pre-qualified on the basis that integration of this type will be possible
2	11/4/16	3	3	M	The Service teams have insufficient capacity to support this project	Live	An external Project Manager and temporary data cleanse staff members will be recruited during the implementation phase. A System Administrator post will

							be created to support the system in the long term. Further backfill will be considered dependent on the demands on the service at that time.
3	11/4/16	2	2	L	Devolution of services or shared working necessitates changes to operational working and the supporting software	Live	This is reflected in the scoring mechanism and would need to be discussed with the Supplier
4	11/4/16	2	2	L	The transfer of part of the Land Charges service to the land Registry means that some of the implementation work is abortive	Live	Maintain a dialogue with the Land Registry and understand their requirements
5	13/5/16	2	2	L	Integration to other enabling products including document management and GIS is more complex than originally understood.	Live	Pre-qualified as part of tender process. Initial discussion on integration requirements undertaken with supplier. Previous integrations at other sites.
6	13/5/16	2	3	L	System definition is more complex, or wider than expected and results in extended Project timescales	Live	Close Project Management; Change Control Management and regular checks against systems specifications.
7	13/5/16	2	2	L	Loss of dedicated staff during the key phases of the project	Live	2 team members from BC and DM, and regular feed to the Services on progress, so that someone else could step in.

12. Interdependencies:

Project	Relationship to this project	Monitoring method
Devolution	There may be need to integrate ICT systems in the event of a single Lincolnshire service	Links with Corporate project
Development Management Improvement Group	Improvements within the Development Management Service, including working methods, customer service, productivity and systems improvements which may feed into the systems definition.	ICT members on the DMIG.
Customer First	Improvement in Customer Service and Customer Interaction processes; and how the system can support those changes, which will feed into the systems definition.	SL Customer First involved in project.
Commercial Services	Introduction of commercial services in the Council, in particular for Building Control in this project.	Team Manager BC on plans for commercial.

13. Internal Service Interfaces:

Service Area	Interface	Impact/Opportunity
Corporate Governance	ICT/Development	Resource implication on ICT and Development Management for changes related to technical infrastructure, systems and website.
	Project Monitoring	Monitoring of project progress and feedback into Transformation Board Reporting.
	Business Analysis	There is an opportunity to review processes prior to systems implementation, to remove waste, inefficiencies and old working methods. This will require Business Analyst support.
	Planning Enforcement	

Remaining Civic APP Services	Trees & Conservation	Access to, and capture of information related to Service function.
	Environmental Data	

14. Key Communications messages:

- **Staff** - The new ICT system is part of a programme of Service Transformation linked to customer expectation and corporate priorities.
- **Customers and service users** - of the new online capabilities; and benefits to themselves.
- **Associated partners/stakeholders** - on the enhanced facilities available to them.
- **Solicitors and Personal Search Agents** – change to online accessibility of the system; and withdrawal of telephone and face to face requests.
- **Councillors** - on the enhanced facilities available to them and to their residents.

15. Training and Development need:

Area	Method of Delivery	Expectations of Staff
Development Management, Building Control and Land Charges Services	By Supplier	Sufficient training in the use of the selected system to make full use of its capacity
ICT / Business Development / Systems Administrator	By Supplier	Understanding of the Salesforce system development and administration to enable in- house development in future

16. Project Board Resources:

Officer name	Role within project	Responsibilities	Expected commitment
Mark Sturgess	Joint Project Sponsor	Chair project board meetings. Other ad-hoc meetings may be required.	2 hours per fortnight for duration of project
Ian Knowles	Joint Project Sponsor	Attendance at project board meetings to oversee the transformational elements of the project	2 hours per fortnight for duration of project
Michelle Carrington	Strategic Lead Customer 1 st	Attendance at project board meetings to oversee the transformational elements of the project.	Average 1 day per week.

		Other ad-hoc meetings may be required. Sprints workshops, UAT	
tbc	Project Manager	Manage project: <ul style="list-style-type: none"> • produce progress reports, • maintain plan • maintains issues log • maintains risk log • maintains assumptions log. • Coordinates internal resources for training, demos and releases • Ensures project runs on time and budget 	Average 3 days per week for duration of project. Mainly Discovery Phase and Deployment Week.
Jeannette Anderson	System Development Lead	System Development: <ul style="list-style-type: none"> • Provides info on APIs • GIS & Idox integrations, • Delivers sample data extract to dept. system owner • System Testing, GIS, Idox integrations • Data Migration 	3 day per week for duration of project (Kick-off, integrations, sprints and release)
Gurdev Marwaha	ICT Lead	Network infrastructure, firewalls, remote access configuration System Testing	2 days at start of project, and ad-hoc minimal time thereafter
Alistair Wearing	Digital Lead	Website development and integration	Ad-hoc
Oliver Fytche-Taylor	Development Management Manager	DM System Owner: <ul style="list-style-type: none"> • Write requirements • Sign of user stories • Manage and prioritise backlog • Signs off completed work • Answers developers questions and provides regular feedback • Schedules training and demos within team • Provides documentation (process maps etc.) 	2 days during project

Rachael Hughes	BC & LLC Manager	BC & LLC System Owner <ul style="list-style-type: none"> • Write requirements • Sign of user stories • Manage and prioritise backlog • Signs off completed work • Answers developers questions and provides regular feedback • Schedules training and demos within team • Provides documentation (process maps etc.) 	2 days during project
Service Area Experts:			
tbc	Dev Man SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	Dev Man SAE 2	Discovery, Sprints workshops, UAT	2 days during
tbc	BC SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	BC SAE 2	Discovery, Sprints workshops, UAT	2 days during
Deborah Chapman	LLC SAE 1	Discovery, Sprints workshops, UAT	2 days during
tbc	various Civica APP users	Data cleansing – as per schedule	8 -10 days
Third Party Suppliers:			
	Idox Consultancy	Integration	Est. 2 days @ £950 per day
	GIS Consultancy	Integration	Est. 2 days @ £800 per day
Ben Marshall	Arcus Project Manager	Project Management	Estimated 3 days for duration of project
Colin Wales	Arcus Business Development Director	Kick off meetings, and client liaison	Estimated 3 days at start of project
tbc	Arcus Technical Lead	Sprints, Development, System Testing, Sign-off	Estimated 5 days for duration of project

17. Date Stage 2 Considered by Board:

TB on 17 April, further TB meeting with IK on 4 May. Report circulated 13 May.
EB board – 25 May.
P&R CB – 2 June
P&R Committee – 16 June

18. Board Comments:

TB – recommended to approve subject to further meeting re finances
TB – meeting recommended to approve subject to detailed Stage 2 and fully worked project plan
EB -

STAGE 3 – Project Delivery & Monitoring Overview: See Progress Report & Project Registration Document

19. Progress Updates:

20. Change Request:

21. Issues:

STAGE 4 – Project Closure

22. Date Project Closed:

23. Date Closure Considered by Board:

24. Board Comments:

STAGE 4 – Project Evaluation

25. Brief Project Summary:

26. Evaluation Comments:

27. Benefits Realised:

28. Project Deliverables (Planned v Actual):

Planned Deliverable	Actual Deliverable	Summary

29. Outstanding Objectives:

Objective	Owner	Revised Delivery Date	Non-Delivery	Board Comments

30. Project Costs:

Project Phase	Budgeted Cost	Actual Cost	Comments

31. Project Schedule:

Project Phase	Scheduled Completion Date	Actual Completion	Comments

32. Recommendations for Future Learning:

Recommendation No.	Description	Suggested Future Action	Project Impact (H/M/L)

This page is intentionally left blank

Corporate Policy & Resources Committee Work Plan

Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Corporate Policy & Resources Committee.

Recommendation:

1. That members note the schedule of reports.

Date	Title	Lead Officer	Purpose of the report
28/07/2016	IT Strategy and Action Plan	Ian Knowles	As per CLT Min 33/15
	Policy Review - Travel Policy	Emma Redwood	To review, update and agree the Travel Policy
	Carbon Management Plan	Karen Lond	For Members to endorse and adopt the new Carbon Management Plan
	Health and Safety Report	Kim Leith	To provide all throughout the Authority with information how health and safety is developing
	Progress & Delivery Period 1	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 1
	Annual Treasury Management	Tracey Bircumshaw	Annual report on the Treasury Management Service and actual prudential indicators 2015-16
	Treasury Management Monitoring Q1	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 1
	Budget Monitoring Q1	Tracey Bircumshaw	To present budget monitoring information as at the end of period 1
	Second Homes Tax	Alan Robinson	to consider for budget setting next year whether we continue to collect the second homes tax
	IT Desktop Refresh	Ian Knowles	To set out to Members an approach to refresh the IT desktop
	Proposed charges for Market Rasen car parks	Sarah Troman	Provisional item in anticipation of public objections to introduction of charges in Market Rasen car parks. Objections to be heard by Members
	West Lindsey TRading Company	Penny Sharp	Report to update members on the acquisition of a local company and seek approval for governance arrangements for a Group company structure
	Review of Maternity Policy	Emma Redwood	To review the current Maternity Policy in line with legislation.
22/09/2016	Leisure Contract Reprourement	Karen Whitfield	To agree leisure specification and basis of forthcoming procurement exercise and to recommend plans to P & R committee
	Introduce a Leaving the Authority Procedure	Emma Redwood	To introduce a new leaving the authority procedure that captures the processes we currently have and give clarity on responsibilities.
	Review the Paternity, Parental and Adoption Policy	Emma Redwood	to review the current policies for Adoption, parental and paternity
27/10/2016	Progress and Delivery Period 2	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 2

	Budget Monitoring Q2	Tracey Bircumshaw	To present budget monitoring information as at the end of period 2
	Treasury Management Q2	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 2
10/11/2016	Review the Bullying & Harassment policy	Emma Redwood	to review the Bullying & Harassment policy
15/12/2016	Fees and Charges 2017-18	Tracey Bircumshaw	To present the proposed fees and charges for 2017-18
	Local Council Tax Support Scheme	Alison McCulloch	To agree the Local Council Tax Support Scheme for WLDC for 2017-18
	NNDR Write Offs	Alison McCulloch	Exempt report to present irrecoverable NNDR accounts and Benefits overpayments for write off
	Introduce a Fixed Term Contract Procedure	Emma Redwood	To introduce a fixed term contract procedure for the council
12/01/2017	Collection Fund Surplus and Council Tax Base	Tracey Bircumshaw	To present the declaration of estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2017 and to set out the Council Tax Base calculation for 2017-18
	Review the Flexible Working Policy	Emma Redwood	to review the flexible working policy
09/02/2017	MTFP	Tracey Bircumshaw	To present the Medium Term Financial Plan
	Corporate Plan	Manjeet Gill	To present the refreshed Corporate Plan
	Progress and Delivery Q3	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3
	Revenue Base Budgets 2017-18	Tracey Bircumshaw	To present the proposed revenue base budgets for 2017-18
	Budget and Treasury Management Q3	Tracey Bircumshaw	To present the Budget and Treasury Management monitoring report for period 3
13/04/2017	Budget and Treasury Management Monitoring Q4	Tracey Bircumshaw	To present budget monitoring and Treasury Management information as at the end of period 4 and the outturn position
	Progress and Delivery Q4	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4
15/06/2017	Commercial Property Portfolio	Penny Sharp	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.