

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
Tel: 01427 676676 Fax: 01427 675170

AGENDA

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

**Challenge and Improve Committee**  
**Tuesday, 20th December, 2016 at 6.30 pm**  
**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

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

1. **Apologies for Absence**
2. **Minutes of the previous meeting.** (PAGES 1 - 10)  
Meeting of the Challenge and Improvement Committee held on 15 November 2016.
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 - 16)  
Setting out current position of previously agreed actions as at 12 December 2016
5. **Scrutiny of Public Bodies - Secondary Schools**  
In connection with the Committee's ongoing theme of Youth

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

Large Clear Print: Braille: Audio: Native Language

Unemployment, the Committee will have the opportunity to scrutinise the work of a selection of Colleges and Apprenticeship Providers across the District regarding the support they offer their students in terms of Careers advice.

- **Riseholme College, North Carlton (Bishop Burton College)**  
Jeanette Dawson OBE, Chief Executive and Principal
- **Gainsborough Foundry, Bridge Street, Gainsborough**  
Katie Easey, Chief Executive
- **Lincoln & Gainsborough Adult Training, Lincoln**  
Kevin Leeming Recruitment Manager

will be in attendance to each give a presentation aimed at answering the Committee's previously prepared questions, detailed in Appendix A to this agenda.

This will be followed by a period of supplementary questioning from the Committee

Written responses have been requested from those organisations which were unable to attend and these will be provided to Members under separate cover.

## 6. **Public Reports**

- a) Progress and Delivery Working Group (PAGES 17 - 22)
- b) Progress and Delivery Period 2 (PAGES 23 - 74)

## 7. **General Work Items**

- a) Forward Plan (PAGES 75 - 80)
- b) Committee Workplan (PAGES 81 - 82)

## 8. **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 items of business on the grounds that they involve the

likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

9. **Preparation for Scrutiny of Public Body**

Consideration of Scrutiny of Public Body – Briefing Paper in Advance of the 4th Public Body being invited regarding the ongoing theme of Youth Unemployment.

M Gill  
Chief Executive  
The Guildhall  
Gainsborough

Monday, 12 December 2016

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## 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 15 November 2016 commencing at 6.30 pm.

**Present:** Councillor Paul Howitt-Cowan (Chairman)  
Councillor Lewis Strange (Vice-Chairman)  
Councillor Trevor Young

Councillor Chris Darcel  
Councillor Pat Mewis  
Councillor Lesley Rollings  
Councillor Angela White

**In Attendance:**

Ian Knowles	Director of Resources
James O'Shaughnessy	Interim Strategic Lead – Transformation
Michelle Howard	Home Choices – Team Manager
Katie Coughlan	Governance and Civic Officer

**Also Present:** Councillor Sheila Bibb

**Also In Attendance** Inspector Simon Outen – Lincolnshire Police  
Detective Chief Superintendent Chris Davison – Lincolnshire Police

**Apologies:** Councillor David Bond  
Councillor Stuart Curtis  
Councillor Stuart Kinch

**Membership:** No substitutes were appointed for the meeting

### 50 CHAIRMAN'S WELCOME AND ANNOUNCEMENT

The Chairman welcomed all those present to the meeting, with a particularly warm welcome extended to guest speakers, Inspector Simon Outen and Detective Chief Superintendent Chris Davison from Lincolnshire Police.

## 51 MINUTES

- (a) Meeting of the Challenge and Improvement Committee held on 11 October 2016 (CAI.33 16/17)

**RESOLVED** that the Minutes of the meeting of the Challenge and Improvement Committee held on 11 October 2016 be confirmed and signed as a correct record.

## 52 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest made at this point in the meeting.

## 53 MATTERS ARISING SCHEDULE (CAI.34 16/17)

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 7 November 2016.

Officers indicated that were continuing to liaise with the Office of the Police and Crime Commissioner regarding organising a separate informal meeting for lead Members to meet with the Commissioner, the outcome of which would be fed back to the Committee.

In respect of the green item entitled, "school/colleges – scrutiny session", Officers provided a further update advising that three organisations to date had accepted the invitation. Officers would continue to chase up outstanding responses in preparation for the next meeting.

**RESOLVED** that the Matters Arising Schedule as at 7 November 2016 and the verbal updates, detailed above, be received and noted.

## 54 QUESTION AND ANSWER SESSION WITH A PUBLIC BODY – LINCOLNSHIRE POLICE

Committee had the opportunity to discuss the work of Lincolnshire Police together with a number of key areas of Police work both operationally and strategically, to enhance Member and Officer understanding and further promote effective partnership working with Lincolnshire Police.

It was hoped this would enable informed consideration of the issues affecting West Lindsey and enable Members to seek assurance of the work in place to ensure that efforts to reduce crime and promote community safety in West Lindsey were effective.

Inspector Simon Outen, together with Detective Chief Superintendent Chris Davison were in attendance and made presentations to the Committee, addressing those matters previously identified, and which had been detailed in Appendix A to the agenda.

Detective Chief Superintendent Chris Davison addressed the Committee first, in relation to Integrated Offender Management. During his presentation he provided an overview of the IOM scheme, and an insight into the volume and profile of the IOM cohort living and / or offending in the West Lindsey area, during which it was noted that

- Assisting Rehabilitation through Collaboration (ARC) was the Lincolnshire approach to Integrated Offender Management. ARC was a multi-agency team committed to the rehabilitation of the most complex and prolific offenders in Lincolnshire. This being the top 2%.
- Clients were selected through police statistical analysis and would have committed 8 offences in the last 12 months regardless of crime type. Each client would have an Exit Strategy agreed by all engaging agencies which would be based on the Pathways out of offending.
- The clients progress would be discussed frequently and once each Exit criteria had been achieved they would be de-registered from ARC and managed by generic probation if statutory or signposted to charity agencies for further support if non – statutory.
- ARC currently had a total of 46 clients including those currently in custody.
- Of those, 7 were within West Lindsey and as at 3 November 2016 were in the community, with the majority of the offending being shop thefts.
- It was anticipated that due to the geographical make up of WL there would always be clients in the area similar to those in neighbouring districts such as East Lindsey, North Kesteven, compared to the majority being in Lincoln, especially in the city centre and surrounding area.

Detective Chief Superintendent Chris Davison was asked to provide assurance of the effectiveness of measures and partnerships in West Lindsey to achieve long term desistance and advised that ARC had a rejuvenated focus into offender management and was not managing to full capacity yet. Also as this was a new strategy, performance measurements and evidence for effectiveness were not available at the current time. The Schemes formal launch was not until 13 December 2016. Future evidence which would be captured would include, the offending patterns and frequency 12 months prior to adoption, compared to the 12 months after de-registration from ARC, in order to effectively understand the longevity of ARCs involvement and desistance from crime.

Detective Chief Superintendent Chris Davison had been asked if there was anything West Lindsey District Council could do to maximise the success of Integrated Offender Management and response indicated that housing was a priority pathway for most ARC clients so enhanced access to housing or a SPOC to provide information regarding housing would be beneficial. Furthermore, having a West Lindsey representative at every detailed adoption meeting would allow the Police to have a more holistic view of clients and a more informed and realistic Exit Plan. The Home Options Team Manager undertook to liaise further with Detective Chief Superintendent Chris Davison regarding this matter

It was also confirmed that IOM performance information could be shared with Elected Members at each of Inspector Outen's future updates, including West Lindsey specific information.

In response to further questions asked by the Committee, Detective Chief Superintendent Chris Davison advised that clients would spend a maximum of 9 months on the programme, this was a change from the old scheme and in order to make best use of resources. Funding for the programme was not time limited, as resources had been aligned. Prevention of crime was a priority and as such had been invested in, the programme was planned to be a long term one. As previously advised the formal launch of the scheme was not until December 2016 and therefore its effectiveness could not be demonstrated at this stage. Members did however note that the average offender signposted to the Scheme currently cost around £160,000 to the system due to their offending.

Members questioned whether a 9 month time limit to the Scheme was long enough, considering that offenders were likely to have been offending throughout their lifetime. Chris Davison confirmed that this had been the cause of much debate in drawing up the Scheme. Intense work would be undertaken with Clients during the 9 month period, after which time they would continue to receive support but this would be through generalist offender management. During this period some of the drives and causes for committing crime, such as drugs, would be intensely addressed, aiming to ensure success was more likely achieved.

Members suggested that it may be useful to identify those children living in families with a person subject to an integrated offender management order, in order that separate work could be undertaken with the young people and / or their school, as a further preventative measure. Detective Chief Superintendent Chris Davison welcomed the suggestion and undertook to give this further consideration.

Detective Chief Superintendent Chris Davison was thanked for his informative presentation and Officers undertook to circulate the presentation slides

Inspector Outen then addressed the Committee, firstly to respond to those matters previously identified, and which had been detailed in Appendix A to the agenda, including: -



- THRIVE
- Rural Crime
- Future Capacity, Structure and Local Priorities
- Hate Crime
- Customers with Arrest Warrants
- Dangerous Dogs
- Illegal Eviction
- ATM Thefts
- Market Rasen House
- Street Lighting Changes

And secondly to provide his usual 6 month update on crime and policing issues across the District.

In opening Inspector Outen confirmed a briefing note, to provide an overview of the THRIVE methodology, had been provided to the Administrator, this also contained information to enhance knowledge and understanding of the way in which calls to Lincolnshire Police were assessed and the subsequent responses that could be expected.

Officers undertook to circulate this internally

Members noted that since THRIVEs inception response times had been affected. THRIVE had professionalised call handling and provided a model for judging the level of response required and was rationale based. This had resulted in an incident resolution team being introduced, and the role of the team was shared with the Committee. A diary system had also now been introduced, allocating appointment times which had overcome back logs and provided a better service to the customer. THRIVE had seen incident attendance reduced by 12% and a slight reduction in urgent calls.

Regarding ASB incidents, there had been a total of 1337 incidents within West Lindsey, this was down 3%. Across Lincolnshire this was estimated to be 12,000 plus. A recent audit had found that Lincolnshire Police was effective, but that it had limited scope to make further efficiencies without affecting service provision. Inspector Outen considered working relations within West Lindsey and amongst its partner organisations were good and effective. The ASBRAC partnership was working well.

Turning to Rural Crime, Inspector Outen shared details of the “Up Snowden” initiative currently underway. He was also encouraging greater use of the Lincolnshire Alert sign up and considered this tool had a much greater scope for use. It was acknowledged that the nature and size of Lincolnshire would always prove problematic.

Insepctor Outen was unable to offer further information on the Deputy PCCs role in tackling rural crime.

It was acknowledged that PCSO attendance at Parish Council meetings was very valuable and Inspector Outen indicated that once PCSO staffing levels had returned this could be further looked at.

The various agencies which worked in partnership to tackle rural crime were shared with the Committee.

Addressing the Committee's questions regarding capacity, structure and local priorities, Inspector Outen advised that staffing levels were slightly reduced at the moment, and the reasons for this were outlined. January's intake had yet to be posted. The current level of staffing was shared with Members. It was noted that Lincolnshire Police also had support from regional resource, such as armed response and MOPs. The role of PCSO had not significantly changed but it had evolved with a very strong community focus. A ministerial visit was expected in December 2016 to discuss funding for Lincolnshire Police. PCSOs were funded by Lincolnshire Police. 24 PCSOs were planned to cover leavers and it was likely that reserves would have to be used to fund this. Short term this was a "risk" as there was no backfill for the interim period. It was confirmed there was sufficient overnight cover.

In relation to Hate Crime, Inspector Outen confirmed the crime was very under reported. The Police Force worked hard to encourage reporting and ran a number of initiatives. It was noted the levels were very low in West Lindsey and whilst Brexit had seen cases rises sharply across a number of areas of Lincolnshire, this had not been the case for West Lindsey. Inspector Outen was proud that West Lindsey had demonstrated itself to be a stable community.

By way of assurance, Inspector Outen confirmed that Hate Crime was dealt with at the highest level. There had been 15 incidents, resulting in 10 crimes, third party reporting could be undertaken using [report.org.uk](http://report.org.uk) and the Council was encouraged to promote this.

It was also confirmed that the reporting of responses to hate crime could be shared with Elected Members at each of Inspector Outen's future updates, including West Lindsey specific information.

Regarding Customers with Arrest Warrant , the process should Lincolnshire Police be aware of a pre-arranged appointment with West Lindsey District Council, with a customer who is wanted by the Police, was outlined. Inspector Outen advised when such incidents may occur and for what types of offences. Council staff would not be put at risk.

Regarding illegal eviction, Inspector Outen confirmed he would welcome working in partnership with the District Council to develop a proactive partnership response to raise awareness of tenant rights and illegal eviction, with a view to reducing the risk of future incidents. Police knowledge in this area was arguably limited together with their involvement to date. The offer of training to Police colleagues on tenant rights and illegal eviction in the private

rented sector, to enable future cases of illegal eviction to be recognised and managed in partnership was welcomed and would be of value to PCSOs also.

Market Rasen House had been the source of a number of complaints, this had been rising to an unacceptable level. However a heavy handed approach had been taken with the operators and they had responded, incidents continued to decrease and its residents were trying to build bridges with the local community through a number of initiatives and events.

It was also confirmed that specific updates on issues linked to Market Rasen House could be shared with elected members at each of Inspector Outen's future updates, including West Lindsey specific information.

Finally, regarding street lighting Inspector Outen indicated it was too early assess whether the changes to street lighting in Lincolnshire had had any impact on the levels of crime in West Lindsey. He made reference to a document on the College of Policing website which may be of interest. Anecdotally, dark places made crime easier to commit and affected the perceptions of a community, but there was no real data currently.

Councillor Young and other Committee Members outlined the concern the lack of lighting was causing the community and the difficulties emergency services were experiencing. Communities needed to be reassured that crime levels were relatively low.

Inspector Outen re-iterated there was no data available to date to assess the impact, he acknowledged that perception played a key role, but West Lindsey was comparatively a safe place.

The session concluded with a 6 month update on crimes across the District during which the following was noted: -

- Burglary was slightly up
- Vehicle Crime had seen a significant increase, with a current spike in incidents concerning transit vans
- Violence with Injury was up and this was a national trend
- Criminal Damage had seen a large increase
- Anti Social Behaviour incidents had seen a downward trend.

There were some anomalies with the data and these were discussed. Crime definitions continued to change also which made comparison difficult. Some Members indicated they would find the level of information provided to parishes of assistance, but the difficulties this presented on a District Wide basis were outlined.

Inspector Outen was thanked for his presentation

The Meeting took a short comfort break and re-adjourned at 8.27 pm.

**55 REQUEST FROM PROSPEROUS COMMUNITIES COMMITTEE TO UNDERTAKE A COMMISSION INTO HEALTH SERVICES (CAI.35 16.17)**

Members gave consideration to a report which detailed a request from the Prosperous Communities Committee for them to undertake a Commission into Health Services, in accordance with the brief / scope attached to report CAI.35 26/27.

The Committee were also asked to determine the Membership of and appoint Members to serve on the Commission Group again in accordance with the brief / scope which had been attached to the report.

The following Members were proposed and seconded: -

Councillor G Bardsley  
Councillor D Rodgers  
Councillor S Bibb  
Councillor T Young  
Councillor A White  
Councillor O Bierley

The current Health Champion, expressed her dissatisfaction and the lack of respect that had been shown to her and her position, in not being appointed to the Group.

Officers indicated that the size of the Committee was up for debate and if Members wished to increase the number of Members to serve upon it they could do so. The Health Champion declined the invitation to join.

The Town Council were considered a key stakeholder that should be engaged.

It was also suggested that planning and housing should be integrated into the scope and Visiting Member Councillor Bibb, undertook to take this back to the Commission once established.

**RESOLVED** that: -

- (a) the request from the Prosperous Communities Committee to undertake a Commission into Health Services, in accordance with the attached brief / scope subject to the amendments detailed at 2.4 – 2.7 of the report, be accepted;
- (b) the Councillors outlined above be appointed to serve on the Commission Group with the ability for the Group to co-opt up to two independent/ lay members if considered appropriate as the work progresses; and

- (c) an interim position update report be submitted to the Challenge and Improvement Committee in May 2017.

## **56 FORWARD PLAN (CAI.36 16/17)**

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.

The Committee indicated they were interested in the Quickline Monitoring Report, however on explaining the report scheduled was to review the loan arrangements, it became apparent that Members were more concerned with Broadband Provision across the District.

In response, Officers advised that a position update report was due to the Prosperous Communities Committee in December, which would propose further work be undertaken. It was important that Policy committees were permitted to discharge their functions in the first instance.

Following further concerns being raised regarding the level of service provision being offered by Quickline to its customers, it was suggested that they be invited to attend a future meeting.

**RESOLVED** that the Forward Plan be noted and that Quickline be invited to attend a future meeting of the Committee and this be added to the work plan

## **57 WORK PLAN (CAI.37 16/17)**

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

Two amendments were proposed namely that: -

- Inspector Outen's next update be scheduled for May 2017, as opposed to February at present; and
- One of the Democracy Working Group update reports be removed from the February meeting, as this was a double entry.

**RESOLVED** that the Work Plan, subject to the amendments detailed above and the additional items requested throughout the meeting (minute 55 and 56) being incorporated, be noted.

The meeting concluded at 9.12 pm

Chairman

## Challenge and Improvement Cttee Matters Arising Schedule

### Purpose:

To consider progress on the matters arising from previous Challenge and Improvement 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
Black					
	<b>future information from simon outen</b>	<p>during Inspector Outens presentation Members identified areas where they would wish to receive for information as part of the usual 6 month updates namely</p> <ul style="list-style-type: none"> <li>• IOM performance information, including West Lindsey specific information.</li> <li>• the reporting of and responses to hate crime including West Lindsey specific information.</li> <li>•</li> <li>• specific updates on issues linked to Market Rasen House</li> </ul>	<b>this information request has been passed to Simon Outen for inclusion in his next update due in May 2017</b>	02/12/16	Katie Coughlan

	<b>IOM SLIDES</b>	<p>Extract from mins of mtg 15/11</p> <p>Detective Chief Superintendent Chris Davison was thanked for his informative presentation and Officers undertook to circulate the presentation slides</p>	<b>slides have been circulated and posted on members portal</b>	02/02/16	Katie Coughlan
	<b>thrive briefing note</b>	<p>extract from mins of mtg 15/11</p> <p>In opening Inspector Outen confirmed a briefing note, to provide an overview of the THRIVE methodology, had been provided to the Administrator, this also contained information to enhance knowledge and understanding of the way in which calls to Lincolnshire Police were assessed and the subsequent responses that could be expected.</p> <p>Officers undertook to circulate this internally</p>	<b>information passed to michelle howard as lead, with request that this be circulated as appropriate</b>	02/12/16	Katie Coughlan
	<b>health commission interim report</b>	<p>extract from mins of meeting 15/11</p> <p>an interim position update report be submitted to the Challenge and Improvement Committee in May 2017</p>	<b>item has been added to f plan</b>	02/12/16	Katie Coughlan



	<b>work plan amends</b>	<p>extract from mins of mtg 15/11/16</p> <p>Two amendments were proposed namely that: -</p> <ul style="list-style-type: none"> <li>• Inspector Outen’s next update be scheduled for May 2017, as opposed to February at present; and</li> <li>• One of the Democracy Working Group update reports be removed from the February meeting, as this was a double entry.</li> </ul>	<b>amendments made</b>	02/12/16	Katie Coughlan
	<b>school / colleges - scrutiny session</b>	<p>extract from mins of meeting 11/10/16 : -</p> <p>(a) All of the organisations listed at Section 2.2 of the report, namely: -</p> <ul style="list-style-type: none"> <li>• Lincoln College, Acland Street, Gainsborough</li> <li>• Gainsborough Foundry, Bridge Street, Gainsborough</li> <li>• Young and Safe in Gainsborough (YASIG), incorporating Hill, Holt Wood</li> <li>• John Leggott VI Form College, Scunthorpe</li> <li>• North Lindsey College of Technology, Scunthorpe</li> <li>• Retford Post 16 Centre</li> <li>• Riseholme College, North Carlton</li> <li>• Lincoln &amp; Gainsborough Adult Training, Lincoln</li> </ul> <p>be invited to attend at the December meeting; and and</p> <p>(b) the series of questions, as presented, and as detailed in paragraph 3.1 of report CAI.31 16/17, form the basis</p>	<p><b>please write to all of the organisations requesting attendance.</b></p> <p><b>all organisations were contacted on 20 October by e-mail responses are awaited .</b></p> <p><b>Attendees to present at meeting in December</b></p>	21/10/16	Katie Coughlan

		of the presentations the invited organisations are asked to prepare.			
<b>Green</b>					
	<b>forward plan / work plan</b>	extract from mins of mtg 23/5 Anglian Water Attendance: - A Member requested that Anglian Water be invited to attend a future meeting as part of the Public Body Scrutiny Element, in light of the continued issues arising from flooding and limited responses to large planning applications. The Director of Resources advised that the Committee had previously resolved to look into the matter of Youth Unemployment on a themed basis, inviting a raft of associated agencies throughout the year. It was suggested this matter be held in abeyance and should the work plan allow later in the year, the matter be re-visited. Members were again agreeable to this suggestion.	<b>keep on hold</b>	31/12/16	Katie Coughlan
	<b>IOM - ARC SCHEME</b>	extract from mins of mtg 15/11/16 Detective Chief Superintendent Chris Davison had been asked if there anything West Lindsey District Council can do to maximise the success of Integrated Offender Management and in response indicated that housing was a priority pathway for most ARC clients so enhanced access to housing or a SPOC to provide information regarding housing would be beneficial. Furthermore, having a West Lindsey representative at every detailed adoption meeting would allow the Police to have a more holistic view of clients and a more informed and realistic Exit Plan. The Home Options Team Manager undertook	<b>Updates 2/12/16:</b>  <b>1. Confirmation that WLDC home choices team will be represented at every ARC operational meeting.</b>  <b>2. Home Choices Manager is a member of the</b>	31/12/16	Michelle Howard

		to liaise further with Detective Chief Superintendent Chris Davison regarding this matter	<p><b>ARC board</b></p> <p><b>3. Supt Chris Davison has provided a letter of support for a recent bid to dCLG, for funding to support the most vulnerable rough sleepers - this on the basis of the links between homelessness and offending, and the likelihood of crossover of cohort between the 2 schemes.</b></p> <p><b>Further information can be shared if required. Michelle Howard</b></p>		
	<b>invitation to quickline</b>	extract from mins of mtg 15/11/16 Quickline be invited to attend a future meeting of the Committee and this be added to the work plan	<b>Provisionally added for feb 17 , Quickline yet to be contacted. to be further discussed at chairs brief - agreed to aim for</b>	31/12/16	Katie Coughlan

			<b>the February Meeting</b>		
<b>Grand Total</b>					



CAI. 39 16/17

**Challenge and  
Improvement Committee**

**Date: 20<sup>nd</sup> December 2016**

# C

**Establishment of the annual member working group to review Progress and Delivery reporting and agree the measures for 2017/18.**

Report by:

Chief Operating Officer

Contact Officer:

Mark Sturgess  
Chief Operating Officer  
01427 676687  
mark.sturgess@west-lindsey.gov.uk

Purpose / Summary:

To propose that a member task and finish group is established to review the measures used to report performance information to the council for the municipal year 2017/18

## **RECOMMENDATIONS:**

### **Members agree:**

- (1) The members of the committee to be part of the task and finish group to undertake the annual review (no more than 3 members).**
- (2) To ask the task and finish group to review the measures that form part of the progress and delivery report and consider a performance management framework that enables members and officers to have assurance that services and projects are performing well and being delivered.**
- (3) For the task and finish group to be empowered to agree the changes to the progress and delivery measures without reference back to this Committee.**

## IMPLICATIONS

**Legal:**

There are no legal implications from this report

**Financial:**

**There are no financial implications from this report.**

**Staffing :**

No Implications

**Equality and Diversity including Human Rights :**

No implications

**Risk Assessment :**

**The Progress and delivery reports provide members with sight of any risks arising from services or projects.**

**Climate Related Risks and Opportunities :**

There are no climate related risks or opportunities with this report.

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

**Call in and Urgency:**

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

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

**Yes**

**No**

**x**

**Key Decision:**

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

**Yes**

**x**

**No**

## **1 Introduction**

The progress and delivery model was developed by a working group in 2013 and implemented from April 2014. The system was comprehensively reviewed in early 2016 by a member working group.

The group agreed a set of measures that formed a 'balance scorecard' approach for each service area which have been used this year and have been generally well received.

Progress and delivery provides a quarterly report to members, on an exceptions basis, highlighting the under and over performing measures and projects across the council.

It is good practice for the measures to be reviewed annually to ensure that they still reflect the priorities of the council, new work which has been started in 2016/17 and pick up any member concerns which have been expressed during the year.

## **2 Purpose of the Task and Finish Group**

The task and finish group will be asked to look at the following aspects of performance management:

A – Review the measures used this year. Confirm they are the appropriate measures for members to be assured that the council as whole is performing at the right level and where performance is below acceptable levels that the remedial measures proposed will deliver the required improvements.

B – Consider how these measures provide a performance management framework for the organisation that allows members to monitor progress against the Corporate Plan, service delivery and projects at the delivery stage.

C – Agree changes to the measures used to report performance to members for inclusion in the reports for the start of the 2017/18 municipal year.

## **3. Process and Timescales**

It is proposed that the task and finish group meets no more than three times in the early part of 2017 to allow the new measures to be introduced for the 2017/18 municipal year.

## **4. Conclusion**

Members have valued the revised approach to performance reporting this year and have recognised that the improved reporting format has assisted members understanding of council performance as a whole.



This annual review is focused on the measures used to ensure that these are giving members the information they need to assure themselves that performance across the council is being properly managed.

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CAI.40 16/17
Challenge and Improvement Committee
20 December 2016

# D

**Subject: Progress and Delivery – Period 2**

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01427 676500 Mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	<p>This report deals with the progress and delivery of projects which are aimed at the delivery of the corporate plan. This report highlights those projects that have entered the delivery stage and are either off track or at risk of not delivering.</p> <p>This report also deals with the progress and delivery of the services the council provides. It is an “exceptions” report and deals with those services which are either performing above the required level or are below the target set for them. The report will also provide members with a summary of activity across services.</p>

**RECOMMENDATION(S):**

1. That the committee examine the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.

## IMPLICATIONS

Legal: None

Financial:

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:  
P & D Review May 2016

### 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

- 1.1 The report attached at Appendix 3 has previously been considered by both the Policy Committees
- 1.2 The Committee are asked to examine the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.
- 1.3 The minutes arising from the Corporate Policy and Resources Committee and the Prosperous Communities Committee are attached at Appendix 1 and 2 respectively.

## Appendix 1

### Extract from Corporate Policy and Resources - Minutes of Meeting held on 10 November 2016

#### 69 PROGRESS AND DELIVERY REPORT - PERIOD 2

The report was introduced by the Chief Operating Officer who noted that it reflected the performance of the council in the first six months of the 2016/17 municipal year (April – September).

The summary was structured to highlight those areas that were performing above expectations, those areas where there was a risk to either performance or delivery and those areas where further work was required for next year's report.

Progress on the Commercial Plan was to be included on the agenda for the December meeting.

Areas described as performing well included: Building Control; Development Management; Projects and Growth; and CCTV.

Those areas described as risks included: Local Land Charges; Enforcement; Markets; and Home Choices.

Further information was given on each of the above, and the Progress and Delivery Working Group was to meet again shortly to look again at the measures being used. Complaints, Comments and Compliments were being reconsidered to present a more sophisticated way of monitoring.

Members welcomed the report and the information set out within it. It was noted that income from grants was important and that Councillors added value to the process, it was suggested that when applications were submitted to the Lindsey Action Zone Ward Members be kept informed to aid delivery of services and provide support. Particular note was made of the improvements to Caistor under the Town Heritage Initiative.

It was questioned whether there were any statistics as to the nationality of rough sleepers, but then queried as to the relevance of this as no individuals should be sleeping rough. It was clarified that the question was raised as it was important to verify that individuals should not be forced into homelessness on arrival in the UK.

Members also questioned if there were any recent updates available on broadband and mobile connectivity, and whether the appropriate legal advice had been initially provided. The Chief Operating Officer informed that meeting that a report was to be submitted to the Prosperous Communities Committee in December. It was requested that this include BDUK information.

Further discussion ensued on Planning, Building Control and Enforcement and the teams working together. Team Manager Andy Gray was commended for his enforcement work. It was important to control the expectations of the public and

clarify what was reasonable and practical in terms of enforcement. Members felt it would be useful to see trend metrics and the Chief Operating Officer agreed that Direction of Travel indicators were useful. Major work was ongoing with enforcement and it was expected that improved policies would be in place by the end of January, however the Ombudsman was satisfied with processes undertaken to date. It was difficult to generalise time taken to resolve cases as each was different and some complicated issues could take up to three years. It was felt that metrics were important, even if issues were beyond the Council's control, as they helped to drive improvement.

**RESOLVED:** that having reviewed the performance information contained in the Progress and Delivery Report, the report be accepted.

## Appendix 2

### Extract from Prosperous Communities Committee – Minutes of Meeting 6 December 2016

#### 64 PROGRESS AND DELIVERY PERIOD 2 (PRCC.40 16/17)

The report was introduced by the Chief Operating Officer who noted that it reflected the performance of the council in the first six months of the 2016/17 municipal year (April – September).

The summary was structured to highlight those areas that were performing above expectations, those areas where there was a risk to either performance or delivery and those areas where further work was required for next year's report.

Progress on the Commercial Plan was to be included on the agenda for the December meeting.

Areas described as performing well included: Building Control; Development Management; Projects and Growth; and CCTV.

Those areas described as risks included: Local Land Charges; Enforcement; Markets; and Home Choices.

Further information was given on each of the above, and the Progress and Delivery Working Group was to meet again shortly to look again at the measures being used. Complaints, Comments and Compliments were being reconsidered to present a more sophisticated way of monitoring.

Discussion ensued and with regard to the current pressures being experienced by the homelessness team, Members sought indication as to the average time it took to process a homelessness application, together with a general profile of those declaring themselves as homeless. Officers undertook to provide this information outside of the meeting, and it was suggested this may be a measure included in the future.

Members commended the work undertaken by Home Options Team, particularly the leading role they played across the District in respect of Homelessness.

The revised report format was welcomed.

Caution was expressed with regard to planning income levels, as whilst these were currently at a high level, with the introduction of the Local Plan, this position would likely change. There was a general discussion on how the level of income allowed flexibility within the staffing of the team. It was acknowledged that reduced income was likely in the future, however Officers gave their assurance, that they were aware of this and would continue to monitor the situation carefully.



A Member sought indication as to whether the number of cases of “non-determination” in respect of planning applications had increased and the reasons for this. Again, Officers undertook to provide this information outside of the meeting, and it was suggested this may be a measure included in the future performance and delivery reports.

**RESOLVED** that having reviewed the performance information contained in the Progress and Delivery Report, the report be accepted.



Appendix 3

**Subject: Progress and Delivery (Period Two)**

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01472 676687 Mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To present to members the second quarter performance information through the progress and delivery report.

**RECOMMENDATION(S):**

- The Committee are asked to review the performance information contained in the Progress and Delivery Report and to review the performance outlined and highlight where specific action should be taken.**

**IMPLICATIONS**

**Legal: None**

**Financial: None**

**Staffing: None**

**Equality and Diversity including Human Rights: None**

**Risk Assessment: None**

**Climate Related Risks and Opportunities: None**

**Title and Location of any Background Papers used in the preparation of this report:**  
Report to Corporate Policy and Resources Committee, 21 June 2016, Revised Format for Progress and Delivery Reporting 2016/17 (CPR.60 16/17)

**Call in and Urgency:**

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

Yes  No

**Key Decision:**

Yes  No

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The service has achieved an unqualified audit opinion on the 2015/16 Statement of Accounts and Value for Money assessment. With the statutory deadline for the 2017/18 Statements being brought forward to 31.5.2018, the team had challenging deadlines this year to produce the statements by the earlier date. This has identified where further efficiencies in procedures need to be made. ....	39
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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 includes information about the performance of the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.

It also includes performance information in relation to current projects which are in the delivery stage.




This report does not include the monitoring information about progress and delivery of the Corporate Plan specifically nor the Commercial Plan. They will be reported to the Committee in December 2016.

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 monitored 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 reflects the performance of the council in the first six months of the 2016/17 municipal year (April – September).

Rather than splitting the executive summary into the same divisions as the report, as was done in June, the summary is structured to highlight those areas that are performing above expectations, those areas where there is a risk to either performance or delivery and those areas where further work is required for next year's report.

### **Performing Well**

#### Building Control

The Council has made significant investment in the Building Control service to equip the team to compete effectively in the market. The benefits of this are starting to be realised with a small increase in fees when compared to 2015/16, however the construction sector continues to be volatile and there is still work to be done to ensure this trend continues long term. Work has now started on delivering additional services highlighted in the Business Plan. Air testing has just been launched with Fire Risk Assessments following shortly. It is likely that warranty work in conjunction with Local Authority Building Control (the national accreditation body for the service) will start this year.

#### Development Management

During quarter two Development Management has sustained and continued to build upon the significant improvements in performance achieved during the latter part of 2015 and early 2016. Fee income from planning applications has exceeded budget targets each month and for the year to date is notably higher than the same period in 2015/16. This work has established the building blocks for the service to ensure that it now starts to improve areas such as customer care, although the volume of complaints the service receives is starting to reduce.

#### Projects and Growth

The Team is focussed on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone and the potential for industrial units at key sites such as Saxilby.

In Gainsborough, the 'Development Prospectus' was launched over the summer and progress has been made on procurement of a Strategic Development Partner; funding bids have been made to both Heritage Lottery Fund and Historic England to assist in the restoration of town centre properties; the Gainsborough Place Board has been launched and a range of key stakeholders are signed up as 'Ambassadors' for the town;

Council support has been secured for the redevelopment of the Sun Hotel and for a joint venture company to regenerate Market Street; feasibility work has progressed for a marina in the town and a further funding bid has been made to assist with infrastructure costs which will help to unlock key housing sites. The Gainsborough Growth Fund also continues to assist new and growing firms in the town. Works to upgrade the footways along Beaumont Street and Trinity Street have been undertaken, working with Lincolnshire County Council.

In the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for the expansion of Hall Farm Park. The upgrading of the road access to Newtoft Business Park has also been delivered as a joint initiative between the Council and the local business community. An evaluation of the Townscape Heritage Initiative in Caistor is underway, which will inform future action in the town and the Council is considering the potential to take a lease on new workspace units in Saxilby.

Other measures such as the investigation of discretionary rate relief for businesses and the implementation of the selective licensing scheme in the south west ward of Gainsborough are all helping to deliver corporate plan objectives.

## CCTV

The complete upgrade the CCTV system is nearing completion. The latest high definition CCTV cameras are operating in Gainsborough and Market Rasen. The system upgrade has resulted in savings on our line rental costs and has prepared us for future expansion and the commercial marketing of the service. Already during September 2016 our CCTV Control Centre assisted with over 60 incidents.

With the greatly improved CCTV quality we have supported a wide range of police and criminal investigations. Examples have included public order, assaults, criminal damage and burglaries in both Gainsborough and Market Rasen.

## Risks

### Local Land Charges

The service has a good reputation for quality and accuracy and because of this maintains a core customer base. A new automated system for Local Land Charges has been procured and is being implemented, with an anticipated completion date of April 2017 and this will significantly improve search processing times. Until the new system is fully functioning the service faces a challenge to consistently turn around searches within the 10 day target using the current manual system. Additional resources have been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.

### Enforcement

The increase in demand on enforcement services is increasing across all areas and continues to remain at a high level in planning enforcement. Work is being undertaken to identify why this increase is continuing at a sustained level and ensure that cases are dealt within in accordance with the adopted policy.

## Markets

Markets continue to underperform and whilst a final decision is awaited on proposals to improve their performance, measures are being taken to reduce operation costs which do not prejudice any of the options under consideration by members.

## Home Choices

Demand on the home choices service for people in housing need and those at risk of homelessness is increasing. We have seen a marked increase in new approaches to the service, homelessness presentations and temporary accommodation usage.

Temporary accommodation: the Cross Street provision has been full to capacity leading to a need to utilise B&B accommodation, particularly during September 2016. During September 2016, £1517 was spent on additional B&B accommodation. The team is working hard to ensure homelessness applications are processed as quickly as possible and the need for B&B alleviated; demonstrated in the average length of stay measure however, the increased demand and complexity of cases the team is dealing with must be recognised. This has had a direct impact on capacity to proactively prevent homelessness – performance in this area was lower in September 2016 and the service will be actively working to improve this this against a backdrop of increased demand.

The service will complete some specific performance monitoring activity on housing register allocations during November 2016 and a review of the measure regarding 'successful nominations' is proposed for 2016/17.

## Further Work

Complaints can be a good source of intelligence on how a particular service is performing and how it can be improved to better meet the needs and expectations of customers.

At the present time the total volume of complaints are recorded within each service and these are aggregated and reported to members as part of the corporate health measures set out in the progress and delivery report.

It is fully accepted that this is a crude way of handling complaint information and a more sophisticated approach is needed which is able to identify trends in complaints, highlight particular areas or services which are subject to high levels of complaints and key themes in complaints the council receives. More importantly from an organisation point of view techniques need to be developed which will enable services to act on information from an analysis of complaints which can make a tangible difference to the



service customers receive. This is more than just improving the response to individual complaints it is about learning from all complaints and changing systems and process so that the scope for that type of complaint recur is eliminated.

For the 2016/17 municipal year the way we report complaint information will be reviewed in order to give members information on complaints which gives them a better insight into what customers complain about and how action is taken to ensure we deal with the causes of complaints.

## 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>										
Employee satisfaction	Under review								The measures and frequency of reporting of this measure is currently under review and will be reported in full before the end of the municipal year.	The staff engagement group are working on a number of initiatives to improve staff engagement and satisfaction, the group will agree the next steps for collecting staff satisfaction data.
Complaints	Monthly	54	28	●	N/A	32	●	●	Of the 54 complaints received in this period we received 1 informal complaint, 34 stage 2 complaints and 8 stage 3 complaints. Of these 12 were in relation to Waste Services, 10 in relation to Development Management, 7 in relation to Planning Enforcement, 6 in relation to Housing, 5 in relation to Home Choices, 4 in relation to Council Tax, 3 in relation to Housing Benefits, 2 in	Complaints provide a good source of data within which patterns can be identified and improvements made to processes and how customers are dealt with. In some services decisions the council takes will always disappoint a customer. It is incumbent on the council to ensure that all customers are dealt fairly, reasonably and with curtesy as well as

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.			
									<p>relation to property and 1 in relation to each of the following Anti-Social Behaviour, Licensing, Customer Services, Governance and Trinity Arts. Analysis shows that 28 complaints were about the process, 11 about behaviour of staff, 9 about the decision we made, 2 in relation to missed bins, 2 in relation to bin placement and 2 in relation to general waste issues around Gainsborough. In addition it is also clear where the council has embarked on new initiatives these have been a source of complaints – Selective Licensing (5) and car parking charges in Market Rasen (2).</p>	<p>ensuring that the decisions it takes are sound. Individual services are constantly reviewing how they operate as a result of complaints to ensure that they meet these standards of customer and accuracy in decision making. This process will continue to make inroads into the amount of complaints the council receives.</p>
Compliments	Monthly	44	86	●	N/A	21	●	●	<p>In period 2 received a total of 44 compliments. Analysis shows the following: 16 compliments were received for Development</p>	<p>As with complaints, compliments can help a service to improve by showing the areas of its work it gets right</p>

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.			
									Management, 11 for Customer Services, 7 for Waste Services, 2 each for Building Control and Home Choices, 1 each for Trinity Arts, Localism, Street Naming and Numbering, Public Protection, Housing Benefits and Planning Enforcement. Of these 31 were compliments about staff, 9 in relation to how quickly we responded or dealt with a situations, 2 in relation to doing good work, 1 in relation to how good our self-service options are and 1 in relation to the professionalism of planning committee and the planning officer.	and is valued by customers.  Data on the number and type of compliments received is used to help learning of drive improvement across all services.
<b>Perspective: Financial</b>										
Position against budget	Quarterly	£14.669m	£15.244m	★	↑	£15.067	£15.244m	★	Projecting £0.575m surplus Increased Planning Fee Income £0.220m, Staffing savings £0.179m, Pension Deficit overpaid previous year £0.171m	At the present time the budget position is looking healthy due to an increase in fees and through controlling our costs. There is a need to ensure that this position is

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.			
										regularly monitored to ensure we maintain a balanced budget at the end of the municipal year.
<b>Perspective: Quality</b>										
Service and system availability	Monthly	100%	98%	★	↑	100%	★	★	Proactive monitoring and event logging ensures excellent service	Continue to monitor and respond accordingly.
Staff absenteeism	Monthly	0.87	0.7	●	↓	0.55	★	●	There are a high number of long term absences that are significantly affecting performance data	We will continue to explore all options with regards to managing absence, especially around tackling long term sickness.
Percentage of service requests received through digital channels	Monthly	26%	35%	●	↓	29%	●	●		
Percentage of calls answered	Monthly	72%	90%	●	→	72%	●	●	Proper analysis of the reasons behind this performance is being undertaken.  It might be that when staff who either work part time, take annual leave or are off sick that their do not forward their calls to another colleague's	We are working with our provider to implement some initiatives and this will take place at the end of October. In addition we are to run reports on individual extension to identify is a particular situation with an extension numbers.

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.			
									extension number resulting in missed calls.  The analysis should identify the cause and a solution found.	This will be investigated during November 2016.
Health and Safety incidents	Quarterly	23	N/A	N/A	N/A	16	N/A	N/A	Staff are encouraged to report all incidents. Annually the incidents are broken down into service areas and trends identified.	

Table 1: Corporate Health measures

## Section 2: Project and Programme Delivery

---

All projects and programmes are currently on track for delivery against their project plan.

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

Table 2: Project and Programme Delivery

## Section 3: Corporate Plan Measures

Corporate Plan Theme: Open for Business

The Corporate Plan measures will be reported in full to the December 2016 meeting of the Corporate Policy and Resources Committee.

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
<b>Priority: To attract inward investment</b>								
Hectares of land secured for development	Performance expected Q4 2016/17							
Number of new business in the District								
Percentage increase in NNDR base								
Percentage of land developed out								
Percentage increase in the District's GVA								
<b>Priority: To retain, support and facilitate the growth of business in the District</b>								
Percentage increase in employment across the District	Performance expected Q4 2016/17							
Number of businesses actively supported								
Number of job vacancies across the District								
Total investment levered via above schemes								
<b>Priority: Housing led economic growth</b>								
Number of new dwellings built within the District.	Performance expected Q4 2016/17							
Percentage increase in Council Tax base								
Residents' survey								
Percentage reduction in empty properties								
<b>Priority: Understand and address the skills gap in the District</b>								
Number of new apprenticeships secured	Performance expected Q4 2016/17							
Percentage decrease in youth (18-24) unemployment								
Increased education attainment (NVQ Level Three or above)								
Numbers of young people supported with mentoring								
<b>Priority: Promote and expand the agri-food sector</b>								
Number of additional jobs secured in the sector	Performance expected Q4 2016/17							



Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
Number of new agri-food business established								
<b>Priority:</b> Understand and promote the value of the visitor economy								
Percentage increase in tourist spend per head								Performance expected Q4 2016/17
Residents satisfaction surveys								
Increase in visitor numbers								
Increase in employment in the sector								

Table 3: Open for Business Measures

Corporate Plan Theme: People First

Performance Measure	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:</b> Ease and convenience of access to a range of public services offered by the Council and partner organisations									
Customer satisfaction with Council and services provided	Performance expected Q4 2016/17								
<b>Priority:</b> Enhance and maintain a safe, natural and built environment									
Residents satisfaction surveys	Performance expected Q4 2016/17								
Percentage reductions in no. of ASB/Community Safety incidents reported.									
<b>Priority:</b> Meet local housing needs and aspirations									
Percentage increase in population of District	Performance expected Q4 2016/17								
General Housing condition survey									
<b>Priority:</b> Increase opportunities for arts, culture, night-time economy, sport and leisure for residents									
Health Survey	Performance expected Q4 2016/17								
Residents satisfaction surveys									
Percentage increase in users of Leisure Centre									
Percentage increase in users of TAC									
Percentage increase in the number of licensed/eating establishments									

Table 4: People First Measures

Corporate Plan Theme: Asset Management

Performance Measure	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 income derived from assets	Performance expected Q4 2016/17								
Percentage increase in yields (return on capital employed)	Performance expected Q4 2016/17								
Percentage reduction in maintenance (planned/unplanned) spend	Performance expected Q4 2016/17								
<b>Priority: Maximise the benefits of our assets for our communities</b>									
Tenants' satisfaction levels	Performance expected Q4 2016/17								
<b>Priority: Utilise our asset base to facilitate inward investment</b>									
Occupancy rate of Council properties	Performance expected Q4 2016/17								
Percentage reduction in voids	Performance expected Q4 2016/17								

Table 5: Asset Management Measures

Corporate Plan Theme: Central Lincolnshire Local Plan

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
<b>Priority: Local Plan is adopted</b>								
Local Plan is in place by 31st December 2016	Performance expected Q4 2016/17							
<b>Priority: Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed</b>								
Number of Neighbourhood Plans approved	Performance expected Q4 2016/17							
Number of requests for Neighbourhood Plans								
<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	Performance expected Q4 2016/17							
Percentage of schemes developed out								
<b>Priority: Infrastructure that meets the housing and growth priorities for West Lindsey</b>								
Value of external funding secured for infrastructure development	Performance expected Q4 2016/17							

Table 6: Central Lincolnshire Local Plan measures

Corporate Plan Theme: Partnerships/Devolution

Performance Measure	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 key partnerships entered into	Performance expected Q4 2016/17								
<b>Priority: To work with national and regional organisations to deliver services locally</b>									
Number of shared service delivery initiatives implemented	Performance expected Q4 2016/17								
<b>Priority: To build successful commercial partnerships and Joint Ventures</b>									
Income generated from commercial activity	Performance expected Q4 2016/17								
Number of commercial partnerships formed									
<b>Priority: To work with partners to deliver local services at as local a level as possible</b>									
Annual number of volunteering hours undertaken across the District	Performance expected Q4 2016/17								
Resident satisfaction surveys									
Monetary value of volunteering hours									
Number of community based service delivery mechanism in place									

Table 7: Partnerships/Devolution Measures

Corporate Plan Theme: Excellent Value for Money Services

Performance Measure	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:</b> Explore alternative delivery models which ensure the effective use of resources									
Customer satisfaction surveys	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Data to be collated by ICS and presented to GCLT on 10 October 2016 for action as appropriate	
Percentage of services that are maintaining or exceeding expected levels of performance									
<b>Priority:</b> 6.2 Deliver a customer first culture across the Council									
Customer satisfaction surveys	Performance expected Q4 2016/17								
<b>Priority:</b> Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial manner									
Number and type of CPD and training events held	Performance expected Q4 2016/17								
Percentage reduction in sickness/ absence levels									
Staff satisfaction survey	Performance expected Q4 2016/17								
Tracking of spend against training budget									
<b>Priority:</b> To be a high performing Council at a cost affordable to the residents of the District									
Residents survey re VfM and Council Tax levels	Performance expected Q4 2016/17								

Table 8: Excellent Value for Money Services measures

## Section 4: Commercial Plan Measures

To be reported to December 2016 meeting of the Corporate Policy and Resources Committee

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>Theme: Generating greater income from the council's services</b>										
Total amount of income generated										
Income as a proportion of total expenditure										
Total net revenue income (i.e. surplus)										
<b>Theme: Securing greater external funding</b>										
Total external funding secured for the Council										
Total external funding secured for communities/district										
<b>Theme: Increasing capital and revenue returns to the council through delivering housing and economic growth</b>										
Change in capital value of assets										
Rate of return on rental income										
Change in Council Tax base										
Change in net business rates payable										
<b>Theme: Enhancing the council's commercial culture and capability</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.			
Proportion of staff that understand corporate objectives										
Proportion of members that understand corporate objectives										

Table 9: Commercial Plan Measures



## Section 5: Service Exceptions Report

### Benefits

The average time to calculate new claims and changes to existing claims is significantly better than 2015/16, this is attributed to receiving fewer new claims this year and a slight drop of 100 in the number of live claims we currently have. The cost per claim has also reduced when compared to 2015/16 which is due to scrutiny of the Housing Benefits team budget and changes in the way the team are working. The team are now awaiting final details of the new Benefit Cap which will be implemented from November 2016 affecting a further 120+ families within the Local Authority area.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Processing times	Monthly	4.8	6	★	↓	4.6	★	★	Processing times for new claims and changes to existing claims is above target as the number of new claims received in Q2 has decreased slightly when compared to 2016/17.	No improvement required
Volume of claims older than 30 days	Monthly	23	30	★	↑	28	🟡	★	The volume of claims taking over 30 days to process during Quarter 2 has reduced due to there being fewer new claims received than in 2016/17 and the Benefits Assessment team concentrating on 'managing' claims through the process as quickly as the claimants can comply.	No improvement required

Table 10: Benefits measures

## Council Tax




Council Tax and Business Rate collection rates continue to remain on target for year end and since the majority of appeals have now been settled for business rates the rateable value has begun to steadily increase. The number of customers opting to pay by 12 instalments continues to increase each month in respect of both council tax and business rates and this may be aiding customers to pay their instalments.

## Building Control

The Council has made significant investment in the Building Control service to equip the team to compete effectively in the market. For the past 3 years Building Control have been focusing on improving and developing its services, through building relationships, improving reputation and raising the profile of the team with potential customers. The benefits of this are starting to be realised with a small increase in fees when compared to 2015/16, however the construction sector continues to be volatile and there is still work to be done to ensure this trend continues long term. Work has now started on delivering some of the additional services highlighted in the Business Plan. Air testing has just been launched with Fire Risk Assessments following shortly. Other members of the team are booked on training courses over the next 6 months, including warranty work in conjunction with Local Authority Building Control (the national accreditation body for the service), providing a very exciting opportunity for the authority.

## Local Land Charges

The service has a good reputation for quality and accuracy and because of this maintains a core customer base. A new automated system for Local Land Charges has been procured and is being implemented, with an anticipated completion date of April 2017 and this will significantly improve search processing times. Until the new system is fully functioning the service faces a challenge to consistently turn around searches within the 10 day target using the current manual system. Additional resources have been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.

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>										
Time taken to process a search	Monthly	15	10			13		14	The current manual system for processing searches leaves the service vulnerable to staff absences as it is difficult to bring staff into the service with the	An automated system for processes searches has been procured and is being implemented. The anticipated "go-live" date is April 2017.

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.			
									<p>required skills and experience at short notice.</p> <p>In this period the service has lost experienced staff and replacements have taken to time to find and train.</p>	<p>In the meantime staff have been recruited on a temporary basis to keep the turn-around times for searches within the 10 day target.</p> <p>Once the new system is implemented search times will significantly improve and resilience will be increased.</p>

Table 11: Local Land Charges measure exceptions

### Development Management

During quarter two Development Management have sustained and continued to build upon the significant improvements in performance achieved during the latter part of 2015 and early 2016. Fee income from planning applications has exceeded budget targets each month and for the year to date is notably higher than the same period in 2015/16. The number of invalid applications remains high but is being directly addressed as part of the service changes taking place as the new ICT system is introduced. In October Challenge and Improvement Committee considered a report on performance in development management and commended the service for the progress made and considerable achievements in improving the service for customers.

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>										
Rate of invalids	Monthly	71%	50%	●	↓	64%	●	●	<p>Poor quality submissions from agents resulting in applications being returned to them.</p> <p>Poor quality submissions mean that key information is missing which is vital if those affected by the application are to understand how they will be affected should the proposal be approved.</p>	<p>Working with agents to assist them to understand the importance of supplying all the information and in the correct form to support their planning application.</p> <p>We will publish a “local list” setting out this councils detailed requirements for publication on the web-site so agents are clear about what is required.</p>
Major applications determined within national targets	Quarterly	83%	65%	★	↓	65%	★	★	Remains well above target despite the closure of several older applications	Ensure that older, out of time planning applications are cleared from the system
Minor applications determined within national targets	Monthly	91%	75%	★	↑	82%	★	★	The performance in this category is showing high levels of sustained improvements.	<p>Make performance visible through the implementation of a new ICT system – due April 2017.</p> <p>Maintain high quality leadership in the service</p>

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.			
Other applications determined within national targets	Monthly	97%	85%	★	↑	96%	★	★	The performance in this category is showing high levels of sustained improvements.	Make performance visible through the implementation of a new ICT system – due April 2017.  Maintain high quality leadership in the service.

Table 12: Development Management measure exceptions

### Enforcement

The increase in demand on enforcement services is consistent across all areas and continues to remain at a high level in planning enforcement. Work is being undertaken to identify why this increase is continuing at a sustained level. An officer returning from maternity leave will provide additional resources within this area, which should reduce the caseload before the end of the year. The number of priority cases across housing and planning continues to lead to formal action, prosecutions and the serving of notices.

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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: Process</b>										
Open planning enforcement cases	Monthly	133	100	●	N/A	130	●	●	A large ongoing and increasing caseload	Continue to monitor and review cases and look to identify the need for additional resources where necessary.
<b>Perspective: Quality</b>										
Time taken to resolve a planning	Monthly	184	100	●	↑	214	●	●	Long standing cases closed. High caseload. Maternity leave	Maternity leave return in October.

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.			
enforcement request										

Table 13: Enforcement measure exceptions

## Environmental Protection

The Environmental Protection team continue to deal with complaints in the set timescales. As County Council are now the statutory consultee for planning applications that might cause flooding issues this has enabled work areas to be altered in order to increase officer hours for food inspections.

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%	★	★	Due to the work of officers and good data input complaints are dealt with within timescales.	Need to examine the quality of the solution arrived at and learn from its effectiveness

Table 14: Environmental Protection measure exceptions

## Food Safety

Performance is still on target for this service, however there has been a fall in number of targeted inspections in period 2. This has been due to a small number of inspections resulting in voluntary closures of the business and the time take to work with the business in order to ensure public safety is maintained.

## Licensing

The licensing service continues to operate consistently, particularly with regards to the number of applications received compared with the same period last year. 96% of applications were processed within the agreed timescales, with only 1% of applications being put before Members of the relevant Sub-Committee for a decision. The current period has overachieved income by approximately £12.5k, however this is not expected to continue due to an expected fall-off in taxi driver applications, brought about by changes to legislation, which will be reflected throughout the year. Both Animal Welfare & Gambling income have performed well.

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>										
Income received	Monthly	£58,148	£45,564	★	N/A	£18,465	●	★		

Table 15: Licensing measure exceptions

## Street Cleansing

Street Cleansing is performing well, the only area for concern is income which is down on previous years especially for mechanical road-sweeping. Customers point toward a lack of new development and an exceptionally dry summer for the downturn in demand.

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>										
Income generation	Monthly	£3,775	£16,000	●	↓	£3,849	●	●	Downturn in mechanical road sweeping demand	Continue to promote service

Table 16: Street Cleansing measure exceptions

## Waste Collection

All waste collection measures are on target apart from missed bins, this is due to high rates of sickness this year and resultant use of inexperienced agency staff. The recycling rate appears to be on target, there will be a downturn when the garden waste service closes in winter. Income generating services within waste are performing well, especially second garden waste bins and the commercial waste 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>										
Trade waste income	Monthly	£51,466	£45,044	★	↑	£21,613	●	●	On target	Continue with sales and marketing strategy
<b>Perspective: Quality</b>										
Missed collections	Monthly	558	520	●	N/A	296	★	●	High sickness levels, turnover of new staff	Work with crews to resolve

Table 17: Waste Collection measure exceptions

## Trinity Arts Centre

Performance has improved this quarter since the roof works have been concluded which is demonstrated by the surplus generated from the artistic programme being on track. Good audience numbers are being recorded again now the roof works have been concluded and further enhancements will ensure this trend continues.

It remains difficult to accurately reflect performance of the Centre against progress and delivery targets as fluctuations in monthly expenditure do throw the figures out. For example in September TAC received an electricity bill, had the season brochures printed and paid out for maintenance work that a grant will cover once repaid. This shows the costs of the Centre to be high in the month but over the year this will even out.

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 Trinity Arts Centre per user	Monthly	£8.87	£5.50		↓	89p			Good performance on artistic programme. This result is skewed as quarterly electricity bill hit in August	Monthly monitoring proves difficult due to no ability to spread the cost of bills. This causes month to month fluctuations
Received surplus	Monthly	£12,941	£12,000		↑	£7,221			Good attendance at events and shows booked on profitable terms	Continue to offer attractive programme
<b>Perspective: Process</b>										
Audience figures	Monthly	4,624	2,800		↑	2,326			Good attendance at performances and events	Continue to ensure popular programme is maintained
<b>Perspective: Quality</b>										
Event occupancy	Monthly	42%	55%		↓	45%			A couple of events had low usage (live streaming of Glyndebourne Opera) and these events will be removed from the programme	Ensure program continues to be attractive to customers



Table 18: Trinity Arts Centre measure exceptions

### Democratic Services

There is a robust personal assistant service in place and positive feedback from Chief Executive and Directors. Standards complaints continue to be received from Parish Councils regarding governance issues. The Freedom of Information process has been redesigned to embed efficiencies and automating of the process where possible. There are two large projects being run within the team on top of the day to day work, embedding and maximising the potential of the new automated committee system (Modern.gov) and exploring the Governance arrangements of the council.

### Financial Services

The service has achieved an unqualified audit opinion on the 2015/16 Statement of Accounts and Value for Money assessment. With the statutory deadline for the 2017/18 Statements being brought forward to 31.5.2018, the team had challenging deadlines this year to produce the statements by the earlier date. This has identified where further efficiencies in procedures need to be made.

The implementation of a Bank Reconciliation system is now finalised, and this will achieve daily bank reconciliations and efficiencies within this important process. The Treasury staff continue to exceed investment interest benchmark targets albeit rates are at an all-time low. In conjunction with budget managers, a base budget review has been undertaken which has identified £147k of ongoing savings.

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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>										
Unqualified audit	Annual	Unqualified	Unqualified	🟡	N/A	N/A	N/A	N/A		
<b>Perspective: Quality</b>										
Return on investment	Quarterly	1.15%	0.34%	🟢	N/A	1.30%	🟢	🟢	Investment Markets Post Brexit, china and USA issues	No control over markets - longer investments
Savings generated	Quarterly	£800	£9,500	🔴	N/A	£5,000	🔴	🔴		

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.			
through Procurement exercises										

Table 19: Financial Services measure exceptions

## Projects and Growth

The Team is focussed on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone and the potential for industrial units at key sites such as Saxilby.

With regards to Gainsborough, the 'Development Prospectus' has been launched and progress has been made on the procurement for the Strategic Development Partner (a separate committee paper provides further details on this); funding bids have been made to both Heritage Lottery Fund and Historic England to assist in the restoration of town centre properties; the Gainsborough Place Board has been launched and a range of key stakeholders are signed up as 'Ambassadors' for the town; Council support has been secured for the redevelopment of the Sun Hotel and for a Joint Venture company to regenerate Market Street; Feasibility work has progressed for the marina site and a further funding bid has been made to assist with infrastructure costs which will help to unlock key housing sites. The Gainsborough Growth Fund also continues to assist new and expanding firms in the town and works to upgrade the footways along Beaumont Street and Trinity Street have been undertaken, working with Lincolnshire County Council.

In terms of the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for the expansion of Hall Farm Park. The upgrading of the road access to Newtoft Business Park has also been delivered as a joint initiative between the Council and the local business community. An evaluation of the Townscape Heritage Initiative in Caistor is underway, which will inform future action in the town and the Council is considering the potential to take a lease on new workspace units in Saxilby.

Finally, an Environmental Impact Assessment is underway as part of the Food Enterprise Zone, in order to secure the Local Development Order for the site. The project has also been shortlisted for major capital funding through the Greater Lincolnshire Local Enterprise Partnership to support infrastructure delivery costs.

## Enterprise and Community Services

Following a re-structure the service has now been renamed 'Enterprise and Community Services'. The service plan for the service is currently being written which will involve the identification of a relevant measure set.

## CCTV

The complete upgrade of our CCTV system is nearing completion. We now have the latest high definition CCTV cameras operating in Gainsborough and Market Rasen. The system upgrade has already resulted in savings on our line rental costs and has prepared us for future expansion and commercial development. A new incident recording system has been developed. We are in the process of backdating this to 1st April 2016. When completed this will produce a full financial year of statistics and create a baseline to use in 2017/2018. Already during September 2016 our CCTV Control Centre assisted with over 60 incidents. A breakdown of incidents will be available in future progress and delivery reports.

With the greatly improved CCTV quality we have supported a wide range of police and criminal investigations. Examples have included public order, assaults, criminal damage and burglaries in both Gainsborough and Market Rasen.

## Funding

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>										
External funds levered by WLDC grant funding	Quarterly	£802,590.80							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	
Total value of community grants awarded	Quarterly	£208,687.87							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	
<b>Perspective: Process</b>										
Number of community grants awarded	Quarterly	67							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	

Table 20: Localism and Community Safety measure exceptions

## Markets

Markets continues to underperform, we await a final decision on options from Members.

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>										
Average number of stalls on a Tuesday	Monthly	51	60		↓	58			Market review and options appraisal currently underway	

Table 21: Markets measure exceptions

## Assets and Facilities Management

A temporary technical resource has been brought in to assist the service in delivery its objectives with a temporary admin support resource currently being sought. This comes on the back of a vastly improved Audit where in June this year the service was given an assurance opinion of substantial with a travel direction of improving.

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>										
Two year backlog maintenance reduction	Quarterly	2%	10%		→	2%		2%	Staff shortages are limiting ability to tender and deliver works programme.	Restructure of the service began in April and should be in place (fully staffed) by December.
Planned and responsive maintenance	Quarterly	80%/16%	70%/30%			0%/100%			Increase in payments for capital works.	Property and Assets Teams
Rental income-Assets	Monthly	£244,217	£133,731		↑	£62,742	£76,358		Income comparable with previous years. There	Property and Assets Teams

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.			
									remains a delay in getting service charge setting resolved	

Table 22: Assets measure exceptions

## Housing

Housing services continue to perform well and deliver for residents across the District. The demand for Disabled Facilities Grants is consistent and the service continues to perform strongly when compared to the rest of the County. The average spend increase relates to the high level of complex cases that we are currently dealing with. The total number of long term empty homes continues to decrease and is a reflection of the positive work undertaken by officers. In relation to this a number of compulsory purchase orders are being explored for the very poorest condition long term empty properties.

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>										
Average spend per disabled facilities grants	Monthly	£4,702	£3,000	●	N/A	£4,394	●	●	Increase in complex and larger cases.	Ongoing case reviews
Total spend on completed disabled facilities grants	Monthly	£629,170	£112,332	●	N/A	£107,185	●	●	No performance issues	Within tolerance
<b>Perspective: Quality</b>										
Average days from DFG approval to completion	Monthly	46	60	★	↓	43	★	★	No performance issues	

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 number of long term empty homes in the District	Quarterly	542	539	★	↓	540	★	★	No performance issues	

Table 23: Housing measure exceptions

### Home Choices

Demand on the home choices service for people in housing need and those at risk of homelessness is increasing. We have seen a marked increase in new approaches to the service, homelessness presentations and temporary accommodation usage.

Temporary accommodation: the Cross Street provision has been full to capacity leading to a need to utilise B&B accommodation, particularly during September 2016. During September 2016, £1517 was spent on additional B&B accommodation. The team is working hard to ensure homelessness applications are processed as quickly as possible and the need for B&B alleviated; demonstrated in the average length of stay measure however, the increased demand and complexity of cases the team is dealing with must be recognised. This has had a direct impact on capacity to proactively prevent homelessness – performance in this area was lower in September 2016 and the service will be actively working to improve this against a backdrop of increased demand.

The service will complete some specific performance monitoring activity on housing register allocations during November 2016 and a review of the measure regarding ‘successful nominations’ is proposed for 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: Process</b>										
Number of verified rough sleepers	Quarterly	2	0	●	↓	1	●	●	Performance within tolerance	Performance within tolerance.
Number of nights verified rough sleepers	Monthly	39	0	●	↓	1	●	●	August 2016 was an exceptional month with evictions taking place at temporary accommodation	Liaison is taking place with partner organisations with resources or

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.			
									providers leading to an increase in rough sleepers. It is getting more difficult to access accommodation in some cases. This is all part of the increase in complexity and demand the service is experiencing as a whole.	responsibility to house rough sleepers. Work is also underway with landlords and other providers of accommodation in order to try and prevent people becoming homeless at short notice.
Bed and breakfast nights	Monthly	27	0		↓	9			Waiting for move on accommodation, complex individuals struggling to move on and persons who need specific property type. 1 client was a weekend out of hours call. Again this is part of the increase in demand and complexity of cases the service is dealing with.	Working with partners to ensure that we receive more notice of potential evictions so that solutions other than B&B can be found.  Ensure that home owners becoming homeless due to repossession understand the options available to them once they lose their home.
<b>Perspective: Quality</b>										
Average length of stay in temporary accommodation	Monthly	19	28		↑	29			One household found not homeless with no l/c so given 28 days' notice and another refused a property by ACIS due to support needs	

Table 24: Home Choices measure exceptions

## Healthy District

The leisure contract continues to perform well. Customer satisfaction is consistently high across the whole of the contract. The majority of the information comes from monthly surveying of customers together with intelligence from customer comments and complaints. During the quarter no poor scores have been recorded in connection with customer service.

The cost per user has continued to be ahead of target. This is mainly due to the high levels of usage at West Lindsey Leisure Centre and the reduction in management fee negotiated in October 2013 providing value for money. A range of marketing activity mixed with a good range of activity being offered attracts a steady stream of new customers.

Usage at West Lindsey Leisure Centre in particular remains high. Issues over the correct recording of users for multiple user activities (i.e. badminton and squash) have been rectified. Usage at the satellite school sites continues to be of concern but these sites are not being included in plans for new contracting arrangements from 2018.

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 & activities	Monthly	96%	80%	★	↓	98%	★	★	Customer satisfaction remains high across the whole contract with no poor scores being recorded	Monitor satisfaction levels and ensure issues and complaints are dealt with efficiently
<b>Perspective: Financial</b>										
Cost of Leisure Management fee per service user	Monthly	79p	£1.20	★	→	78P	★	★	Good usage levels at West Lindsey Leisure Centre continues to provide value for money, covering poor performing satellite sites	Continue to monitor usage levels. New contract arrangements will address issues with satellite sites
<b>Perspective: Process</b>										
New participants at West Lindsey Leisure facilities	Monthly	969	800	★	↑	484	★	★	Good range of activities and marketing	Ensure current level of service continues
West Lindsey leisure facilities usage	Monthly	108,523	102,000	★	N/A	N/A	N/A	★	Usage of West Lindsey Leisure Centre remains high due to pricing structure and activities being offered	Ensure current level of service is continued



Table 25: Healthy District measure exceptions

## ICT

Success this quarter is that the team have all passed our ITIL foundation – one of the audit actions needed. Kept the CRFs and helpdesks calls responsive and exceeded the target.

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 & Problem Management	Monthly	101%	90%	★	↑	88%	★	★	Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
Change Management	Monthly	103%	50%	★	↑	92%	★	★	Automation of the ICT helpdesk ensure rapid notification of requests for change and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
<b>Perspective: Quality</b>										
Service and System availability: Secure Network	Monthly	100%	98%	★	→	100%	★	★	Proactive monitoring and event logging ensures excellent service	Continue to monitor and respond accordingly

Table 26: ICT measure exceptions

## Systems Development

Commercial venture in building Rutland website, started the Arcus project (new ICT for land based services), successfully carried out major upgrades to Northgate without any downtime for officers.

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>										
Number of online customers signing up to the self service accounts	Monthly	1,002	528	★	N/A	1,512	★	★	This is new customers signing up each month. The proactive campaigning is creating these contacts.	Keep promoting the digital opportunities for online submissions
Number of electronic forms developed and integrated into the website	Monthly	234	128	★	N/A	128	★	★	This is a running total of the number of live forms now on the website	Keep promoting the digital opportunities for online submissions
Housing re-naming requests delat with within timescales	Monthly	100%	90%	★	↑	90%	Amb	★	Procedure improved by automating process and utilising online information	Continue as set procedure, but only able to progress at the speed of the customer
<b>Perspective: Quality</b>										
Website availability	Monthly	100%	98%	★	→	100%	★	★	Proactive monitoring of server and network traffic enables quick response times	Continue with proactive monitoring. This has now been moved to a cloud hosted solution and therefore available 24/7 with full monitoring capabilities and alerts.

Table 27: Systems Development measure exceptions

## Contracts Management

The overview and on-going management of contracts is currently performing well. Pro-active work is undertaken to highlight contracts that are due to expire and pro-active work ensures that the appropriate review mechanisms is in place. We will continue to keep up this good work to ensure that consistency is applied to Contracts 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: Process</b>										
Percentage of contracts that have expired and continued with no extension arrangement in place	Six monthly	0%	20%	★	N/A	N/A	N/A	★	The majority of contracts that have expired are specific 'one-off' projects therefore they will not need to be procured	On-going monitoring of contracts
Percentage of contract extensions used as a default	Six monthly	0%	20%	★	N/A	N/A	N/A	★	Performance is on track	On-going monitoring of contract expiry dates
Number of exception reports raised	Quarterly	0	5	★	↑	5	A	★	Performance is on track	On-going monitoring of contract expiry dates

Table 28: Contracts Management measure exceptions

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## Corporate Governance

A recent Internal Audit has identified the value of Approved Codes of Practice and made recommendations that these are reviewed and subsequently updated and promoted; this work is scheduled in for Period Three of 2016/17. The volume of outstanding risks and audit actions that have expired are high due to the six month point.

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>										
Expired Codes of Practices	Six monthly	10	0	●	N/A	N/A	N/A	●	Internal Audit have just completed a review on the internal policies process which included ACoPs. This audit stated that ACoPs are	Audit identified that a process is developed to ensure that ACoPs are review in time

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.			
									still useful to support internal processes	
Outstanding Audit Actions	Six monthly	4	0	●	N/A	N/A	N/A	●	Although performance is worse than the target the volume of outstanding audit actions has decreased due to pro-active work by the team.	Scope the opportunity to deliver a Business Partner approach for the Corporate Governance service to increase awareness.
Risks exceeding review date	Six monthly	10	0	●	N/A	N/A	N/A	●	Although performance is worse than the target the volume of outstanding risks has decreased due to pro-active work by the team.	Scope the opportunity to deliver a Business Partner approach for the Corporate Governance service to increase awareness.
Citizen Panel survey response rate	Six monthly	72%	50%	★	N/A	N/A	N/A	★	Excellent response to recent Citizens Panel	Review of current working practises to ensure the Citizen Panel remains relevant and up-to-date



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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
Absence Update	Emma Redwood	To give a brief update on absence levels to date	-	-	-	-	-	30/03/2017	-
Annual Health and Safety report	Kim Leith	Summary of Performance of the Health and Safety Service throughout the Authority	-	-	-	27/07/2017	-	01/06/2017	-
ICT Strategy	Ian Knowles	To present the ICT Strategy for approval	-	-	-	15/12/2016	-	-	-
Member Training update	Alan Robinson	To present an update on the Member development programme	-	-	20/06/2017	-	-	-	-
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	-	-	-	27/07/2017	-	01/06/2017	-
Progress and Delivery Period 2	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 2	20/12/2016	-	-	10/11/2016	-	-	06/12/2016
Fees and Charges 2017-18	Tracey Bircumshaw	To present the proposed fees and charges for 2017-18	-	-	-	15/12/2016	-	-	06/12/2016
Collection Fund Surplus and Council Tax Base	Tracey Bircumshaw	To present the declaration of estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2017 and to set out the Council Tax Base calculation for 2017-18	-	23/01/2017	-	12/01/2017	-	-	-
Local Council Tax Support Scheme	Alison McCulloch	To agree the Local Council Tax Support Scheme for WLDC for 2017-18	-	23/01/2017	-	15/12/2016	-	-	-
NNDR Write Offs	Alison McCulloch	Exempt report to present irrecoverable NNDR accounts and Benefits overpayments for write off	-	-	-	15/12/2016	-	-	-
Treasury Management Draft Strategy	Tracey Bircumshaw	To present the draft strategy for scrutiny purposes	-	-	17/01/2017	-	-	-	-
Internal Audit Plan Q3	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>	<b>Tracey Bircumshaw</b>	Exempt monitoring report to assess progress against the agreed business loan	-	-	<b>17/01/2017</b>	-	-	-	-
<b>Corporate Plan</b>	<b>Manjeet Gill</b>	To present the refreshed Corporate Plan	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
<b>Members' Allowance Scheme</b>	<b>Alan Robinson</b>	To consider the Remuneration Panel's recommendation for the 2017-18 allowance scheme	-	23/01/2017	-	-	-	-	-
<b>Progress and Delivery Q3</b>	<b>Mark Sturgess</b>	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3	<b>21/02/2017</b>	-	-	09/02/2017	-	-	31/01/2017
<b>Revenue Base Budgets 2017-18</b>	<b>Tracey Bircumshaw</b>	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>	<b>Tracey Bircumshaw</b>	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>	<b>Tracey Bircumshaw</b>	For External Audit to present the Certification of Grants and Claims	-	-	<b>17/01/2017</b>	-	-	-	-
<b>Combined Assurance Report 2016/17</b>	<b>James O'Shaughnessy</b>	To present the Combined Assurance Report	-	-	<b>14/03/2017</b>	-	-	-	-
<b>Budget and Treasury Management Monitoring Q4</b>	<b>Tracey Bircumshaw</b>	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>	<b>Mark Sturgess</b>	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4	<b>23/05/2017</b>	-	-	13/04/2017	-	-	02/05/2017
<b>Quickline Monitoring Q4</b>	<b>Tracey Bircumshaw</b>	Exempt monitoring report to assess progress against the agreed loan as the end of period 4	-	-	<b>18/04/2017</b>	-	-	-	-
<b>Constitution Annual Review</b>	<b>Alan Robinson</b>	To present the Annual Review of the Constitution	-	08/05/2017	<b>18/04/2017</b>	-	-	-	-
<b>Presentation by Simon Outen</b>	<b>Katie Coughlan</b>	to provide verbal six month update on crime in West Lindsey	<b>15/11/2016</b>	-	-	-	-	-	-
		to receive a 6month verbal update on Crime across the District	<b>21/02/2017</b>	-	-	-	-	-	-
<b>C and I Annual Report 16/17</b>	<b>Katie Coughlan</b>	to present the 16/17 Annual Report	<b>04/04/2017</b>	-	-	-	-	-	-
<b>Strategic Risks - 6 month update</b>	<b>James O'Shaughnessy</b>	to present the 6 monthly update	-	-	<b>18/04/2017</b>	-	-	-	-
<b>6 month selective licensing progress update report</b>	<b>Andy Gray</b>	to update cttee on how the first six months of the scheme is progressing	-	-	-	-	-	-	31/01/2017
<b>Commercial Property Portfolio</b>	<b>Penny Sharp</b>	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.	-	-	-	15/06/2017	-	-	-



<b>Presentation by AGE UK</b>	<b>Katie Coughlan</b>	to receive a presentation from representatives	-	-	-	-	-	-	31/01/2017
<b>Public Space Protection Order</b>	<b>Andy Gray</b>	To give information on three proposed Public Space Protection Orders, and requesting authority from L&R Committee to consult	-	-	-	-	<b>13/12/2016</b>	-	-
<b>Member Champions</b>	<b>Alan Robinson</b>	To formalise the role of Member Champions for the Constitution.	-	23/01/2017	<b>17/01/2017</b>	-	-	-	-
<b>Introduce a Fixed Term Contract Procedure</b>	<b>Emma Redwood</b>	To introduce a fixed term contract procedure for the council	-	-	-	13/04/2017	-	30/03/2017	-
<b>Review the Bullying &amp; Harassment policy</b>	<b>Emma Redwood</b>	to review the Bullying & Harassment policy	-	-	-	13/04/2017	-	19/01/2017	-
<b>Review the Flexible Working Policy</b>	<b>Emma Redwood</b>	to review the flexible working policy	-	-	-	12/01/2017	-	24/11/2016	-
<b>attendance by PCC and Mark Housley</b>	<b>Michelle Howard</b>	for the Police and Crime Commissioner and Mark Housley to be in attendance to answer a number of strategic and operational questions posed by the Committee	<b>15/11/2016</b>	-	-	-	-	-	-
<b>Saxilby Neighbourhood Plan</b>	<b>Luke Brown</b>	To receive the plan and pass for referendum	-	06/03/2017	-	-	-	-	31/01/2017
<b>dunholme neighbourhood plan</b>	<b>Luke Brown</b>	to receive the plan and refer for local referendum	-	23/01/2017	-	-	-	-	06/12/2016
<b>broadband provision across the district</b>	<b>Ian Knowles</b>	the report will advise members on the current status of broadband provision across the district , of negotiations had with LCC, BDUK and quickline and what provision will look like going forward	-	-	-	-	-	-	06/12/2016
<b>Housing Allocations Policy &amp; Partnership ToR</b>	<b>Michelle Howard</b>	1. To seek approval of the revised housing register/ choice based letting allocations policy. Referred to as CBL policy. This is a joint policy for WLDC, CoLC, NKDC and Acis Group.  2. To seek approval of the revised terms of reference and governance arrangements for the CBL strategic partnership.	-	-	-	12/01/2017	-	-	31/01/2017
<b>Market Rasen Car Parking</b>	<b>Sarah Troman</b>	To provide an update on the impact of introducing car parking charges in Market Rasen	-	-	-	21/09/2017	-	-	12/09/2017
<b>GP / Hospital / Ambulance Provision - scope paper</b>	<b>Mark Sturgess</b>	to present a scoping paper inc remit and terms of ref for commission to be undertaken by c and lcttee in regard to GP / Hospital / Ambulance Provision	<b>15/11/2016</b>	-	-	-	-	-	25/10/2016
<b>Food Enterprize Zone</b>	<b>Eve Fawcett-Moralee</b>	funding requirements for the FEZ (eve please extend)	-	-	-	-	-	-	02/05/2017
<b>Rural Transport Proposals</b>	<b>Grant White</b>	to present proposals relating to rural transport (grant please extend )	-	-	-	-	-	-	31/01/2017
<b>Monitoring of Festivals - Caistor MR</b>	<b>Karen Whitfield</b>	To provide feedback on the impact of the festivals held in market rasen and caistor.	-	-	-	-	-	-	31/01/2017
<b>Housing Strategy</b>	<b>Sarah Troman</b>	to present the new Housing Strategy for approval	-	03/07/2017	-	-	-	-	02/05/2017

<b>Disabled Facilities Grant - Future Provision</b>	<b>Andy Gray</b>	to present proposals regarding the future provision of DFGs	-	-	-	-	-	-	-	02/05/2017
<b>Budget Monitoring Q2 and Mid Year Treasury Managem</b>	<b>Tracey Bircumshaw</b>	To present budget monitoring information as at the end of period 2	-	-	-	10/11/2016	-	-	-	-
<b>Food and Farming LDO stage 3 report</b>	<b>Marina Di Salvatore</b>	Stage 2 agreement from Growth Board	-	-	-	-	-	-	-	31/01/2017
<b>Commercial Delivery Plan - 6 month progress update</b>	<b>Penny Sharp</b>	To review progress against the annual commercial delivery plan.	-	-	-	09/02/2017	-	-	-	-
<b>Scothern Neighbourhood Plan</b>	<b>Luke Brown</b>	to agree the plan proceed to referendum	-	23/01/2017	-	-	-	-	-	06/12/2016
<b>Leisure Contract Update</b>	<b>Karen Whitfield</b>	to provide Members with a progress update regarding the procurement of a a new leisure contract and assurance that the project is running in line with agreed parameters and timescales	-	-	-	-	-	-	-	02/05/2017
<b>Formal Adoption of the local plan</b>	<b>Oliver Fytche-Taylor</b>	to present the local plan for adoption, this matter will also require recommendation to full council	-	10/04/2017	-	-	-	-	-	21/03/2017
<b>Waste Services Policies</b>	<b>Ady Selby</b>	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity	-	-	-	-	-	-	-	31/01/2017
<b>Leisure Contract Procurement</b>	<b>Karen Whitfield</b>	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor	-	-	-	11/01/2018	-	-	-	-
<b>WL Trading Co.</b>	<b>Ian Knowles</b>	The Director of Resources as the shareholder representative (of the WL Trading Co.) would present a summary of the accounts to the CP&R Committee as part of the Annual Business Plan.	-	-	-	09/02/2017	-	-	-	-
<b>Closer to the Customer</b>	<b>Michelle Carrington</b>	To inform Councillors of the vision and the benefits of the Closer to the Customer programme.	-	-	-	15/12/2016	-	-	-	-
<b>Empty Property Compulsory Purchase Order - Marton</b>	<b>Andy Gray</b>	To seek approval to proceed with a number of long term empty property CPOs.	-	-	-	-	-	-	-	06/12/2016
<b>Scotter Neighbourhood Plan</b>	<b>Luke Brown</b>	To approve the Neighbourhood Plan for referendum	-	06/03/2017	-	-	-	-	-	31/01/2017
<b>Brattleby Neighbourhood Plan</b>	<b>Luke Brown</b>	To approve the Neighbourhood Plan to move to referendum.	-	10/04/2017	-	-	-	-	-	21/03/2017
<b>DWG Update Report to Parent Committee</b>	<b>Alan Robinson</b>	To consider an update report on the work of the DWG over the previous 6 months	21/02/2017	-	-	-	-	-	-	-
<b>annual fraud report</b>	<b>Angela Matthews</b>	to present the annual report focussing on the commercial side of the service, income generated etc	-	-	-	27/07/2017	-	-	-	-
<b>democracy working group 6 month update</b>	<b>Nicola Calver</b>	to update the cttee on the work undertaken by the group over the last 6 months	21/02/2017	-	-	-	-	-	-	-
<b>Partnership Scheme in a Conservation Area</b>	<b>Joanna Walker</b>	To obtain approval for funding.	-	-	-	09/02/2017	-	-	-	31/01/2017

<b>revised members code of conduct for consultation</b>	<b>Katie Coughlan</b>	to present a revised code of conduct for elected members for consultation with all members and parishes	-	-	<b>17/01/2017</b>	-	-	-	-
<b>development management performance update</b>	<b>Oliver Fytche-Taylor</b>	update report requested by C and I Committee , to include performance, staffing, income, local plan	<b>04/04/2017</b>	-	-	-	-	-	-
<b>south west ward update report</b>	<b>Mark Sturgess</b>	update report requested by c and I cttee at their meeting on 11/10/16.	<b>04/04/2017</b>	-	-	-	-	-	-
<b>Development Partner (Gainsborough)</b>	<b>Eve Fawcett-Moralee</b>	Committee approval for list of potential bidders	-	-	-	09/02/2017	-	-	31/01/2017
<b>external Audit Plan 16/17</b>	<b>Tracey Bircumshaw</b>	to present the external audit plan	-	-	<b>14/03/2017</b>	-	-	-	-
<b>AGS 15/16 Monitoring Report (Q2)</b>	<b>James O'Shaughnessy</b>	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	<b>17/01/2017</b>	-	-	-	-
<b>AGS 15/16 Monitoring Report (Q3)</b>	<b>James O'Shaughnessy</b>	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	<b>18/04/2017</b>	-	-	-	-
<b>AGS 15/16 Monitoring Report (Q4)</b>	<b>James O'Shaughnessy</b>	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	<b>25/07/2017</b>	-	-	-	-
<b>Annual Review of Commercial Plan</b>	<b>Penny Sharp</b>	To approve the annual review of the Commercial Plan	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
<b>Surestaff Business Plan</b>	<b>Manjeet Gill</b>	To approve the Business Plan of Surestaff Lincs Ltd and WLDC Staffing Services Ltd as Shareholder	-	06/03/2017	-	09/02/2017	-	-	-
<b>Hardship Rate Relief Scheme</b>	<b>Alison McCulloch</b>	To clarify the Council's policy on Hardship Rate Relief	-	-	-	15/12/2016	-	-	-
<b>p and d working group</b>	<b>Ian Knowles</b>	to establish a short term working group to review p and reporting	<b>20/12/2016</b>	-	-	-	-	-	-
<b>health commision group - position update report</b>	<b>Mark Sturgess</b>	to provide an interim position update report on the work of the group established in November 2016	<b>23/05/2017</b>	-	-	-	-	-	-
<b>Empty Property Compulsory Purchase Order - Caistor</b>	<b>Andy Gray</b>	To present information in relation an empty property CPO in Caistor	-	-	-	-	-	-	06/12/2016
<b>To review the Redundancy Policy</b>	<b>Emma Redwood</b>	To review and update the Redundancy Policy	-	-	-	13/04/2017	-	30/03/2017	-
<b>Review Disciplinary Rules Procedure</b>	<b>Emma Redwood</b>	To review and update the Disciplinary Rules Procedure for the council	-	-	-	-	-	19/01/2017	-
<b>trading company presentation</b>	<b>Manjeet Gill</b>	to provide a presentation to full council on the benefits and opportunities of Council's creating trading companies	-	23/01/2017	-	-	-	-	-
<b>market proposals - after call-in</b>	<b>Ady Selby</b>	to receive further proposals on the future operation of Gainsborough Market	-	-	-	-	-	-	21/03/2017

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Challenge and Improvement			
Active/Closed	Active		
Date	Title	Lead Officer	Purpose of the report
-			
21/02/2017	Progress and Delivery Q3	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3
	DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months
	attendance by quickline	Ian Knowles	representative from quickline will be in attendance to answer Members questions
	Attendance by 4 <sup>th</sup> Public Body	Ian Knowles	
04/04/2017	C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report
	development management performance update	Oliver Fytche-Taylor	update report requested by C and I Committee , to include performance, staffing, income, local plan
	south west ward update report	Mark Sturgess	update report requested by c and I cttee at their meeting on 11/10/16.
23/05/2017	Progress and Delivery Q4	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4
	Presentation by Simon Outen	Katie Coughlan	to receive a 6month verbal update on Crime across the District
	health commission group - position update report	Mark Sturgess	to provide an interim position update report on the work of the group established in November 2016
	health commission - interim position report	Mark Sturgess	the report will be provide an iterim position update on the work of the Health Commission est. Nov 2016
Grand Total			

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