

Guildhall Gainsborough

Lincolnshire DN21 2NA

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**AGENDA**

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

**Challenge and Improve Committee**  
**Monday, 23rd May, 2016 at 6.30 pm**  
**The Council Chamber - The Guildhall**

**Members:**

- Councillor Hugo Marfleet
- Councillor Lesley Rollings
- Councillor Lewis Strange (Vice-Chairman)
- Councillor Mrs Angela White
- Councillor Trevor Young (Vice-Chairman)
- Councillor Stuart Kinch
- Councillor Mrs Pat Mewis
- Councillor David Bond
- Councillor Christopher Darcel
- Councillor Adam Duguid
- Councillor Paul Howitt-Cowan (Chairman)
- Councillor Stuart Curtis

1. **Apologies for Absence**
2. **Minutes of the previous meeting.** (PAGES 1 - 10)
  - a) Meeting of the Challenge and Improvement Committee held on 5 April 2016
  - b) Meeting of the Challenge and Improvement Committee held on 9 May 2016 (at the Conclusion of Annual Council)
3. **Members' Declarations of Interest**

Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGES 11 - 12)

Setting out the current position of previously agreed actions as at 13 May 2016.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

5. **Public Reports**

- a) Progress and Delivery Working Group (PAGES 13 - 58)  
Recommendations

6. **General Work Items**

- a) Forward Plan (PAGES 59 - 64)  
b) Committee Workplan (PAGES 65 - 66)

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. **Preparation for Scrutiny of Public Body**

Consideration of Scrutiny of Public Body – Issue of Youth Unemployment in West Lindsey and Proposed Questions for the Careers Service

M Gill  
Chief Executive  
The Guildhall  
Gainsborough

Friday, 13 May 2016

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber at the Guildhall, Gainsborough on Tuesday 5 April 2016 commencing at 6.30 pm.

**Present:**

Councillor Paul Howitt-Cowan (Chairman)  
Councillor David Bond (Vice-Chairman)  
Councillor Trevor Young (Vice-Chairman)

Councillor Chris Darcel  
Councillor Adam Duguid  
Councillor Steve England  
Councillor Stuart Kinch  
Councillor John McNeill  
Councillor Jessie Milne  
Councillor Pat Mewis  
Councillor Angela White

**In Attendance:**

Ian Knowles  
Joanna Walker  
Nicola Calver  
Katie Coughlan

Director of Resources and Section 151 Officer  
Team Manager Projects and Growth  
Governance and Civic Officer  
Governance and Civic Officer

**Apologies:**

Councillor Alexander Bridgwood  
Councillor Stuart Curtis

**Also Present:**

Councillor Matthew Boles  
Councillor Mick Devine

**Membership:**

Councillor Jessie Milne substituting for Councillor Alexander Bridgwood

### 68 MINUTES

- (a) Meeting of the Challenge and Improvement Committee held on 22 February 2016 (CAI.47 15/16)

**RESOLVED** that the Minutes of the meeting of the Challenge and Improvement Committee held on 22 February 2016 be confirmed and signed as a correct record.

## **69 MEMBERS' DECLARATIONS OF INTEREST**

Councillor Trevor Young declared a personal interest in report CAI.54 (Gainsborough Town Centre Management Proposals) as he owned a property within the town centre and was a seasonal market stall holder.

## **70 MATTERS ARISING SCHEDULE (CAI.39 15/16)**

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 24 March 2016.

It was reported that all actions within the report were marked as completed since the previous meeting of the Committee.

**RESOLVED** that the Matters Arising Schedule as at 24 March 2016 be received and noted.

## **71 PROGRESS AND DELIVERY WORKING GROUP PROGRESS (CAI.49 15/16)**

Members gave consideration to report which provided an update on the work undertaken to-date by the Challenge and Improvement Progress and Delivery Working Group.

**RESOLVED** that the progress to-date with the Progress and Delivery Working Group be noted.

## **72 RECONFIGURATION OF THE COUNCIL CHAMBER – RECOMMENDATION FROM THE DEMOCRACY WORKING GROUP (CAI.50 15/16)**

Having considered an update from the Democracy Working Group at its meeting on 22 February 2016, which had included detailed information of the work the Group had undertaken in respect of re-configuring the Council Chamber, the Committee had previously resolved that: -

- (c) prior to making any recommendation to Full Council on a revised configuration for the Council Chamber, the results from all three configurations (including the traditional layout) be considered again by the Committee at its next meeting.

In light of the above, the Committee were asked to give consideration to a report which presented the further findings of the feedback received from Members of Council on all three options for reconfiguration of the Council Chamber, as requested.

In presenting the report, the Governance and Civic Officer drew Members' attention to the initial comments which had been received from Members, summarised in Section 2.4 of the report, together with the average scores received for each option as set out in Section 2.5.

It was noted that the Democracy Working Group at their meeting on 16<sup>th</sup> March 2016 had considered each comment made and the scores received and favoured recommendation of Option 1 for adoption.

It was stressed that seating arrangements for any agreed option would be discussed and agreed by Group Leaders, and the appendices did not reflect a definitive seating plan, but a configuration only.

Committee's attention was also drawn to the additional costs associated with a change in configuration, estimated at £2,000.

Debate ensued and in opening, at the request of Members, the Governance and Civic Officer clarified how the average scores had been arrived at; this being the mean average of all responses received, and Members had been asked to score each question out of 10.

Opposing views were expressed during the discussion with some Members feeling the change was unnecessary and a waste of money. Some had found themselves seated in uncomfortable positions and considered the change to be for the worse. Concern was also expressed regarding the continuing movement of the water cooler, from a hygiene perspective.

In responding, it was stressed that the options presented were configurations only, and no individual seating plans had been agreed. This would be the responsibility of the Group Leaders and individual personal circumstances would be taken into consideration. It was clarified that the additional costs were a one-off cost, to relocate floor boxes to prevent trip hazards and the relocation of the water cooler on a permanent basis.

Referring to the data contained in Section 2.5 of the report, Members commented that there still did not appear to be an overwhelming preference or case for change and it was proposed that no change be recommended. Several Members supported this view, however others considered option 1 had helped deliver the original objective, that being to deliver a better opportunity for debate and to aid the democratic process and outlined their reasons for this.

The Committee considered whether the Democracy Working Group should be asked to investigate further options but were advised that numerous other options had been investigated. Due to the numerous limitations of the room, which had been outlined in the previous report, any other re-configurations would require a considerable additional spend as they would require new furniture and / or the relocation of fixed AV equipment.

It was therefore proposed and seconded that no change in configuration be recommended and that Members should liaise with their Group Leaders over individual circumstances to ensure these were accommodated in the seating plan.

On that basis it was:-

**RESOLVED** to **RECOMMEND** to Council that Option 3 be the preferred option and as such there be no change in configuration.

### **73 CHALLENGE AND IMPROVEMENT COMMITTEE DRAFT ANNUAL REPORT 2015/16 (CAI.51 15/16)**

Consideration was given to a report which presented the draft Annual Report for Members' comment and agreement prior to submission to Annual Council.

Members commented on the amount of work they had undertaken throughout the year.

**RESOLVED** that the Annual Report, in its current format, be submitted to Annual Council.

### **74 FORWARD PLAN (CAI.52 15/16)**

The Governance and Civic Officer presented a report setting out the items of business due to be considered through the committee system and asked Members to identify any reports that they wished to be brought before the Challenge and Improvement Committee for pre-scrutiny.

No items were identified at this stage.

At the request of Members, a brief position update was provided in respect of Quickline and the appointment of an External Audit.

**RESOLVED** that the Forward Plan be noted.

### **75 WORK PLAN (CAI.53 15/16)**

The Work Plan for the business of the Challenge and Improvement Committee was presented.

**RESOLVED** that the Work Plan be noted.

## **76 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** 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.

## **77 GAINSBOROUGH TOWN CENTRE MANAGEMENT AND MARKETS (CAI.54 15/16)**

Consideration was given to a report which provided Members with outline proposals for West Lindsey District Council's involvement in the management of Gainsborough Town Centre including the street market. The report had been submitted to the Committee in order that they could scrutinise the options which had been considered, including the preferred option, this being set out in Section 5 of the report, with a view to making recommendations to Prosperous Communities Committee.

In presenting the report, Officers outlined at length the background and history to the Town Centre Management and West Lindsey's previous involvement, together with details of all of the options which had been explored to-date.

Currently the Council was not involved in the proactive management of Gainsborough town centre, yet it had been recognised that the revival of the Market Place and surrounding area, was integral to the success of the place. It was considered that the public realm work had provided a good foundation to build on but that there were still many issues to address, as identified by the Thinking Place project.

To this end, it was being proposed to re-focus current resources, working towards the following objectives:

- To improve the built environment and restore the historic fabric of the town centre
- To encourage a more rounded and diverse mix of shops and services in the town, addressing known gaps in provision
- To enhance and expand the street market and promote the further animation of the streetscape
- To engage with and support the existing business community, and to rebuild relationships with key partners;

whilst at the same time exploring options for the longer term future management and operation of the street Market.

Key objectives and indicative work streams were outlined to the Committee together with their linkages to the wider Gainsborough Growth Programme.

Detailed and lengthy discussion ensued, and in opening, Members asked a number of questions regarding the Council's legal duties in respect of operating a Market, what the Gainsborough Town Centre Partnership's involvement was? What had been the markets previous objectives? Why was it failing and how did it engender entrepreneurialism if it continuously lost money? Why the District Council operated Gainsborough's Markets when it did not support other markets in the District ie Market Rasen?

The questions were responded to accordingly and it was stressed that the issue of the Market was being looked at in the wider context of Gainsborough's Regeneration and Growth and as such the market was part of this package.

A number of Members expressed concern that the Council wanted to continue to support and to continue to invest in a failing concern. There was an overriding view that the Market was failing due to the way it was being operated. Members considered the expenditure was way too high and this stemmed from management operation decisions, for example, the same number of stalls were erected on a Saturday as were on a Tuesday, despite their only being an average of 7 traders on a Saturday. Members questioned why self-erect options had not been considered. Another example offered was the handing out of electric cables by Council staff, why were these not simply left for traders to manage themselves. The introduction of invoicing for stalls was also questioned and this did not make stall rental easy and again was considered to be contributing to over expenditure. Concern was expressed that this was a medium term Strategy when quick wins were required.

Comments were also expressed that if the driver to continuing operating the Markets was to support local businesses, should they be asked to make a contribution towards it upkeep? Had consultation on the benefits of the Market to businesses been undertaken with them?

It was also suggested that different styles of market should be trialled, for example car boots and bric-a-brac offering different rates for traders over public and that the market should be held on different days with greater advertising and promotion being undertaken.

Some Members were supportive of the Market's retention and acknowledged that this was part of the visitor economy but wanted to see tangible visible benefits. Concerns was also expressed that if the Markets were to cease this would have a detrimental effect to the visitor economy, which some Members wanted to see increased as opposed to scaled back. It was suggested that the running of the Market should be left to experts in the field and Council involvement was potentially hindering its growth and allowing opportunities to be missed.

Referring to Option 4.1 of the report, the Committee expressed concern that this option presented the town with risks and could potentially result in further decline within the town centre.



Some Members requested better partnership working and were of the view that the market had operated before the Council had become involved and would continue to do so if the Council ceased to be involved, just not at a cost to the Authority. It was also noted the recommended option did nothing to address previous concerns arising from two petitions submitted to the Authority.

In light of all of the above comments the Committee requested that the paper be deferred and re-submitted to them with answers to the questions they had posed. The Lead Officer advised that this was not within their gift and reiterated their role was to make recommendations on the preferred option to the Prosperous Communities Committee who would ultimately decide on the future of the Market.

A proposal was the moved and seconded that:

It be recommended to Prosperous Communities that in order to encourage the Growth of Gainsborough the contract for the Market Operations be tendered for with a view to scaling back West Lindsey District Council involvement especially regarding stall erection. That events continue to be pursued, but in liaison with partners, but that the Council do not invest further or directly into the running of Gainsborough Market. Furthermore the Market Trader rules be amended as per the report.

Officers made it clear that the Prosperous Communities Committee would need to have further information before they could consider the proposed recommendation from the Challenge and Improvement Committee as the arising implications would need to be fully considered in order for a legally sound decision to be made.

In light of this, the proposal was withdrawn and replaced with: -

The Challenge and Improvement Committee would recommend to the Prosperous Communities that in light of their comments and concerns no decision be taken on this matter until such time as these have been answered.

This was moved and seconded and on that basis it was

**RESOLVED** to **RECOMMEND** to the Prosperous Communities Committee that the preferred option not be supported and that in light of the comments and concerns expressed when scrutinising the report no decision be taken on this matter until such time as these have been answered.

## **78 CONSIDERATION OF SCRUTINY OF PUBLIC BODY – ISSUE OF YOUTH UNEMPLOYMENT IN WEST LINDSEY**

Consideration was given to a report which presented Members with an outline approach to identifying and inviting relevant bodies associated with the issue of youth unemployment.

Members were welcoming of the approach outlined in the report and discussion ensued regarding the proposed agencies to be invited.

The role of the Education Authority was considered limited and Members therefore suggested this should be replaced with Lincoln College, the current sponsor of Gainsborough Academy. Brief discussions were held regarding some of the current practises being undertaken at the Academy.

A number of other agencies were suggested this included, William Farr School, Caistor Grammar School and individual employers.

Agreement was reached that the Careers Service would be the first party invited to attend.

Members acknowledged that their scope of influence could be considered small, however it was important to understand what some of these other agencies required to be successful and see if the Council could find a creative solution to assist.

On that basis it was

### **RESOLVED** that:

- (a) a revised report setting out revised agencies be submitted to the next meeting of the Committee along with a series of draft questions to be posed to the Careers Service.
- (b) the Careers Service be invited to attend at the Committee's June Meeting.

The meeting concluded at 8.43 pm

Chairman

**WEST LINDSEY DISTRICT COUNCIL**

MINUTES of a Meeting of the Challenge and Improvement Committee held in the Council Chamber at the Guildhall, Gainsborough on Monday 9 May 2016 at the Conclusion of the Annual Meeting of Council.

**Present:** Councillor Roger Patterson (Chairman of the Council)  
(In the Chair)

Councillor David Bond  
Councillor Stuart Curtis  
Councillor Chris Darcel  
Councillor Adam Duguid  
Councillor Paul Howitt-Cowan  
Councillor Joh McNeill  
Councillor Pat Mewis  
Councillor Lesley Rollings  
Councillor Lewis Strange  
Councillor Trevor Young

**1 APOLOGIES**

Apologies were submitted by Councillor Hugo Marfleet and Councillor Angela White.

No substitutes were appointed.

**2 ELECTION OF CHAIRMAN**

**RESOLVED** that Councillor Paul Howitt-Cowan be appointed Chairman of the Committee for the 2016/17 civic year.

Councillor Howitt-Cowan took the Chair for the remainder of the meeting.

**3 THE APPOINTMENT OF TWO VICE-CHAIRMEN**

**RESOLVED** that two Vice Chairmen be appointed to the Committee

**4 ELECTION OF VICE - CHAIRMAN – PROGRESS AND DELIVERY**

**RESOLVED** that Councillor Lewis Strange be appointed Vice-Chairman (Progress and Delivery) for the 2016/17 civic year.

**5 ELECTION OF VICE - CHAIRMAN – STRATEGIC DEVELOPMENT**

**RESOLVED** that Councillor Trevor Young be appointed Vice-Chairman (Strategic Development) for the 2016/17 civic year.

**6 TIME OF COMMENCEMENT OF MEETINGS**

**RESOLVED** that the meetings of the Committee will normally commence at 6.30 pm.

The meeting concluded at 8.03 pm

Chairman

## Challenge & Improve Committee Matters Arising Schedule



### Purpose:

To consider progress on the matters arising from previous Challenge & Improve Committee meetings.

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

### Matters arising Schedule

Active/Closed	Active				
Meeting	Challenge and Improve Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
<b>Black</b>					
	<b>council chamber rec to council</b>	extract from mins 5 April 2016 RESOLVED to RECOMMEND to Council that Option 3 be the preferred option and as such there be no change in configuration.	<b>ensure rec is sent to Council . Rec sent on 11 April and no change agreed</b>	15/04/16	Nicola Calver
	<b>annual report to Council</b>	extract from mins 5/4/16 RESOLVED that the Annual Report, in its current format, be submitted to Annual Council.	<b>item added to forward plan for annual council</b>	15/04/16	Katie Coughlan

	<b>markets rec to pc cttee</b>	extract from mins 5/4/16 RESOLVED to RECOMMEND to the Prosperous Communities Committee that the preferred option not be supported and that in light of the comments and concerns expressed when scrutinising the report no decision be taken on this matter until such time as these have been answered.	<b>In light of the comments and concerns expressed by the Committee, Officers worked with lead members of the cttee to fundamentally revise the content of the report. The main change being that the timescale was brought forward by six months. This revised report, the original report and the full minute was sent to PC on 26 April and accepted.</b>	15/04/16	Katie Coughlan
	<b>youth employment</b>	extract from mins 5/4/16 resolved that: - a revised report setting out revised agencies be submitted to the next meeting of the Committee along with a series of draft questions to be posed to the Careers Service.	<b>item added to forward plan - kjc 15/4 lead officer advised additional report required included on agenda for 23/05/16</b>	05/05/16	James O'Shaughnessy
	<b>Green</b>				
	<b>invitation to careers service to attend</b>	extract from mins 5/4/16 the Careers Service be invited to attend at the Committee's June Meeting.	<b>please liaise with relevant officers and extend invitation.</b>  <b>initial invitation extended , confirmation awaited. verbal update of progress achieved in interim can be provided to the meeting in 23 May</b>	30/05/16	Katie Coughlan
	<b>Grand Total</b>				



CAI.04 16/17
Challenge and Improvement Committee
Date: 23 <sup>rd</sup> May 2016

**D**

**Subject: 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. **Members agree the revised format of the Progress and Delivery report for 2016/17**
2. **Members recommend to Policy Committees (*Corporate Policy and Resources and Prosperous Communities*) that the revised format 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:**

Wherever possible please provide a hyperlink to the background paper/s  
If a document is confidential and not for public viewing it should not be listed.

**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. Background

- 1.1 At a meeting of the Challenge & Improvement Committee on 22<sup>nd</sup> December 2015, 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 The Working Group expressed overall satisfaction with the Progress and Delivery format and content, however they 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 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

- 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.)

# Progress and Delivery

PERIOD FOUR  
WEST LINDSEY DISTRICT COUNCIL

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## Introduction

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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**

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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.

#### **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.

#### **Hemswell Masterplan: AMBER**

The Masterplan is not completed at this time. It is anticipated that a revised completion date of June 2016 is achievable. However capacity to deliver the subsequent action plan continues to be a concern.

## **Movement since the Previous Report**

There is one project that was previously reported as Amber.

## **Gainsborough South West Ward Programme – GREEN**

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 has been developed to tackle the issues and causes. Additional resources have been provided to tackle environmental and ASB issues. The partners engaged in this programme are now developing their own tactical plans for the area.

## **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 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.

#### **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.

## Section 1: Corporate Health 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.			
<b>Perspective: Customer</b>										
Received complaints	Monthly	144	72	●		Cumulative measure		-	-	-
Received compliments	Monthly	168	180	★		Cumulative measure		-	-	-
Employee satisfaction	Six Monthly	-	-	-	-	-	-	-	-	-
Customer satisfaction	Annual	-	-	-	-	-	-	-	-	-
<b>Perspective: Financial</b>										
Annual net greenhouse gas emissions	Annual	-	-	-	-	-	-	-	-	-
Position against the Councils budget including deficit and/or surplus	Quarterly	-	-	-	-	-	-	-	-	-
Projected savings/income generation initiatives	Quarterly	-	-	-	-	-	-	-	-	-
Monies owed to WLDC	Quarterly	-	-	-	-	-	-	-	-	-
<b>Perspective: Quality</b>										

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 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



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.			
<b>Priority: Understand and address the skills gap in the District</b>										
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									
<b>Priority: Promote and expand the agri-food sector</b>										
No of planning applications in relation to agri-food activity	Annual									
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									
<b>Priority: Understand and promote the value of the visitor economy</b>										
Increase in value of the sector	Annual									

2020

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.			
Increase in visitor numbers	Annual									
Increase in employment in the sector	Annual									

Table 2: Open for Business Measures

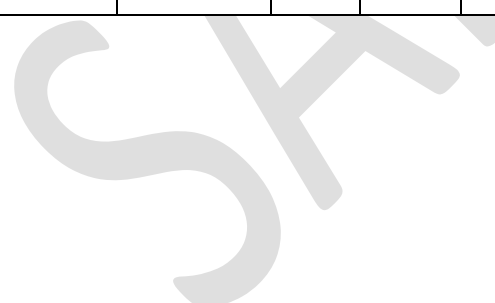
SAMPLE

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.			
<b>Priority: Ease and convenience of access to a range of public services offered by the Council and partner organisations</b>										
Customer satisfaction with Council and services provided	Annual									
<b>Priority: Enhance and maintain a safe, natural and built environment</b>										
Percentage reductions in no. of ASB/ Community Safety incidents reported	Annual									
Residents satisfaction surveys	Annual									
<b>Priority: Meet local housing needs and aspirations</b>										
Percentage increase in population of District	Annual									
<b>Priority: Increase opportunities for arts, culture, night-time economy, sport and leisure for residents</b>										
Health Survey	Annual									

Table 3: People First Measures

15/06/20



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.			
<b>Priority: To develop and maximise the return on and value of our asset base</b>										
Percentage increase in yields (return on capital employed)	Six monthly									
Percentage increase in income derived from assets	Six monthly									
<b>Priority: Maximise the benefits of our assets for our communities</b>										
Tenants' satisfaction levels	Annual									
<b>Priority: Utilise our asset base to facilitate inward investment</b>										
Occupancy rate of Council properties	Annual									

Table 4: Asset Management Measures



Corporate Plan Theme: Central Lincolnshire Local Plan

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.			
<b>Priority: Local Plan is adopted</b>										
Local Plan is in place by 31st December 2016	Annual									
<b>Priority: Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed</b>										
Number of requests for Neighbourhood Plans	Annual									
Number of Neighbourhood Plans approved	Annual									
<b>Priority: The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document</b>										
Number of proposed schemes relevant for Gainsborough alone.	Annual									
Percentage of schemes developed out	Annual									
<b>Priority: The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document</b>										
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.			
<b>Priority: To work in partnership to explore opportunities for joined-up service delivery</b>										
Number of ley partnerships entered into	Annual									
<b>Priority: To work with national and regional organisations to deliver services locally</b>										
Number of shared service delivery initiatives implemented	Annual									
<b>Priority: To build successful commercial partnerships and Joint Ventures</b>										
Number of commercial partnerships formed	Annual									
Income generated from commercial activity	Annual									
<b>Priority: To work with partners to deliver local services at as local a level as possible</b>										
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.			
Corporate Health measures										

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.			
corporate objectives										
Proportion of members that understand corporate objectives	Six Monthly									

Table 8: Commercial Plan measures

SAMPLE

## Section 4: Project and Programme Delivery

Project Name	Description	RAG	Reason
<b>Commercial Board</b>			
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.
<b>Growth Board</b>			
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
<b>Transformation Board</b>			
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

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.			
<b>Perspective: Financial</b>										
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.			
<b>Perspective: Quality</b>										
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	Seasonal



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.			
									monthly processing times have improved dramatically	
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.			
<b>Perspective: Financial</b>										
Cost of delivering the Council Tax service	Monthly	£221,724	£243,108	★	↑	£259,325	●	-	-	-
<b>Perspective: Quality</b>										
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.	

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.			
NNDR 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.			
<b>Perspective: Financial</b>										
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.			
<b>Perspective: Financial</b>										
Cost of delivering the local land charge service	Monthly	(£102,186)	(£22,896)	★	Cumulative measure		-	-	-	
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"> <li>▪ The service is still very resource heavy due to the paper based process.</li> <li>▪ Insufficient IT systems</li> </ul>	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		-	-	-	
<b>Perspective: Quality</b>										
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.			
<b>Perspective: Quality</b>										
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

## Enforcement

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.			
<b>Perspective: Process</b>										
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.
<b>Perspective: Quality</b>										
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.			
<b>Perspective: Quality</b>										
Nuisance complaints completed within timescales	Monthly	100%	95%	★	→	100%	★	-	-	-

Table 17: Environmental Protection measure exceptions

### Food 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.			
<b>Perspective: Quality</b>										
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.			
<b>Perspective: Process</b>										
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

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.			
<b>Perspective: Customer</b>										
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.

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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.			
<b>Perspective: Financial</b>										
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	
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.	-	
<b>Perspective: Process</b>										



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.			
Audience Figures	Monthly	17,619	9,600	★	Cumulative measure			-	Good attendance at performances.	-
<b>Perspective: Quality</b>										
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.			
<b>Perspective: Financial</b>										
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.			
<b>Perspective: Financial</b>										
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.	-
<b>Perspective: Process</b>										
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.			
<b>Perspective: Process</b>										
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

## 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.			
<b>Perspective: Customer</b>										
Satisfaction levels of Gainsborough market traders	Annual	77%	66%	★	-	-	-	-	-	-
<b>Perspective: Process</b>										
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 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
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.			
<b>Perspective: Customer</b>										
Internal tenants satisfaction	Annual	83.5%	66%	★	↑	66%	●	-	-	-
<b>Perspective: Financial</b>										
Maintenance Fund (planned/unplanned)	Monthly	82%/18%	70%/30%	★	-	-	-	-	-	-
<b>Perspective: Quality</b>										
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.			
<b>Perspective: Financial</b>										
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

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.				
Total spend on completed disabled facilities grants	Monthly	£1,620,828	£336,996	<span style="color: red;">●</span>		Cumulative measure	-	Remaining budget allocated to jobs for completion.	No action needed		
<b>Perspective: Process</b>											
Number of affordable homes delivered	Quarterly	29	48	<span style="color: red;">●</span>		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		
<b>Perspective: Quality</b>											
Average days from DFG approval to completion	Monthly	68	60	<span style="color: red;">●</span>	↓		59	<span style="color: yellow;">●</span>	-	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](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.

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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.			
<b>Perspective: Financial</b>										
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.
<b>Perspective: Process</b>										
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.			
<b>Perspective: Customer</b>										
Customer Satisfaction of leisure facilities and activities		96%	80%	★	↓	97%	★	-	Customer satisfaction remains high across all three facilities.	-
<b>Perspective: Financial</b>										
Cost of Leisure Management fee per service user		£0.74	£1.20	★	↓	£0.71	★	-	Good usage of the centres providing good value of money	-
<b>Perspective: Process</b>										
Cost of Leisure Management fee per service user		£0.74	£1.20	★	↓	£0.71	★	-	Performance well ahead of target. New users being attracted to facilities by marketing activity and high quality provision.	-
<b>Perspective: Quality</b>										
Percentage of Client Support		100%	70%	★	↑	91%	★	-	Health Trainer team currently in process of	-



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.			
programmes that are completed									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.			
<b>Perspective: Process</b>										
Incident and Problem Management	Quarterly	91.8%	85%	★	↓	100.3%	★	-	-	-
Change Management	Monthly	122%	50%	★	↑	103.3%	★	-	-	-
<b>Perspective: Quality</b>										
Service and System availability	Monthly	100%	98%	★	→	100%	★	-	-	-
Service and System availability: Secure Network	Monthly	100%	98%	★	→	100%	★	-	-	-

Table 30: ICT measure exceptions

## Systems 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.			
<b>Perspective: Process</b>										
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.
<b>Perspective: Quality</b>										
Website Availability	Monthly	100%	98%	★	→	100%	★	-	Excellent proactive monitoring of servers	Ensure we keep the same standard

Table 31: Systems Development measure exceptions

SAMPLE

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## Forward Plan for all Committees

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### Purpose:

This report provides a summary of reports that are on the Forward Plan over the next 12 months that the Challenge & Improvement Committee may wish to consider.

### Recommendation:

1. That members consider the schedule of reports and determine whether or not they should be brought to Challenge & Improvement prior to committee consideration.

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
annual review of the constitution	Alan Robinson	to present the draft revised constitution in advance of it been presented to ann council for approval	-	09/05/2016	14/04/2016	-	-	-	-
Audited Statement of Accounts	Tracey Bircumshaw	To present the audited statement of accounts for approval	-	-	15/09/2016	-	-	-	-
budget monitoring report - period 4 - outturn	Tracey Bircumshaw	to present the outturn position	-	-	-	12/05/2016	-	-	-
certification of Grants and Claims (external audit)	Tracey Bircumshaw	to present the external audit .....	-	-	17/03/2016	-	-	-	-
Effectiveness of Internal Audit	Ian Knowles	Statutory Report in accordance with the Audit and Accounts Regulations to review the effectiveness of the Internal Audit function	-	-	21/06/2016	-	-	-	-
extrenal audit plan (external audit)	Ian Knowles	to present the external audit plan for 16/17 and associated fees	-	-	17/03/2016	-	-	-	-
Home Working Policy Review - staff policy (introduce new Agile policy)	Emma Redwood	To review the Homeworking Policy	(blank)	(blank)	(blank)	16/06/2016	(blank)	02/06/2016	(blank)
IT Strategy and Action Plan	Ian Knowles	As per CLT Min 33/15	-	-	-	28/07/2016	-	-	-
Member Training update	Alan Robinson	To present an update on the Member development programme	-	-	08/11/2016	-	-	-	-
					18/04/2017	-	-	-	-
MTFP	Tracey Bircumshaw	To present the Medium Term Financial Plan	-	06/03/2017	-	09/02/2017	-	-	-
Policy Review - Travel Policy	Emma Redwood	To review, update and agree the Travel Policy	-	-	-	16/06/2016	-	02/06/2016	-
progress and Delivery - projects and Services - Period 4	Ian Knowles	monitoring report to present progress made as at the end of the financial year	28/06/2016	-	-	12/05/2016	-	-	07/06/2016

<b>treasury management monitoring report - period 4 outturn</b>	Tracey Bircumshaw	monitoring report presenting the outturn position	-	-	-	12/05/2016	-	-	-
<b>Annual Audit Letter</b>	Ian Knowles	To present the Annual Audit Letter - KPMG External Audit	-	-	08/11/2016	-	-	-	-
<b>Internal Audit Annual Report</b>	Ian Knowles	To present the Internal Audit Annual Report for 2015-16	-	-	21/06/2016	-	-	-	-
<b>Final Draft CIL Charging Schedule</b>	Eve Fawcett-Moralee	to allow cttee to make a formal consultation response during the 2nd round of consultation	-	-	-	-	-	-	26/04/2016
<b>CIL</b>	Mark Sturgess	204. COMMUNITY INFRASTRUCTURE LEVY (PAPER C)	-	09/05/2016	-	-	-	-	26/04/2016
<b>recomendations from the SWW Working Group</b>	Mark Sturgess	to bring together the conclusions of the work undertaken by the Group and to consider their recommendations on how the council and partner agencies can better work together  please note timescale for report may change. group as yet have not agreed its timescales (15/9/15 kjc)	23/05/2016	-	-	-	-	-	07/06/2016
<b>Commercial Business Case (CP1 004)</b>	Penny Sharp	To determine whether to invest in a commercial project (CP1 004)	-	-	-	16/06/2016	-	-	-
<b>Carbon Management Plan</b>	Karen Lond	For Members to endorse and adopt the new Carbon Management Plan	-	-	-	16/06/2016	-	-	-
<b>Fees and Charges - Cemeteries</b>	Anna Grieve	FEES AND CHARGES	-	-	-	-	-	-	-
<b>Health and Safety Report</b>	Kim Leith	To provide all throughout the Authority with information how health and safety is developing	-	-	-	28/07/2016	-	07/07/2016	-
<b>Central Lincolnshire Local Plan Submission Draft</b>	Mark Sturgess	Members to agree WLDC's corporate response to the submission draft of the CLLP prior to submission to SoS	-	09/05/2016	-	-	-	-	26/04/2016
<b>C and i Cttee Annual Report 15/16</b>	Katie Coughlan	to present the Committee's annual report. setting out work undertaken throughout the year and work planned for next.	05/04/2016	09/05/2016	-	-	-	-	-
<b>Annual feedback report 2015 to 2016</b>	Lyn Marlow	To provide members with analysis of the Compliments, complaints and comments for 2015/16	-	-	21/06/2016	-	-	-	-
<b>Members Allowances</b>	Alan Robinson	Discussion item to inform the work of the Independent Remuneration Panel prior to their recommendations to Council	-	-	15/09/2016	-	-	-	-
<b>Devolution Update</b>	Manjeet Gill	To update members as part of CX announcements on any progress on the devolution agenda	-	11/04/2016	-	-	-	-	-
<b>attendance by 3rd public body</b>	Ian Knowles	attendance by the 3rd public body selected for scrutiny (topic tbc) this will be agencies relating to youth unemployment (tbc)	28/06/2016	-	-	-	-	-	-
<b>Lincolnshire Homelessness Strategy 2016 -2020</b>	Michelle Howard	That members approve the Lincolnshire Homelessness Strategy 2016 - 2020. This framework for all seven Lincolnshire Authorities will deliver in partnership with our stakeholders our priorities to prevent and tackle homelessness across Lincolnshire.	-	-	-	-	-	-	19/07/2016
<b>submission version of the Local Plan</b>	Eve Fawcett-Moralee	to receive the submission version of the document (Mark please add detail )	-	-	-	-	-	-	26/04/2016

<b>Annual Governance Statement 2015/16</b>	James O'Shaughnessy	To present to Members the Council's AGS for 2015/16	-	-	26/07/2016	-	-	-	-
<b>AGS 14/15 Monitoring Report period 3</b>	James O'Shaughnessy	to present monitoring information to assess progress against the agreed action plan as at the end of period 3	-	-	26/07/2016	-	-	-	-
<b>Gateway Riverside LDO Adoption</b>	Eve Fawcett-Moralee	Following consultation, the Gateway Riverside LDO will need to be considered by the Prosperous Communities again for adoption	-	-	-	-	-	-	07/06/2016
<b>Food &amp; Health &amp; Safety Plan 2016-17</b>	Lesley Beevers	To present the Food & Health & Safety Plan 2016-17	-	-	-	-	09/06/2016	-	-
<b>Draft AGS 15/16</b>	Ian Knowles	To present the draft Annual Governance Statement and Action Plan 2015-16	-	-	21/06/2016	-	-	-	-
<b>Unaudited Statement of Accounts</b>	Ian Knowles	To present the unaudited Statement of Accounts for scrutiny purposes	-	-	21/06/2016	-	-	-	-
<b>Progress &amp; Delivery Period 1</b>	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 1	01/09/2016	-	-	28/07/2016	-	-	19/07/2016
<b>Complaints, Comments and Compliments</b>	Ian Knowles	To present the annual report of feedback received	-	-	26/07/2016	-	-	-	-
<b>Annual Fraud Report</b>	Ian Knowles	To present the Annual Report on Fraud statistics on 2015-16	-	-	26/07/2016	-	-	-	-
<b>Whistleblowing Annual Report</b>	Alan Robinson	To present the report on the effectiveness of the whistleblowing policy and the number of incidents in which the policy had been used over 2015-16	-	-	26/07/2016	-	-	-	-
<b>Internal Audit Plan Q1</b>	Ian Knowles	To present progress against the agreed Internal Audit Plan Quarter 1	-	-	26/07/2016	-	-	-	-
<b>Quickline Monitoring Q1</b>	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed business loan at the end of Quarter 1	-	-	26/07/2016	-	-	-	-
<b>Annual Treasury Management</b>	Tracey Bircumshaw	Annual report on the Treasury Management Service and actual prudential indicators 2015-16	-	-	-	28/07/2016	-	-	-
<b>Treasury Management Monitoring Q1</b>	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 1	-	-	-	28/07/2016	-	-	-
<b>AGS 15/16 Monitoring Report Q1</b>	James O'Shaughnessy	To assess progress against the agreed AGS action plan at the end of quarter 1	-	-	08/11/2016	-	-	-	-
<b>ISA 260</b>	Tracey Bircumshaw	For KPMG (External Auditor) to present their report in relation to the Statement of Accounts for 2015-16	-	-	15/09/2016	-	-	-	-
<b>Progress and Delivery Period 2</b>	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 2	15/11/2016	-	-	27/10/2016	-	-	25/10/2016
<b>Budget Monitoring Q1</b>	Tracey Bircumshaw	To present budget monitoring information as at the end of period 1	-	-	-	28/07/2016	-	-	-

<b>Budget Monitoring Q2</b>	Tracey Bircumshaw	To present budget monitoring information as at the end of period 2	-	-	-	27/10/2016	-	-	-
<b>Treasury Management Q2</b>	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 2	-	-	-	27/10/2016	-	-	-
<b>Internal Audit Plan Q2</b>	Ian Knowles	To present progress against the agreed internal audit plan up until the end of period 2	-	-	08/11/2016	-	-	-	-
<b>Quickline Monitoring Report Q2</b>	Tracey Bircumshaw	Exempt monitoring report assessing progress against the agreed business loan	-	-	08/11/2016	-	-	-	-
<b>Fees and Charges 2017-18</b>	Tracey Bircumshaw	To present the proposed fees and charges for 2017-18	-	-	-	15/12/2016	-	-	06/12/2016
<b>Collection Fund Surplus and Council Tax Base</b>	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	-	23/01/2017	-	12/01/2017	-	-	-
<b>Local Council Tax Support Scheme</b>	Alison McCulloch	To agree the Local Council Tax Support Scheme for WLDC for 2017-18	-	23/01/2017	-	15/12/2016	-	-	-
<b>NNDR Write Offs</b>	Alison McCulloch	Exempt report to present irrecoverable NNDR accounts and Benefits overpayments for write off	-	-	-	15/12/2016	-	-	-
<b>Treasury Management Draft Strategy</b>	Tracey Bircumshaw	To present the draft strategy for scrutiny purposes	-	-	17/01/2017	-	-	-	-
<b>Internal Audit Plan Q3</b>	Ian Knowles	To present progress against the agreed internal audit plan up until the end of period 3	-	-	17/01/2017	-	-	-	-
<b>Quickline Monitoring Q3</b>	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed business loan	-	-	17/01/2017	-	-	-	-
<b>Corporate Plan</b>	Manjeet Gill	To present the refreshed Corporate Plan	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
<b>Members' Allowance Scheme</b>	Alan Robinson	To consider the Remuneration Panel's recommendation for the 2017-18 allowance scheme	-	23/01/2017	-	-	-	-	-
<b>Progress and Delivery Q3</b>	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3	21/02/2017	-	-	09/02/2017	-	-	31/01/2017
<b>Revenue Base Budgets 2017-18</b>	Tracey Bircumshaw	To present the proposed revenue base budgets for 2017-18	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
<b>Budget and Treasury Management Q3</b>	Tracey Bircumshaw	To present the Budget and Treasury Management monitoring report for period 3	-	06/03/2017	-	09/02/2017	-	-	-



<b>Certification of Grants and Claims</b>	Tracey Bircumshaw	For External Audit to present the Certification of Grants and Claims	-	-	14/03/2017	-	-	-	-
<b>Combined Assurance Report 2016/17</b>	James O'Shaughnessy	To present the Combined Assurance Report	-	-	14/03/2017	-	-	-	-
<b>Budget and Treasury Management Monitoring Q4</b>	Tracey Bircumshaw	To present budget monitoring and Treasury Management information as at the end of period 4 and the outturn position	-	-	-	13/04/2017	-	-	-
<b>Progress and Delivery Q4</b>	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4	23/05/2017	-	-	13/04/2017	-	-	02/05/2017
<b>Quickline Monitoring Q4</b>	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed loan as the end of period 4	-	-	18/04/2017	-	-	-	-
<b>Constitution Annual Review</b>	Alan Robinson	To present the Annual Review of the Constitution	-	08/05/2017	18/04/2017	-	-	-	-
<b>Gainsborough Town Centre Management and Markets</b>	Eve Fawcett-Moralee	Growth Team proposals for the management of Gainsborough town centre and markets	05/04/2016	-	-	-	-	-	26/04/2016
<b>Presentation by Simon Outen</b>	Katie Coughlan	to provide verbal six month update on crime in West Lindsey	01/09/2016	-	-	-	-	-	-
		to receive a 6month verbal update on Crime across the District	21/02/2017	-	-	-	-	-	-
<b>C and i OPERATING METHODOLOGY 16/17</b>	Ian Knowles	To agree the Operating Methodology for 16/17	28/06/16	-	-	-	-	-	-
<b>C and I Annual Report 16/17</b>	Katie Coughlan	to present the 16/17 Annual Report	04/04/2017	-	-	-	-	-	-
<b>democracy group 6m update report</b>	Nicola Calver	to provide an update on the ongoing work of the Group	01/09/2016	-	-	-	-	-	-
<b>development management improvement plan</b>	Mark Sturgess	to provide committee with the second report on progress achieved in respect of the agreed development management improvement plan.	11/10/2016	-	-	-	-	-	-
<b>Wewt Lindsey Event</b>	Karen Whitfield	Magna Vitae to give a presentation of their proposals for West Lindsey event for 2016 as agreed at Chairs Brief on Monday 7th March.	-	-	-	-	-	-	26/04/2016
<b>Strategic Risks - 6 month Update</b>	James O'Shaughnessy	to present the 6 month update	-	-	08/11/2016	-	-	-	-
		to present the 6 monthly update	-	-	18/04/2017	-	-	-	-
<b>6 month selective licensing progress update report</b>	Andy Gray	to update cttee on how the first six months of the scheme is progressing	-	-	-	-	-	-	31/01/2017
<b>P AND D WORKING GRP RECS</b>	Ian Knowles	TO PRESENT THE PROPOSED NEW FORMAT FOR P AND D REPORTING	23/05/2016	-	-	-	-	-	-
<b>Hemswell Masterplan</b>	Eve Fawcett-Moralee	To present the masterplan for Hemswell Cliff and the resulting project work	-	-	-	-	-	-	07/06/2016

<b>Second Homes Tax</b>	Alan Robinson	• Rural Transport:	-	-	-	28/07/2016	-	-	-
<b>Four Year Agreement</b>	Ian Knowles	MTFP	-	04/07/2016	-	-	-	-	-
<b>Commercial Property Portfolio</b>	Penny Sharp	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.	-	-	-	12/05/2016	-	-	-
<b>revised youth unemployment paper and proposed q's</b>	James O'Shaughnessy	report will set out revised set of agencies to be invited and a set of proposed questions to ask of the careers service.  minutes from 5/4/16 relate	23/05/2016	-	-	-	-	-	-
<b>IT Desktop Refresh</b>	Ian Knowles	To set out to Members an approach to refresh the IT desktop	-	-	-	28/07/2016	-	-	-
<b>Proposed charges for Market Rasen car parks</b>	Sarah Troman	Provisional item in anticipation of public objections to introduction of charges in Market Rasen car parks. Objections to be heard by Members	-	-	-	-	-	-	07/06/2016
						16/06/2016	-	-	-
<b>Agree Neighbourhood Plans x 2</b>	Luke Brown	to present examined neighbourhood plans for adoption by council	-	04/07/2016	-	-	-	-	07/06/2016
<b>Presentation by AGE UK</b>	Katie Coughlan	to receive a presentation from representatives	-	-	-	-	-	-	19/07/2016
<b>DBS Policy</b>	Emma Redwood	to present a DBS Policy for adoption	-	-	-	16/06/2016	-	02/06/2016	-
<b>absence monitoring - 15/16 year end position</b>	Emma Redwood	to present the year end absence figures	-	-	-	-	-	02/06/2016	-
<b>absence Monitoring Report - 6 month position</b>	Emma Redwood	to present the absence figures for first 6 months of the 16/17 year	-	-	-	-	-	06/10/2016	-
<b>Leisure Contract Reprourement</b>	Karen Whitfield	To agree leisure specification and basis of forthcoming procurement exercise and to recommend plans to P & R committee	-	-	-	28/07/2016	-	-	07/06/2016
<b>West Lindsey TRading Company</b>	Penny Sharp	Report to update members on the acquisition of a local company and seek approval for governance arrangements for a Group company structure	-	-	-	16/06/2016	-	-	-

# CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 13 MAY

# PAPER F

Challenge and Improvement			
Active/Closed	Active		
<b>Date</b>	<b>Title</b>	<b>Lead Officer</b>	<b>Purpose of the report</b>
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28/06/2016	progress and Delivery - projects and Services - Period 4	Ian Knowles	monitoring report to present progress made as at the end of the financial year
	recommedations from the SWW Working Group	Mark Sturgess	to bring together the conclusions of the work undertaken by the Group and to consider their recommendations on how the council and partner agencies can better work together  please note timescale for report may change. group as yet have not agreed its timescales (15/9/15 kjc)
	C and i oPERATING mETHODOLOGY 16/17	Ian Knowles	To agree the Operating Methodology for 16/17
	attendance by careers service	Ian Knowles	attendance by the 3rd public body selected for scrutiny (topic tbc) this will be agencies relating to youth unemployment (tbc)
	briefing paper of current crime issues	Michelle Howard	to advise Members on current issues and to prepare a set of questions to ask simon outen when he attends on 1 September
	briefing paper in advance on 2nd body to attend	James O'Shaughnessy	to receive briefing paper and start drafting questions ready for the 2nd public body on the theme of youth unemployment to attend (likely to be schools?)
01/09/2016	Progress & Delivery Period 1	Ian Knowles	To present Progress and Delivery (Projects and Services)monitoring information to the end of Period 1
	Presentation by Simon Outen	Katie Coughlan	to provide verbal six month update on crime in West Lindsey
	democracy group 6m update report	Nicola Calver	to provide an update on the ongoing work of the Group
11/10/2016	development management improvement plan	Mark Sturgess	to provide committee with the second report on progress achieved in respect of the agreed development management improvement plan.
	attendance by 2 public body	James O'Shaughnessy	tbc....September avoided as not ideal for schools / colleges etc
15/11/2016	Progress and Delivery Period 2	Ian Knowles	To present Progress and Delivery (Projects and Services)monitoring information to the end of Period 2
21/02/2017	Progress and Delivery Q3	Ian Knowles	To present Progress and Delivery (Projects and Services)monitoring information to the end of Period 3
	Presentation by Simon Outen	Katie Coughlan	to receive a 6month verbal update on Crime across the District
04/04/2017	C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report
23/05/2017	Progress and Delivery Q4	Ian Knowles	To present Progress and Delivery (Projects and Services)monitoring information to the end of Period 4

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