

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

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

Challenge and Improve Committee
Tuesday, 21st February, 2017 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 Christopher Darcel
- Councillor Adam Duguid
- Councillor Stuart Curtis

1. **Apologies for Absence**
2. **Minutes of the previous meeting.** (PAGES 1 - 10)
Meeting of the Challenge and Improvement Committee held on 20 December 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 - 14)
Matters arising schedule setting out current position of previously agreed actions as at 13 February 2017.

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

Large Clear Print: Braille: Audio: Native Language

5. **Scrutiny of Public Body - Local Employers**

In connection with the Committee's ongoing theme of Youth Unemployment, the Committee will have the opportunity to scrutinise the work of a selection of local employers across the District

6. **Scrutiny of Public Body - DWP**

In connection with the Committee's ongoing theme of Youth Unemployment, the Committee will have the opportunity to scrutinise the work of the local DWP Office.

7. **Attendance by Quickline**

Mr Steve Jaggar, Manging Director, will be in attendance and give a short presentation on Quickline's current activity within West Lindsey and plans for the future.

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

8. **Public Reports**

a) Progress and Delivery Period 3

(PAGES 15 - 60)

9. **General Work Items**

a) Forward Plan

(PAGES 61 - 68)

b) Committee Workplan

(PAGES 69 - 70)

M Gill
Chief Executive
The Guildhall
Gainsborough

Monday, 13 February 2017

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 20 December 2016 commencing at 6.30 pm.

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

Councillor Stuart Curtis
Councillor Chris Darcel
Councillor Mick Devine
Councillor Stuart Kinch
Councillor Pat Mewis
Councillor Angela White

In Attendance:

Ian Knowles Director of Resources
James O'Shaughnessy Interim Strategic Lead – Transformation
Amanda Bouttell Employment and Skills Officer
Katie Coughlan Governance and Civic Officer

Also In Attendance

Katie Easey, Chief Executive, CLIP, Bridge Street, Gainsborough

Kevin Leeming Recruitment Manager, Lincoln & Gainsborough Adult Training, Lincoln

Michelle Guest, Lincoln College (Gainsborough Campus)

Apologies:

Councillor David Bond
Councillor Lesley Rollings

Membership:

Councillor Mick Devine substituting for Councillor David Bond.

58 CHAIRMAN'S WELCOME AND ANNOUNCEMENT

The Chairman welcomed all those present to the meeting, with a particularly warm welcome extended to guest speakers, representatives from CLIP, LAGAT and Lincoln College.

59 MINUTES

- (a) Meeting of the Challenge and Improvement Committee held on 15 November 2016 (CAI.37 16/17)

RESOLVED that the Minutes of the meeting of the Challenge and Improvement Committee held on 15 November 2016 be confirmed and signed as a correct record.

60 MEMBERS' DECLARATIONS OF INTEREST

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

61 MATTERS ARISING SCHEDULE (CAI. 16/17)

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 12 December 2016.

RESOLVED that the Matters Arising Schedule as at 12 December 2016 and the verbal updates, detailed above, be received and noted.

62 SCRUTINY OF PUBLIC BODY – COLLEGES AND APPRENTICESHIP PROVIDERS

In connection with the Committee's ongoing theme of Youth Unemployment, the Committee had the opportunity to scrutinise the work of a selection of Colleges and Apprenticeship Providers across the District regarding the support they offered their students in terms of Careers advice. Katie Easey, Chief Executive of CLIP, Kevin Leeming, Recruitment Manager LAGAT, and Michelle Guest, Director of Education and Training, Gainsborough College, were in attendance to answer the Committee's previously prepared questions, by way of presentations and a period of supplementary questioning.

The questions which had been posed were as follows: -

- What steps do you take to ensure relevant career's advice is offered to your young people and how do you measure its effectiveness?
- What links do you have in place to provide effective work experience for young people and what relationships do you have with businesses to provide suitable exposure to employment opportunities for your young people?

- What positive actions do you take to raise the aspirations of all young people with regard to both academic and vocational qualifications and how do you measure their effectiveness?
- What efforts do you make to track the progress of young people once they have left your establishment and what use is made of any information you collate?
- What implications do Data Protection regulations have on 'latent learners' i.e. those that disappear?
- What measures do you have in place to monitor the retention of learners the destination of any leavers and the quality of provision?
- What do you think are the key issues facing young people in securing relevant and sustainable education, employment or training opportunities and what more could the education/vocational system do to address these?

The Chairman welcomed Ms Easey to the meeting and invited her to make her presentation to Members. This was followed by similar presentations from Mr Leeming and Ms Guest. ¹

During the presentations and the supplementary questioning the following points were noted: -

- Parental Buy-in and raising aspirations was a must.
- The geography of the area, and the lack of public transport was a continuous barrier to work placements, particularly for young people from low income families
- The loss of the Career Service had had a significant impact
- The loss of connexions had had a significant impact, meaning many young people did not now have access to impartial advice.
- Data sharing agreements needed to be in place as it was difficult to track people or share information
- Lack of NEET monitoring
- A brokerage service for referrals would be of assistance
- A greater need to engage with local employers and build relationships
- An acknowledgement that smaller employers struggled to assist with placements for a variety of reasons
- Careers advice provided by schools was less impartial and likely to be more academic focussed, not catering for all
- It was hoped the Apprenticeship levy would encourage more employers
- Difficult to find high quality suitable work placements
- The Gainsborough College was having to tailor the courses they offered due to their main feeder not achieving attainment levels

¹ A recording of the presentations is available via the democratic services team.

- Viability was becoming more difficult due to funding changes
- Positive role models were important if a young person was to be successful

The Chairman thanked the guest speakers for their invaluable input and wished them and their organisations well for the future.

63 ESTABLISHMENT OF THE ANNUAL MEMBER WORKING GROUP TO REVIEW PROGRESS AND DELIVERY REPORTING AND AGREE THE MEASURES FOR 2017/2018 (CAI.39 16.17)

Consideration was given to a report which proposed that a Member Task and Finish group be established to review the measures used to report performance information to the Council for the municipal year 2017/2018.

The Committee were also asked to determine the membership of and appoint Members to serve on the Task and Finish Group.

The Task and Finish Group would be asked to review the following aspects of performance management:

- Review the measures used in the current year. Confirm they were the appropriate measures for members to be assured that the Council as whole was performing at the right level and where performance was below acceptable levels that the remedial measures proposed would deliver the required improvements.
- Consider how these measures provided a performance management framework for the organisation that allowed Members to monitor progress against the Corporate Plan, service delivery and projects at the delivery stage.
- Agree changes to the measures used to report performance to members for inclusion in the reports from the start of the 2017/18 municipal year.

It was likely that the Task and Finish Group would meet 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.

The following Members were proposed and seconded: -

Councillor A White
Councillor L Strange
Councillor P Howitt-Cowan

RESOLVED that: -

- (a) Councillor White, Strange and Howitt-Cowan be appointed to serve on the Task and Finish Group to undertake the annual review;
- (b) the Task and Finish Group be requested 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; and
- (c) the Task and Finish Group be empowered to agree the changes to the progress and delivery measures without reference back to this Committee.

The Committee took a short comfort break and reconvened at 8.25 pm.

Note: Councillor Young left the meeting at this point and did not return

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

Members gave consideration to the second of the newly styled Progress and Delivery reports for 2016/17.

The report dealt with the progress and delivery of projects which were aimed at the delivery of the corporate plan. This report highlighted those projects that had entered the delivery stage and were either off track or at risk of not delivering. The report also dealt with the progress and delivery of the services the council provided. It was an “exceptions” report and dealt with those services which were either performing above the required level or were below the target set for them. The report further provided Members with a summary of activity across services.

It was noted that the report had previously been considered by both the Prosperous Communities Committee and the Corporate Policy and Resources Committee and Members were provided with the minute arising from each.

The Committee were 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 was being made by those committees to the information contained in the report.

Discussion ensued and concern was raised regarding the performance within Land Charges. It was questioned why the Authority’s performance was behind that of partners. Members also enquired as to whether it was still the intention of the Government to transfer some of the service to Land Registry.

In response Officers advised that performance had been a concern historically, however applications were currently being turned around in 5.7 days, which was a significant improvement. The service had a good reputation for quality and accuracy and because of this, had maintained a core customer base. A new automated system for Local Land Charges had been procured and was being implemented, with an anticipated completion date of April 2017. This would significantly improve search processing times.

Until the new system was fully functioning the service would face a challenge to consistently turn around searches within the 10 day target using the current manual system. Additional resources had been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.

No target had been set as yet for post implementation of the computerised system, however it was hoped search times could be reduced to 24-48 hours. It was further confirmed that there were still Government plans to move some of the Local Land Charges Function back to central Land Registry, however no timescales had been assigned to this.

The Committee also raised concerns with regard to the performance in Enforcement, and indicated it would be useful for them to understand how many cases were currently being managed, how many were outstanding and which were being given priority.

The Committee were reminded of their adopted procedure, whereby it would be for the Policy Committee to first challenge the performance in this area, if the Challenge and Improvement Committee were not satisfied with the action the Policy Committee were taking, after two periods, then it would be for the Challenge and Improvement Committee to then offer further challenge. It was important that the Policy Committees were first afforded the opportunity to challenge performance. With this mind it was suggested that the Chairman of the Committee liaise with the Chairman of the Prosperous Communities Committee in the first instance regarding any concerns the Committee may have.

Members recalled how historically they had received information on planning enforcement quarterly and requested such an item be added to their work plan, acknowledging that case specific information could not be included due to Data Protection. There was general discussion as to why Members felt this would be useful to them, and it was therefore agreed that the matter would be further discussed at the next Chair's Briefing.

Members also advised that they had been led to understand that a duty planner was available everyday, however this had not been their experience. Officers undertook to investigate.

RESOLVED that having examined the responses given to the report by the Corporate Policy and Resources Committee and the

Prosperous Communities Committee, the Committee have assurance that the appropriate level of challenge is being made by those committees to the information contained within the report.

65 FORWARD PLAN (CAI.41 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.

No reports were identified.

RESOLVED that the Forward Plan be noted.

66 WORK PLAN (CAI.42 16/17)

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

RESOLVED that the Work Plan be noted.

67 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following 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.

68 CONSIDERATION OF SCRUTINY OF PUBLIC BODY – BRIEFING PAPER IN ADVANCE OF THE 4th PUBLIC BODY BEING INVITED REGARDING THE ONGOING THEME OF YOUTH UNEMPLOYMENT – EMPLOYERS – (CAI.43 16/17)

As part of this Committee's duty to enhance the accountability for service delivery and effectiveness of other public service providers, the Committee had previously determined that the issue of youth unemployment be the subject of scrutiny.

To that extent appropriate public and private agencies across the District that were directly involved with young people had been identified, with a view to them being invited to the Committee to provide Members with greater insight into their roles and actions they take to address the issue of youth unemployment.

The agencies identified were:

- Careers Service
- Schools
- Colleges/Apprenticeship Providers
- Department for Work and Pensions
- Businesses

Members have already agreed received presentations from:

- The Careers Service
- Schools
- Colleges and Training Providers

In line with this, the report suggested that the DWP and Local Employers should be invited to the Committee's next meeting in February 2017. Members were asked to agree the proposed questions as set out in the paper in order to agree a definitive set of questions to be posed.

Members were further asked to suggest those businesses they felt would provide an insight into the subject matter.

Once questions and invitees had been determined Officers would take action to contact the relevant organisations and invite representatives to attend in February 2017.

Discussion ensued and Members indicated they were content with the questions as presented. With regard to the employers which should be invited a number of suggestions were made and these included, Agri-Food Businesses, Engineering and Manufacturing Businesses, Small employers, not all Gainsborough based businesses.

Following the discussion the following list of businesses were initially generated: -

- Eminox Limited
- Hooton Engineering Limited
- Rand Farm Park
- Uncle Henrys
- SK8Z
- Woldgrain Limited
- Kerry Ingredients and Flavours
- AMP Rose

Following more discussion it was

RESOLVED that: -

- (a) The list of proposed employers be circulated to all Members of the Committee for comment, with a view to

the agreed list being finalised before mid-January in order that invites could be sent.

- (b) the DWP be invited to attend at the February meeting
- (c) the series of questions, as presented, and as detailed in paragraph 3.1 of report CAI.43 16/17, form the basis of the presentations the invited organisations are asked to prepare.

The meeting concluded at 9.15 pm

Chairman

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Challenge and Improvement Cttee Matters Arising Schedule

B

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	Allocated To
Black	school / colleges - scrutiny session	<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"> • Lincoln College, Acland Street, Gainsborough • Gainsborough Foundry, Bridge Street, Gainsborough • Young and Safe in Gainsborough (YASIG), incorporating Hill, Holt Wood • John Leggott VI Form College, Scunthorpe • North Lindsey College of Technology, Scunthorpe • Retford Post 16 Centre • Riseholme College, North Carlton • Lincoln & Gainsborough Adult Training, Lincoln <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 of the presentations the invited organisations are asked to prepare.</p>	<p>please write to all of the organisations requesting attendance.</p> <p>all organisations were contacted on 20 October by e-mail responses are awaited . CLIP have accepted to date. further update to be provided at the meeting .</p> <p>organisations who have be unable to attend will be requested to respond to the questions in writing by mid Jan . Organisations were contacted and three further written responses received. these have been circulated to cttee members outside of the meeting by e-mail 27/1</p>	Katie Coughlan

	<p>IOM - ARC SCHEME</p>	<p>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 to liaise further with Detective Chief Superintendent Chris Davison regarding this matter</p>	<p>Updates 2/12/16:</p> <ol style="list-style-type: none"> 1. Confirmation that WLDC home choices team will be represented at every ARC operational meeting. 2. Home Choices Manager is a member of the ARC board 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. <p>Further information can be shared if required. Michelle Howard</p>	<p>Michelle Howard</p>
	<p>invitation to quickline</p>	<p>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</p>	<p>provisionally added for feb 17 , Quickline yet to be contacted. to be further discussed at chairs brief</p> <p>form of meeting discussed at briefing on 8/12/16. this to be an open information session (ie no set questions) for quickline to discuss their work.</p> <p>ian to make contact with Steve Jagger re attending formal cttee in Feb 17 - cttee date is 21/2/17 . Confirmation of attendance received. Subsequently agreed at Chairs Briefing due to the number of guest speakers to be in attendance this session be held prior to formal cttee.</p>	<p>Katie Coughlan</p>

	duty planner	extract from mins 20/12/16 Members also advised that they had been led to understand that a duty planner was available everyday, however this had not been their experience. Officers undertook to investigate.	It is not known where this advice has originated, Duty Planner operates on Mondays, Wednesdays and Fridays and is promoted on the WLDC website. On these days potential applicants or objectors can also book a face to face or telephone slot to speak to the duty planner, usually for up to half an hour each. Comments or questions received outside of these days are dealt with by the Planning Customer Care team and in most cases immediately resolved; where this is not possible they are resolved the next day by the duty planner. The service and assistance from officers has received a number of compliments from customers.	Oliver Fytche-Taylor
	establishment of p and d group	Councillor White, Strange and Howitt-Cowan be appointed to serve on the task and finish group to undertake the annual review;	please convene the group	Mark Sturgess
	enforcement performance	extract from mins 20/12/16 it was suggested that the Chairman of the Committee liaise with the Chairman of the Prosperous Communities Committee in the first instance regarding any concerns the Committee may have.	outcome of conversation to be further discussed at chairs brief. added to CB Agenda - KJC	Cllr. P Howitt-Cowan
	planning enforcement data	extract from mins of mtg 20/12/16 Members recalled how historically they had received information on planning enforcement quarterly and requested such an item be added to their work plan, acknowledging that case specific information could not be included due to Data Protection. There was general discussion as to why Members felt this would be useful to them, and it was therefore agreed that the matter would be further discussed at the next Chairs Briefing.	added to chairs brief - kjc . Agreed at Chairs brief to widen the remit of the development management performance report due in April to include no. of cases open, how long open, high medium or low priority etc	Katie Coughlan

	list of employeers to be invited	extract from mins of mtg 20/12/16 The list of proposed employers be circulated to all Members of the Committee for comment, with a view to the agreed list being finalised before mid-January in order that invites could be sent. the series of questions, as presented, and as detailed in paragraph 3.1 of report CAI.43 16/17, form the basis of the presentations the invited organisations are asked to prepare.	Initial list circulated prior to xmas - few comments received. JOS all employers initially invited on 9 Jan. reminders issued on 27/1 KJC Q's have been provided to them . Update of responses to be provided to chairs brief . 2 confirmed speakers will	James O'Shaughnessy
	invitation to DWP	EXTRACT FROM MINS OF MTG 20/12/16 the DWP be invited to attend at the February meeting and be provided with the agreed q's.	initial invite sent mid jan - JOS Follow up sent 27/1 with q's - kjc. representatives will be in attendance	Katie Coughlan
Green				
	forward plan / work plan	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.	keep on hold	Katie Coughlan
Grand Total				



CAI.46 16/17
Challenge and Improvement Committee
21 February 2017

C

Subject: Progress and Delivery – Period 3

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

x

Key Decision:

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

Yes

No

x

- 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 9 February 2016

The Chief Operating Officer introduced the Progress and Delivery report for the third quarter, which highlighted the authority's Services.

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.

Areas described as performing well included: Building Control; Development Management; Projects and Growth; and the Trinity Arts Centre.

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

Further information was given on each of the above. Data relating to Complaints, Comments and Compliments were being reconsidered to present a more sophisticated way of monitoring. A measure around section 106s and CIL was also to be introduced to give members greater visibility. A further report specific to Markets was to be submitted to the Prosperous Communities Committee in due course.

One Member noted that a pattern had emerged over the years and that things such as sickness absences and markets were continually risk issues and did not appear to ever be resolved. Although it was good that the Trinity Arts Centre was now showing good progress, but was it actually making a profit?

The Chief Operating Officer responded to the points raised and stated that sickness absence rates were due primarily to a particular work area due to the nature of the work and the age profile of the staff, the figures were expected to fall. Regarding Trinity Arts, it was noted that, as a Grade II listed building, there would be a cost to close the establishment and that it did cover its running costs, and was a social asset to local residents. It was suggested that care was needed not to subsidise a Gainsborough asset at the expense of other areas in the district, however there was no subsidy involved.

The Chairman of the Joint Staff Consultative Committee responded to the comments on sickness absences and noted that West Lindsey was one of the best performing authorities compared with its benchmarked neighbours, and was a caring authority which would be sympathetic to an individual with a long term or serious illness.

Issues around recycling rates were then discussed, whilst the data was awaited it was felt important to know the contamination rates as this had implications for the new Technically, Environmentally and Economically Practicable (TEEP) legislation, as if contamination was high then recycling was not working. The Chief Operating Officer agreed that this was a good point and he would look into gaining statistics

and work with the Operations Team Manager. It was agreed that there was room for promotion and education in the matter.

Note was made of the Leisure provision at De Aston and Caistor to be addressed within the new contract, and the Caistor Heritage Initiative, and the Ward Member for Caistor extended an invitation to Members to see the achievements made in the area.

The publication of the Housing White Paper was welcomed and addressed some outstanding issues, and it was hoped that West Lindsey would take part in the consultation through the Prosperous Communities Committee. The final section of the White Paper included reference to the Community Infrastructure Levy (CIL) of which it was important for Members to be aware. The Chief Operating Officer noted the next sessions of Planning Training for Members could include a session on CIL and dates for the next year would be issued shortly.

The Economic and Commercial Growth Director informed Members that the authority was writing its own Housing Strategy and the Improvement Plan would be submitted for Committee consideration and could perhaps be utilised as the authority's response to the White Paper.

The Chairman requested that the Chief Operating Officer undertake discussions with himself regarding the development of leisure facilities at Caistor Top, and also provide Schedule of BC Inspections and the process taken.

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 31 January 2017

78 PROGRESS AND DELIVERY PERIOD 3 (PRCC.51 16/17)

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

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.

Areas described as performing well included: Building Control; Development Management; Projects and Growth; and the Trinity Arts Centre.

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

Further information was given on each of the above. Data relating to Complaints, Comments and Compliments were being reconsidered to present a more sophisticated way of monitoring. A measure around section 106s and CIL was also to be introduced to give members greater visibility.

Discussion ensued and a Member sought assurance that when planning applications alluded to economic growth, the Growth Team should be included as consultees and that link made and embedded. Officers advised that this was the case, however if the Member had a differing experience, they would be happy to discuss this outside of the meeting.

A Member made further enquiries regarding the under-performance in car parking income and sought to ascertain why the finance team had been unable to offer any explanation within the report. There was a view that the current Car Parking Strategy was failing Gainsborough. It was suggested that income was down, as people could no longer find a parking space.

In responding, the Financial Services Manager asked Members to recall that the Car Parking Strategy had stated there was limited evidence available as to what to base the charges on, furthermore the impact of the loss of the multi-storey and the introduction of charges in Market Rasen would be unknown and would need to be factored in at some point in the future. The quarter 3 Monitoring Report due for consideration by the Corporate Policy and Resources Committee on 9 February 2017, did advise, and provide details, of budget pressures relating to car parking income for a number of reasons including the delay in introducing charges in the Market Rasen, in order to support businesses through the Christmas period. Income from car parking permits had increased and pressure of around £39k was being reported.

Some Member considered the Strategy was just not working, permits were up and yet income in general was down. A Council priority was to be open for business and this Strategy just did not support it.

The Chief Operating Officer responded advising that he had been liaising closely with the Chairman regarding issues the Council were aware currently existed and those which were likely to arise in the future. The Car Parking Strategy for Gainsborough needed to be reviewed, and a further report would be submitted to the Committee in March 2017. The report would look at a raft of things including the financial position and pricing of permits but also opportunities for additional car parks around the town. Some work had been undertaken to date and approximately 70 council staff had been relocated to the Tesco overspill car-park, freeing up spaces nearer the town centre, however it was acknowledged that further work was required.

Members welcomed the positive position in terms of Enforcement, and the continued success being realised by the Trinity Arts Centre. Concern was expressed that the situation in respect of homelessness would only continue.

Returning to concerns relating to the car park income, Members shared their experiences of having tried to park in the town centre recently and expressed disappointment that the original Strategy's driver appeared to have been cost. Feedback from residents was that they could not get to their streets as the parking situation was having an impact and it had been suggested that this was Council Staff. There was a view that the Council needed to make parking easier and closer to the shops if it really wanted to support businesses. Expectation now dictated people wanted to park close and shop instantly and a cost neutral driver would never deliver this.

The interim work undertaken with regard to staff parking was reiterated. The revised arrangements could, and would, be enforced against essential car users, at a total of 59. However staff "paid for permits" / casual users were issued permits at the same cost as to residents, and staff which had agreed to relocate had done this out of good will.

Some Members were of the view that a radical review of how enforcement was carried out was required and welcomed indication that more resources would be put into this area.

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



Appendix 3

Subject: Progress and Delivery Report – Period three

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01427 676687 mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To consider the progress and delivery performance report for 2016/17 period 3

RECOMMENDATION(S):

1. 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 (NB the actions recommended will be reviewed by the Challenge and Improvement Committee at the end of this cycle of meetings).

IMPLICATIONS

Legal: None arising from this report

Financial: FIN REF 128/17 None arising from this report

Staffing: None arising from this report

Equality and Diversity including Human Rights: None arising from this report

Risk Assessment: None arising from this report

Climate Related Risks and Opportunities: None arising from this report

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

1st and 2nd Quarter Reports to the Policy Committees and Challenge and Improvement Committee

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

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Introduction

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




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

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

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

How to use this report

RAG Performance Indicators

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

Direction of Travel

↑	Performance is improving
→	Performance is remaining static
↓	Performance is declining

Executive Summary

This is the quarter three performance report and therefore concentrates on the service and project delivery (Commercial Plan and Corporate Plan performance is dealt with at six monthly intervals in quarter two and four).

The executive 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

The improvement in performance reported in quarter two for Development Management has been sustained and continued into quarter three. 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 and quality of outcomes, 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.

Trinity Arts Centre

The long standing improvement in the performance of the Trinity Arts Centre in Gainsborough has continued into the third quarter of 2016/17, especially around income and visitor numbers. The facility is now more than covering the costs of running the facility, once premises costs are removed.

Risks

Local Land Charges

Local Land Charges continues to be a risk and will continue to be so until a robust automated service is introduced in the spring. The service is maintaining its good reputation for quality and accuracy and because of this maintains a core customer base. 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. The main areas where this is being reflected in the performance of the service are: the amount of rough sleepers; the time taken to rehouse people in housing need and the numbers of people using bed and breakfast accommodation.

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 operational 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.

In addition to a better reporting of complaints the councils approach to enforcement is being review together with different options around the delivery of Gainsborough Markets.

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.			
Perspective: Customer										
Staff absenteeism	Monthly	1.01	0.70	●	↓	0.87	●	0.84	High number of long term absences are affecting performance	Ensure all options are explored to reduce absences
Health and Safety incidents	Quarterly	18	n/a	n/a	→	23	n/a	57		
Service and system availability	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
Perspective: Financial										
Position against budget	Quarterly	-3.67%	0%	●	→	-3.64%	●	-3.67%		
Perspective: Process										
Percentage of service requests received through digital channels	Monthly	24%	35%	●	↓	26%	●	26%	During period 3 demand for services has reduced overall both in terms of volume of total demand and digital demand.	
Perspective: Quality										
Complaints	Monthly	30	18	●	↓	58	●	115	In October, we received 10 stage 2 and 1 stage 3 complaint. 14 complaints received in November: 1 informal, 10 stage 2 and 3 stage 3.	The analysis of complaints will be reviewed for the next year to provide members with a better insight into the principal

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.			
									5 complaints received in December: all stage two. Of those 2 were in relation.	reasons for complaints to the council.
Compliments	Monthly	40	54	●	→	44	●	112	40 compliments 16 in October, 10 in November, 14 in December.	
Percentage of calls answered	Monthly	73%	90%	●	→	72%	●	72%	Due to some technical issues experienced with the provider the work to create agent groups to help reduced the volume of missed call, for those team with large call volumes, has been delayed but work is ongoing and it is anticipated that we will be able to have the changes in place during January 17	Await resolution of technical issues

Table 1: Corporate Health measure exceptions

Section 2: Project and Programme Delivery

Programme	Project Name	Description	RAG	Reason
Housing	Lettings company	No description	Red	
West Lindsey growth	Economic impact assessment	No description	Green	

Table 2: Project and Programme Delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

The Customer Services Team is coping well despite low resources in Q3 due to staff leaving and long lead times in recruiting replacements. Our demand is very fluid as this is driven by what initiatives departments of the Council are undertaking and any initiatives that our tenants are also undertaking. For example Job Centre Plus may be advised to undertake a national initiative which results in an increase in footfall to our offices and managing this unknown demand present challenges that we deal with as best we can. We have set up a small internal working group, which include tenants, to look at how the public services hub works and how we can make improvement to customer flow within the limited space we have and improve the channels of communication between ourselves so we can understand and prepare for increases in demands.

Work has commenced on increasing the number of telephone calls the whole council is able to answer and initially work is underway within Council Tax and Housing Benefits teams to improve the volume of calls we are able to deal with on a daily basis. Work has also begun in preparing scripts for staff with Customer Services to promote on line channels and help customers in setting up self-accounts on our website.

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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.			
Perspective: Financial										
Cost of delivery per demand	Monthly	£1.70	£2.00	★	→	£1.60	★	£1.67	Over performing in this area.	Monitor to ensure do not go above £2 mark

Table 3: Customer Satisfaction measure exceptions

Housing Benefit and Local Council Tax Support

The Benefit Team have changed the way they see customers face-to-face at Guildhall which has started to have some effect in Q3 – we no longer ask customers to make appointments and they can ‘drop in’ every day and see a Benefit Officer. This has seen the duty Benefit Officer better utilised as customers were making appointments and not appearing for them which meant officers were

underutilised. Resource has been an issue in Q3 due to one officer being absent long-term due to sickness. Processing of new claims and changes to claims has remained mainly within targets due to the flexibility of benefit officers and changes in processes to allow for the temporarily reduced resource. The new Benefit Cap has been introduced to West Lindsey customers in Q3 resulting in an increase in workload whilst the customers and landlords adapt to the new cap.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Volume of claims older than 30 days	Monthly	28	30	★	↓	23	★	★	The resource available in the Benefits Team has been temporarily reduced over Quarter 3 which has resulted in claims taking a little longer than in Quarter 2 and reaching the 30 day mark.	Resource is almost back to normal which will allow claimants to be reminded to provide missing evidence to support their new claims. Should fall back in to line by the end of Q4

Table 4: Benefits measure exceptions

Council Tax

The total rateable value for business rate properties continues to steadily increase each month and remains above target for this quarter. Most appeals to the current rating list have now been settled although there may be further amendments before the end of the financial year.

The Council Tax collection rate, whilst 0.03% below target for this quarter, is on target to meet the expected year end collection rates and this is due to an increase in customers choosing to pay their council tax over 12 monthly instalments rather than 10 which seems to be aiding customers to pay their accounts. This means that at the start of the financial year collection rates were slightly lower than they were at the start of last year but this will improve during February and March as payments continue to be received.

Although Business Rate collection rates are below target for this quarter they are on target to meet the expected year end collection rates. Last years' collection rates were unnaturally higher than normal due to Doctors surgeries experiencing large rateable value reductions which then required refunding.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Total rateable value – business rates	Monthly	43,109,426	42,700,000	↑	★	42,766,566	★	★	Valuation Office Agency is responsible for setting rateable values and has settled most appeals to the current rating list.	No improvement required
Perspective: Process										
NNDR in year collection rate	Monthly	81.54%	85%	↓	●	58.57%	●	●	This is below the collection rate target set using 15/16 monthly collection figures. However this was an 'unnaturally' high peak caused by Doctors surgeries experiencing rateable value reductions.	Collection rate is monitored each month and appears to be on target to meet the year end collection rate target

Table 5: Council Tax measure exceptions

Building Control

The Council is continuing to make significant investment in the Building Control service to equip the team so it may compete effectively in the wider market over the next 5 years, whereas for the past 3 years West Lindsey Building Control have been focusing on improving & developing its services, through building relationships, improving reputation & raising the profile of the team.

The benefits of this are starting to be realised with fees maintaining a steady level over the year, the construction industry continues to be volatile & there is still much work and investment to be made in ensuring this trend continues long term. The national picture shows that London and the south have borne the brunt of the referendum's impact, with regions such as the East Midlands being more insulated currently from paused contracts and stalled projects.

Work has now started on delivering some of the additional services highlighted in the new Business Plan for Building Control. Air testing was launched in September 2016 with couple of tests undertaken and a second surveyor has been on the intensive training

with a view to providing this service from later in the year, the same surveyor has also undertaken the SAP training, Air Testing and SAP go hand in hand on projects so will offer a complimentary additional service that the team can offer to clients. All 3 surveyors have passed their Fire Risk Assessments exams, with 2 to still undertake practice examples for marking, one surveyor is ready to trade, pending corporate date been made available. A member of the team has started to undertake warranty inspections through LABC with one undertaken to date and more to follow in the future. The service is also starting to make headway providing structural calculations with a core client base and storm water calculations are to be offered in the same way into the rest of 2016 and into 2017.

Local Land Charges

Due to a change in legislation (which means we cannot now charge for all elements of the work we carry out on searches) and a reduction in the amount of searches received, this has created a pressure on income of approximately 15k. With regards the turnaround times for searches to be completed the target set has been achieved on 2 out of the 3 months this period and has improved on the baseline figure on all 3 periods when compared to the same periods last year.

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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.			
Perspective: Process										
Time taken to process a search	Monthly	8 days	10 days	★	↑	15 days	●	12 days	The service is closely monitored by a dedicated manager and reported monthly to GCLT	

Table 6: Local Land Charges measure exceptions

Development Management

Performance in Development Management has continued to significantly exceed targets for the fourth consecutive quarter. For Major applications, those that deliver the greatest number of new homes and jobs in the District, 100% have been determined on time for all of the last four months. Performance for all other applications has been exceptional throughout 2016, and this continued through Period 3. Income is also well above budget forecast and new measures such as the new computer system will assist the team in more effectively managing the number of invalid applications that the Council receives from planning agents – most of

which are simply down to agents omitting basic plans or the required fee. One area for concern is the number of Planning Appeals allowed, this is a measure for designation and at present our data reflects a risk. This is related to member overturn decisions being allowed on appeal (in some cases also resulting in an award for costs) and requires close review with the Planning Committee Chairman.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
% appeals allowed	Monthly									
Perspective: Quality										
Rate of invalids	Monthly									
% majors within target	Quarterly	100%	65%	★	↑	83%	★	88%		
% minors within target	Monthly	88%	75%	★	→	91%	★	88%		
% others within target	Monthly	96%	85%	★	→	97%	★	97%		

Table 7: Development Management measure exceptions

Enforcement

The level of enforcement activity being undertaken is at a high level and month to month, the Council is delivering outcomes for its residents and resolving issues across a variety of areas. We continue to ensure that legislation is adhered to across all work areas and the level of proactive work being undertaken is increasing due to the success of the selective licensing scheme in the South West Ward.

There is a continued high level of demand across housing and planning enforcement, which in turn impacts upon our ability to meet the target timescales for cases. This is being managed within existing resources and will continue to be monitored. The number of housing and planning enforcement cases open still present a resource issue and discussions are underway in regards to how this can be resolved. The caseload has remained high in both areas consistently for the last 18 months and does not look like reducing in the short term.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Housing enforcement requests received	Monthly	146	180	★	↓	60	★	146	No performance issues	No performance issues
Open housing enforcement requests	Monthly	90	80	●	→	94	●	92	Seasonal increase due to excess cold and damp and mould	The number of cases is consistently high due to the level of proactive work being undertaken and improved reporting mechanisms
Planning enforcement requests received	Monthly	43	66	★	↑	91	●	167	No performance issues	No performance issues
Open planning enforcement cases	Monthly	137	100	●	↓	130	●	132	A large and ongoing caseload	Review staffing resources to meet demand
Perspective: Financial										
Percentage of licensing income received	Quarterly	57%	80%	●	n/a	n/a	n/a	n/a	Deadline for payments set at 31st of January. This is an initial estimation. On target to achieve 80%.	n/a
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	118	90	●	↓	89	●	89	High number of complex cases	Review staffing resource to meet demand
Time taken to resolve a planning	Monthly	169	100	●	↑	189	●	189	High level of long standing cases closed	Continue to review and monitor resources

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										allocated to planning enforcement

Table 8: Enforcement measure exceptions

Environmental Protection

The team continue to ensure that service requests are dealt with in a timely manner. Service processes are being reviewed to ensure that information supplied to service users is clear and concise. Work is progressing to ensure that as much information as possible is available through the website, this will also signpost service users to other organisations if we cannot deal with the issue raised.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Nuisance complaints complete within timescale	Monthly	100%	95%	★	→	100%	★	100%	No issues in performance	Continue monitoring

Table 9: Environmental Protection measure exceptions

Food Safety

The number of food businesses receiving a proactive inspection fluctuates month on month but we are still on target for achieving the number of inspections for the year. During this period there have been a number of service requests that have been more resource intensive.

Licensing

100% of the applications received have been processed in the agreed timescales, with less than 1% being put before Members for a decision. Unfortunately there has been a downturn in the number of applications received, which has reduced income also. This was not unexpected and in the main due to a reduction in taxi applications as a result of changes to legislation & policy. The

authority has been dealing with two Appeals in relation to decisions made to revoke Premises Licenses by Members. One of these has recently been dismissed by the Courts and the other one is in the process of being withdrawn, (subject to proposed conditions being amended & implemented via the Magistrates Courts.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Income received	Monthly	£25,325	£34,173	●	↓	£58,148	★	↑	Changes to legislation and policy	Monitor income closely through budget monitoring process.

Table 10: Licensing measure exceptions

Street Cleansing

Street Cleansing continues to perform in line with expectations. Compliments for the service have increased again and we continue to engage with communities by supporting voluntary cleansing events. The annual benchmarking exercise where we compare ourselves to around forty other organisations puts us in top quartile for most indicators. Income is down, especially for private mechanical road-sweeping although there has been an upturn of late, we are currently undertaking market research to fully understand the current position.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Income generation	Monthly	£4,008	£12,000	●	↑	£3,775	●	£11,632	Downturn in mechanical road sweeping demand	Continue to promote
Perspective: Process										
Volunteer litter picks	Monthly	10	15	●	↓	16	●	47	Below target	Continue to engage with voluntary groups

Table 11: Street Cleansing measure exceptions

Waste Collection

Once again the Waste Collection service was nominated for APSE awards in both Best performer and Most Improved categories. The Commercial Waste service continues to outperform expectations, a marketing campaign shortly before Christmas has boosted customer acquisition rates. Recycling rates will probably fall slightly in year and residual waste will increase, this is in line with national trends. We continue to work with Lincolnshire Waste Partnership and Government agencies to find solutions. Rates of missed collections have improved beyond the target set and almost all the bins which are missed are collected within the service standard time limit.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivering service per Household	Quarterly		£34.00						Awaiting Data	Awaiting Data
Trade waste income	Monthly	£44,069	£33,783	★	→	£51,466	★	£117,418	On target	Continue with sales and marketing strategy
Perspective: Process										
Recycling rates	Monthly		50%						Awaiting Data	Awaiting Data
Residual household waste collected	Monthly	40.44	38.00	●	↓	39.75	●	39.86	On target, residual waste increasing nationally	Awaiting meeting with WRAP
Perspective: Quality										
Missed collections	Monthly	327	390	★	↑	558	●	1,181	Some improvement within month	Work with crews to resolve
Missed bins collected within the Service Level Agreement	Monthly		95%						Awaiting Data	Awaiting Data

Table 12: Waste Collection measure exceptions

Trinity Arts Centre

Trinity Arts Centre continues to perform well with audiences continuing to grow. Events in December have been particularly well supported with the surplus produced from the artistic programme growing by £2,000 year on year for that month alone.

The cost per user has been consistently below target for the period demonstrating excellent value for money and the received surplus from the artistic programme is 81% over target for the quarter. The Centre is closed the first two weeks of January allowing for flooring and seating replacements. This will put the Centre in an excellent position to capitalise on and grow current success.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Audience figures	Monthly	5,118	2,100	★	↑	4,624	★	12,068	Audience figures are well above target. Trend information demonstrates that visits are typically higher during the Winter months. However successful programming, especially for December, has demonstrated a positive increase in audience numbers.	Continue to provide attractive and vibrant programme of events and ensure these are well promoted. The new seating has now been installed and show allow growth in audience numbers and income.
Event occupancy	Monthly	64%	55%	★	↑	42%	●	50%	Shows are being well supported. This is due to programming and successful marketing including an increase in social media users.	Continue to provide attractive and vibrant programme of events and ensure these are well promoted.
Perspective: Financial										
Cost of Trinity Arts Centre per user	Monthly	£2.55	£5.50	★	↑	£7.30	●	£3.82	Good performance on artistic programme and good audience attendance	Continue to offer attractive programme booked on best financial terms together

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.			
									is providing value for money.	with controlled expenditure in other areas
Received surplus	Monthly	£16,354	£9,000	★	↑	£12,941	★	£36,516	Received surplus well ahead of budget. Again this is due to the attractiveness of the programming and marketing	Continue to provide attractive and vibrant programme of events and ensure these are well promoted.

Table 13: Trinity Arts Centre measure exceptions

Cluster: Democratic and Business Support

Democratic Services

There is a robust PA service in place and positive feedback from CExec 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, this will continue to be reviewed in line with changes being brought in by GDPR. 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 Modern.gov systems and exploring the Governance arrangements of the council. The Civic function has run a well-attended Christmas Carol service and have received a number of positive comments from Councillors and attendees.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Freedom of Information requests completed within	Monthly	98%	100%	●	↓	100%	●	95%	1 FOI missed target	Unclear

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.			
the statutory requirement										
Percentage of civic events and visits attended within the district	Monthly	68%	90%	●	→	70%	●	68%	15 events attended outside district	5 were Lincolnshire-wide events 1 was a neighbouring authority's Civic Service 1 was relevant to West Lindsey residents 2 - Civic Carol Services (one in Lincolnshire and one in Doncaster) 1 - Lincoln College Group Awards Ceremony and some college campus' are in West Lindsey 1 event was supporting the Crown 1 was a Lincolnshire authority's Civic Service 2 were Remembrance Services 1 was supporting a charity which also operates in West Lindsey

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Table 14: Democratic Services measure exceptions

Contracts Management

There has been a greater number of contracts that have had exception reports raised against them. This increase is due to the nature of the contracts and the need to procure expert advice. If it envisioned that this performance is exceptional and performance will improve over the remaining of 2016/17.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Percentage of contracts that have expired and continued with no extension arrangement in place	Quarterly	0%	20%	★	↑	0%	★	0%	Performance is on track	
Number of exception reports raised	Quarterly	9	5	●	↓	0	★	14	Need expert advice for the renewal of contracts	No improvements needed as this was relevant to the contracts and therefore exceptional circumstances.
Percentage of supplier enquiries regarding evaluation feedback	Quarterly	0%	10%	★	→	0%	★	0%	Performance is on track	

Table 15: Contracts Management measure exceptions

The service has been working in partnership with services to prepare the proposed fees and charges and draft budgets. Has undertaken consultation and engagement with Parishes, and the public on budget proposals to inform the Medium Term Financial Plan

Has commenced the Finance Matters II programme of activity with the delivery of Procurement training for officers and Members training on scrutinising the Statement of Accounts.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Return on investment	Quarterly	1.17%	0.23%	★	→	1.15%	★	1.17%	No issues in performance.	Monitor continuing uncertainty.
Savings generated through Procurement exercises	Quarterly	£38,200	£9,500	★	↑	£800	●	£44,000	Contract renewals	Monitor opportunities during contract renewals

Table 16: Contracts Management measure exceptions

Cluster: Economic Development and Neighbourhoods

Economic Development

The Team continues to focus on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone.

With regards to Gainsborough, the procurement to secure a strategic development partner is now underway and initial Expressions of Interest received and evaluated (subject of a separate report). The next stage in the process is the Outline Solutions which will progress in February. A funding bid for £4m has also been submitted to the Greater Lincolnshire Local Enterprise Partnership to support the growth programme and specifically, to enable housing growth. A Heritage Masterplan has been developed for the town centre and the Team is awaiting the outcome of its Heritage Lottery bid to assist in the restoration of town centre properties. The Gainsborough Place Board hosted a successful Christmas event, bringing together over 80 stakeholders to promote the town; work is progressing on the details of the Sun Hotel redevelopment and Joint Venture Company for the regeneration of Market Street (separate reports give further details). Feasibility work is progressing on the marina site and the Gainsborough Growth Fund continues to operate and assist local businesses. The Team is also considering options for the provision of workspace premises within the town.

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 development at Hillcrest Garage, Caistor. The evaluation of the Townscape Heritage Initiative has been completed for Caistor and the Council has now approved a head lease arrangement to facilitate the building of industrial premises in Saxilby.

Finally, the Environmental Impact Assessment (EIA) is nearing completion for the Food Enterprise Zone as a requirement of the Local Development Order process 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. The Team is now working on the delivery options, co-ordinating with other FEZ sites at Holbeach and NE Lincs.

Funding

Our Community Grant Scheme continue to support a wide range of projects and initiatives. We have seen excellent match funding levels thanks to our ability to provide funding support for larger projects. Projects have included small community activities and larger capital works on community facilities. Our funding is being widely spread with a range of projects right across the District.

Demand for our Small Grants has reduced but increased for our Large Grants. Our flexible approach enables us to manage funding budgets appropriately and respond to need and demand. Appropriate promotion and publicity for 2017/2018 is being planned and this may include more funding fair style events which also promote other funders.

Previously our reporting on funding had been a yearly running total. We have introduced new recording systems to enable us to provide quarterly figures. This will enable more enhanced review and reflection on funding trends throughout the financial year and help plan for future years.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Successful grant applications	Quarterly	0%	50%	●	→	0%	●	n/a	1 Known grant application submitted for DCLG funding was not successful.	Officers are exploring other options.

Table 17: Funding measure exceptions

Localism and Community Safety

Overview of performance

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Percentage of cases completed within six months	Monthly		95%							

Table 18: Localism and Community Safety measure exceptions

CCTV

CCTV continues to develop towards more commercial activity. Partnership working is being developed with other Local Authorities which will enable possible joint delivery of services and income generation. We are working closely with Marshall's Yard and other Gainsborough partners to develop a refreshed Shop Watch scheme to better meet the needs of retailers and be financially sustainable. In the lead up to Christmas 2016 we experienced a very high demand on the CCTV service. This was due to an increase in shoplifting activity and the amount of CCTV review work requested by Lincolnshire Police.

CCTV has been proactively used to prevent shoplifting activity leading up to Christmas, support police during Night Time Economy and detect offenders in relation to public order and burglary offences.

Markets

Gainsborough Market continues to underperform against targets, trader levels seem to have levelled off after a dip early in the year, it is usual for numbers to drop again in the early part of the New Year. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in late 2016, the decision was subject to call-in and eventually members asked for further clarity around options. This work is still being undertaken with an expectation of a further paper being presented in the spring of 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.			
Perspective: Customer										
Average number of stalls on a Tuesday	Monthly	48	60	●	→	51	●	52	Market review and options appraisal currently underway	Market review and options appraisal currently underway
Average number of stalls on a Saturday	Monthly	24	20	★	↑	18	★	21	Extra stalls running up to Christmas	Market review and options appraisal currently underway
Perspective: Financial										
Income received	Quarterly	£9,807	£11,250	●	→	£9,985	●	£25,497	Downturn in trader numbers	Review of market operations

Table 19: Markets measure exceptions

Safeguarding

Safeguarding continues to be a priority area. The number of referrals received from WLDC officers is consistent and there have been some excellent examples of partnership working, particularly within the housing & communities' team to safeguarding vulnerable persons. We continue to deliver specialist domestic abuse training on behalf of LCC, which is delivering an income for the council. We have been commissioned to deliver 23 sessions in the current financial year.

Cluster: Housing and Regeneration

Assets and Facilities Management

The planned maintenance programme of compiling backlog maintenance works packages including specifying, tendering and awarding works has been severely hampered by a prolonged service restructure and loss of key staff to a point where these works have had to be placed on hold.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Two year backlog maintenance reduction	Quarterly	4%	15%	●	→	2%	●	n/a	Understaffing	Restructure within the service to ensure appropriate resource is available
Voids management	Monthly	10%	12%	★	↓	4%	★	6%	Performance is on target	Figure due to improve in new year as 3 units are under offer
Perspective: Financial										
Rental income (assets)	Monthly	£102,436.32	£143,200.54	●	↓	£244,217.24	★	£409,366.16	Income is still up overall with service charge payments and	Collect payments

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.			
									LCC rent/back pay still outstanding	
Rental income (car parks)	Monthly	£23,146.05	£39,169.09	●	↓	£42,008.13	●	£109,291.02	Finance are looking at the income for 2016/17 as these figures seem to be abnormal	Await finance reporting
Perspective: Quality										
Planned and responsive maintenance	Quarterly	61/39	70/30	●	↓	69/31	●		Spend ratio is determined upon revenue account only and does not take into consideration the capital works programme which shows a further 361k spend (YTD) on planned works. This target is on target	

Table 20: Assets measure exceptions

Housing

The number of long term empty properties in the district continues to decrease on a quarterly basis and demonstrates the excellent work that has been undertaken within this area. In December, a compulsory purchase order was agreed for one of the longest term empty properties in the district. This will be progressed in 2017.

DFGs continue to be delivered effectively and we are on schedule to spend the whole amount of grant allocated for this financial year. We will also be introducing a pilot for stair lifts in 2017, which will enhance the service for our residents.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Total number of long term empty homes in the District	Quarterly	513	539	★	↑	542	★	513	Performance in line with target	No action needed
Perspective: Financial										
The average spend per disabled facilities grants	Monthly	£5,036	£3,500	●	↓	£4,702	●	£4,744.84	Complex and larger cases	Ongoing case reviews
Total spend on completed disabled facilities grants	Monthly	£110,665	£84,249	●	→	£138,658	●	£318,061	No performance issues	No action needed
Perspective: Process										
Number of affordable homes delivered	Quarterly	4	20	●	→	0	●	21	Delivery affected by viability and grant levels	







Table 21: Housing measure exceptions

Home Choices

In November 2016, Home Choices Advisor Charlotte Welch was awarded a Chartered Institute of Housing (CIH) award for the category of 'New Housing Professional of the Year' for the Midlands region and will now progress to the National CIH awards in June 2017.

Led by West Lindsey District Council, a recent Lincolnshire bid for DCLG social impact bond funding was successful (1.3m). This will enable 120 of the most vulnerable and entrenched rough sleepers to be supported across Lincolnshire. (Web link available)

The service continues to experience difficulties with the stability of the housing register system. This has led to increased complaints to the service and progression of a report to Entrepreneurial Board about the options for future delivery of the housing register function.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Number of nights verified rough sleepers	Quarterly	13	0		↑	39		53	One was a man sleeping in car as based in London but working in Gainsborough and saving money by sleeping in car. 1- Managed to rehouse. Another excluded from Market Rasen but now accommodated	Our ability to control this is limited
Number of verified rough sleepers	Monthly	3	0		↓	2		6	1- Illegal eviction and reluctance to go to MR house due to previous stay there. Rehoused immediately. 1- refused to engage (HY), 1 - worker sleeping in car	Our ability to control this is limited
Homeless prevention	Monthly	74	60		n/a	66		166	Included 20 DFGs completed over the last quarter which haven't been recorded in the previous 3 months and 7 from the housing register	We have improved the way that we capture homelessness prevention activity carried out by other teams across the council. This is a positive. We will review the target for next year to reflect this.
Perspective: Quality										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Average time for a person in "band 1" to be rehoused	Monthly	63	28	●	↓	46	●	58	<p>Not included in this is an Acis applicant who was 349 days in band 1 as a medical need. (Informed Acis). 1 household 102 days and another 114 due to waiting for specific type property; lowest was 7 days.</p>	<p>1 Limited availability of specific property types (large family housing, 5 children)</p> <p>We have already been working with Acis to request that properties for households accepted as homeless are prioritised when they require repairs. We have sought agreement from Acis that this will happen. The delays are linked to Acis' transition of their repairs and maintenance service.</p>
Bed and breakfast nights	Monthly	83	0	●	↓	27	●	119	<p>5 households in October. 1 was moved on very quickly, 1 was moved into cross street after 7 days when flat was available. Another was offered property after 7 days. Waiting for move on accommodation to be ready. Quick acceptance of households but slow turnover of Acis properties meaning Cross Street is full. Notices on properties are</p>	<p>We have spoken to Acis about this issue. They advise that they have experienced delays with repairs since transferring their maintenance service to an in house provision, due to staffing shortages. However they advise this is now improving. We have sought agreement for works on properties</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.			
									extended which means move in dates are delayed. 4 households in November-longest at 14 nights. December: unable to move household into flat due to high risk to other residents.	allocated to homeless accepted households to be prioritised. We are actively monitoring this.

Table 22: Home Choices measure exceptions

Healthy District

The leisure contract continues to perform well in respect of West Lindsey Leisure Centre with a good mix of activities being offered and the Centre being attractively marketed.

Customer satisfaction levels remain extremely high with very little complaints being received across the contract.

The only issues of concern for the quarter are the usage which was down in December and also new participants failed to hit target in November and December. However, this is due to leisure industry trends with these months typically having low usage. There will be an influx in customers in January and February which will even out the annual usage figures.

Usage and activity is low for the satellite sites at De Aston and Caistor but these issues will be addressed within the new contract.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Customer satisfaction of leisure facilities & activities	Monthly	95%	80%	★	→	96%	★	96%	Customer satisfaction remains high across the contract with no poor scores being recorded on surveys.	Continue to monitor performance at monthly client/contractor meetings. Address any poor results or 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.			
New participants at West Lindsey Leisure facilities	Monthly	433	600		↓	969		1,886	Leisure trends demonstrate that the latter part of the calendar year suffer in terms of usage. There should be an influx of new users in January and February which will compensate for this result.	Continue to monitor results and ensure the Centres are being actively marketed and are attractive to users.
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.91	£1.20		↓	£0.79		£0.83	December is historically a low month for usage due to the Christmas break. However, due to reduced costs the contract is still producing value for money.	Continue to monitor usage levels.
Perspective: Quality										
West Lindsey leisure facilities usage	Monthly	73,350	76,000		↓	108,523		236,351	Leisure trends demonstrate that the latter part of the calendar year suffer in terms of usage. There should be an influx of new users in January and February which will compensate for this result.	Continue to monitor results and ensure the Centres are being actively marketed and are attractive to users. A percentage of the management fee is withheld and the leisure contractor will need to hit the annual target to ensure payment.

Table 23: Healthy District measure exceptions

Town Centre Management

The Projects and Growth Team and actively working on a range of initiatives to address the issues faced by the traditional town centre in Gainsborough. This includes embarking on a JV Co venture for the Market Street area, Sun Hotel redevelopment, securing a Strategic Development Partner and pursuing bids for funding to the Heritage Lottery Fund, Historic England and through our own Gainsborough Growth Fund.

Cluster: Organisational Transformation

ICT

Continued improvements by implementing some ITIL procedures. 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.			
Perspective: Customer										
Incident & Problem Management	Monthly	296%	90%	★	→	403%	★	100%	Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer	Continue with proactive monitoring
Perspective: Process										
Change Management	Monthly	108%	50%	★	→	105%	★	100%	Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer	Continue with proactive monitoring
Perspective: Quality										
Service and System availability: Secure Network	Monthly	100%	98%	★	→	100%	★	100%	Proactive monitoring and event logging ensures excellent service	Continue with proactive monitoring

Table 24: ICT measure exceptions

Systems Development

Commercial venture in building Rutland website and providing consultancy continues. The Arcus project has been started which enables our digital presence to improve by reviewing electronic forms. Recently brought LLPG management back in-house full-time and therefore more proactive monitoring is carried out, and service savings have been recognised.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Website availability	Monthly	100%	98%	★	→	100%	★	100%	Proactive monitoring and event logging ensures excellent service	Continue with pro-active monitoring and built in resilience for hosted website
Number of online customers signing up to the self-service accounts	Monthly	550	396	★	→	1,002	★	3,614	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 completed and submitted on the website	Monthly	5,742	219	★	→	9,181	★	19,404	The reduction this period may be because demand failures have decreased, or no new campaigns currently being run.	Keep promoting the digital opportunities for online submissions
Perspective: Process										
Number of electronic forms developed and integrated into the website	Monthly	182	96	★	→	234	★	528	This is a running total of the number of live forms now on the website	Keep promoting the digital opportunities for online submissions
Perspective: Quality										
LLPG Standard	Monthly	Silver	National standard	★		Bronze	★	n/a	The standard is being exceeded by pro-active management of the SNN and LLPG processes	Complete reported errors within time limit to improve reporting statistics.



Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Percentage of street naming and numbering requests dealt with	Monthly	20%	50%		↓	50%		18%	Larger developments take longer to complete the requests, delays by developers on submitting options	Provide information as soon as options become available

Table 25: Systems Development measure exceptions

Corporate Governance

The CG service has recently undertaken a review of the Council's Project Management process with the aim to ensure that robust scoping is applied to projects and that they are put into delivery in a timely manner. Expired Audit actions and Risks continue to remain low with the team implementing a pro-active co-ordinated approach to Corporate Governance at West Lindsey DC.

For more information about the information contained in this report or the Council's Progress and Delivery framework then please contact the Corporate Governance team on the following contact details.

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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.

All Committees									
Active/Closed	Active								
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	-	-	-	15/06/2017	-	-	-
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	-	06/07/2017	-
Strategic Risks - 6 month Update	James O'Shaughnessy	To present the 6 monthly Strategic Risks Update	-	-	07/11/2017	-	-	-	-
		To present the 6 monthly update	-	-	17/04/2018	-	-	-	-
Annual Audit Letter	Tracey Bircumshaw	To present the Annual Audit Letter	-	-	07/11/2017	-	-	-	-
Internal Audit Annual Report	Tracey Bircumshaw	To present the Annual Audit Report	-	-	20/06/2017	-	-	-	-
Members Allowances	Alan Robinson	To inform the work of the Remuneration Panel prior to them making	-	-	07/11/2017	-	-	-	-

		recommendations to Full Council							
Annual Fraud Report	Carol Bond	To present the Annual Fraud Report	-	-	25/07/2017	-	-	-	-
Corporate Plan	Ian Knowles	To present the refreshed Corporate Plan	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
Progress and Delivery Q3	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3	21/02/2017	-	-	09/02/2017	-	-	31/01/2017
Revenue Base Budgets 2017-18	Tracey Bircumshaw	To present the proposed revenue base budgets for 2017-18	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
Budget and Treasury Management Q3	Tracey Bircumshaw	To present the Budget and Treasury Management monitoring report for period 3	-	06/03/2017	-	09/02/2017	-	-	-
Certification of Grants and Claims	Tracey Bircumshaw	To present the Certification of Grants and Claims report	-	-	16/01/2018	-	-	-	-
Combined Assurance Report 2016/17	James O'Shaughnessy	To present the Combined Assurance Report	-	-	14/03/2017	-	-	-	-
Budget and Treasury Management Monitoring Q4	Tracey Bircumshaw	To present budget monitoring and Treasury Management information as at the end of period 4 and the outturn position	-	-	-	15/06/2017	-	-	-
Progress and Delivery Q4	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4	23/05/2017	-	-	15/06/2017	-	-	02/05/2017
Quickline Monitoring Q4	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed loan as the end of period 4	-	-	18/04/2017	-	-	-	-
		Exempt monitoring report to assess progress against the agreed loan	-	-	17/04/2018	-	-	-	-
Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution	-	-	17/04/2018	-	-	-	-
				08/05/2017	18/04/2017	-	-	-	-
Presentation by Simon Outen	Katie Coughlan	to receive a 6month verbal update on Crime across the District	23/05/2017	-	-	-	-	-	-
C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report	04/04/2017	-	-	-	-	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	to present the 6 monthly update	-	-	18/04/2017	-	-	-	-
6 month selective licensing progress update report	Andy Gray	to update cttee on how the first six months of the scheme is progressing	-	-	-	-	-	-	21/03/2017
Commercial Property Portfolio	Ian Knowles	To seek approval for the acquisition of a commercial property portfolio in line with	-	-	-	15/06/2017	-	-	-

		the capital programme and Medium Term Financial Plan.							
Gainsborough Marina	Elaine Poon	The Lincolnshire County Council has agreed to match fund WLDC (£25k each, £50k total) to carry out a feasibility study on the possibility of building a marina in Gainsborough. Preliminary feasibility reveals that in engineering terms, a lockgate option appears to be the preferred option, a very preliminary estimate the build cost of the marina to be between £3 to 4.5 million (excluding services and any associated buildings). Preliminary discussion has been held with the Environment Agency regarding engineering options to ensure the flood risk to Gainsborough will not be increased.	-	-	-	13/04/2017	-	-	21/03/2017
Member Champions	Alan Robinson	To formalise the role of Member Champions for the Constitution.	-	-	17/01/2017	-	-	-	-
Introduce a Fixed Term Contract Procedure	Emma Redwood	To introduce a fixed term contract procedure for the council	-	-	-	13/04/2017	-	30/03/2017	-
Review the Bullying & Harassment policy	Emma Redwood	to review the Bullying & Harassment policy	-	-	-	13/04/2017	-	19/01/2017	-
Saxilby Neighbourhood Plan	Luke Brown	To receive the plan and pass for referendum	-	10/04/2017	-	-	-	-	21/03/2017
Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen	-	-	-	21/09/2017	-	-	12/09/2017
Food Enterprize Zone	Eve Fawcett-Moralee	funding requirements for the FEZ (eve please extend)	-	-	-	-	-	-	02/05/2017
Rural Transport Proposals	Grant White	to present proposals relating to rural transport (grant please extend)	-	-	-	-	-	-	21/03/2017
Housing Strategy	Diane Krochmal	to present the new Housing Strategy for approval	-	-	-	15/06/2017	-	-	06/06/2017
Disabled Facilities Grant - Future Provision	Andy Gray	To update GCLT and present to members the proposals in regards to DFGs and the Better Care Fund for	-	-	-	-	-	-	21/03/2017
Commercial Delivery Plan - 6 month progress update	Manjeet Gill	To review progress against the annual commercial delivery plan.	-	-	-	09/02/2017	-	-	-
Leisure Contract Update	Karen Whitfield	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

Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity	-	-	-	-	-	-	02/05/2017
Leisure Contract Procurement	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor	-	-	-	11/01/2018	-	-	-
WL Trading Co.	Ian Knowles	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	-	-	-
Brattelby Neighbourhood Plan	Luke Brown	To approve the Neighbourhood Plan for referendum	-	03/07/2017	-	-	-	-	02/05/2017
Brattleby Neighbourhood Plan	Luke Brown	To approve the Neighbourhood Plan to move to referendum.	-	04/09/2017	-	-	-	-	06/06/2017
DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months	04/04/2017	-	-	-	-	-	-
annual fraud report	Carol Bond	to present the annual report focussing on the commercial side of the service, income generated etc	-	-	-	27/07/2017	-	-	-
development management performance update	Oliver Fytche-Taylor	update report requested by C and I Committee , to include performance, staffing, income, local plan	04/04/2017	-	-	-	-	-	-
south west ward update report	Mark Sturgess	update report requested by c and I cttee at their meeting on 11/10/16.	04/04/2017	-	-	-	-	-	-
Development Partner (Gainsborough)	Eve Fawcett-Moralee	Committee approval for list of potential bidders	-	-	-	09/02/2017	-	-	31/01/2017
external Audit Plan 16/17	Tracey Bircumshaw	to present the external audit plan	-	-	14/03/2017	-	-	-	-
AGS 15/16 Monitoring Report (Q3)	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	18/04/2017	-	-	-	-
		To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16	-	-	17/04/2018	-	-	-	-
Surestaff Business Plan	Ian Knowles	To approve the Business Plan of Surestaff Lincs Ltd and WLDC Staffing Services Ltd as Shareholder	-	06/03/2017	-	09/02/2017	-	-	-
health commision group - position update report	Mark Sturgess	to provide an interim position update report on the work of the group established in November 2016	23/05/2017	-	-	-	-	-	-
Empty Property Compulsory Purchase Order - Caistor	Andy Gray	To present information in relation an empty property CPO in Caistor	-	-	-	-	-	-	21/03/2017

To review the Redundancy Policy	Emma Redwood	To review and update the Redundancy Policy	-	-	-	13/04/2017	-	30/03/2017	-
Review Disciplinary Rules Procedure	Emma Redwood	To review and update the Disciplinary Rules Procedure for the council	-	-	-	-	-	30/03/2017	-
trading company presentation	Manjeet Gill	to provide a presentation to full council on the benefits and opportunities of Council's creating trading companies	-	10/04/2017	-	-	-	-	-
market proposals - after call-in	Ady Selby	to receive further proposals on the future operation of Gainsborough Market	-	-	-	-	-	-	21/03/2017
Review of Flexi-Time Policy	Emma Redwood	To review the council's Flexi-Time policy and update accordingly	-	-	-	27/07/2017	-	01/06/2017	-
Review the Relocation Policy	Emma Redwood	To review the Council's Relocation Policy	-	-	-	21/09/2017	-	01/06/2017	-
Bomb Threat and Suspicious Package procedure	Kim Leith	To provide information on the reviewed procedure	-	-	-	-	-	30/03/2017	-
attendance by quickline	Ian Knowles	representative from quickline will be in attendance to answer Members questions	21/02/2017	-	-	-	-	-	-
health commission - interim position report	Mark Sturgess	the report will be provide an interim position update on the work of the Health Commission est. Nov 2016	23/05/2017	-	-	-	-	-	-
Outcome of Devo & future devs for LG Reform	Manjeet Gill	MG to give an update report and presentation on Greater Lincolnshire – outcome of Devolution and future developments for Local Government Reform	-	10/04/2017	-	-	-	-	-
Sun Inn and Joint Venture Company	Eve Fawcett-Moralee	Sun Inn and Joint Venture Company	-	-	-	09/02/2017	-	-	31/01/2017
Mayflower National HLF Bid	Karen Whitfield	To consider the National HLF bid for Mayflower and determine level of financial contribution from WLDC	-	-	-	12/04/2018	-	-	21/03/2017
Gainsborough Transport and Development Study	Rachael Hughes	To support the procurement of a strategic transport model in the Gainsborough urban area for the purposes of improving connectivity within the town and across West Lindsey, including the development of a specific traffic management solution for Flood Road, Bridge Road & Thorndike Way junction.	-	-	-	09/02/2017	-	-	31/01/2017
Review of Information Governance Policies	Steve Anderson	To present reviewed Information Governance Policies for committee approval.	-	-	-	09/02/2017	-	19/01/2017	-
Development Loan	Ian Knowles	To approve a commercial loan for the development of land in support of the Local Plan	-	-	-	13/04/2017	-	-	-
Update members on the adoption of the local plan	Oliver Fytche-Taylor	To confirm to members that the Central Lincolnshire Local Plan has been formally adopted by the Central Lincolnshire Joint Strategic Planning Committee and that it has replaced the West Lindsey Local Plan.	-	08/05/2017	-	-	-	-	-

		date subject to change* Following the adoption of the Central Lincolnshire Local Plan on [possible date at end of April] the report is to notify members that the plan has come into effect and what this means for decision making.							
AGS 15/16 Monitoring Report (Q4) & 16/17 final	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16. and to present the finalised AGS for 16/17	-	-	25/07/2017	-	-	-	-
scotter NP	Luke Brown	TO approve the plan for referendum	-	04/09/2017	-	-	-	-	06/06/2017
fiskerton NP	Luke Brown	to approve the plan for referendum at pc and for adoption at council	-	04/09/2017	-	-	-	-	06/06/2017
Lea NP	Luke Brown	TO approve the plan for referendum and adoption at council	-	04/09/2017	-	-	-	-	06/06/2017
Internal Audit Charter	Tracey Bircumshaw	to provide independent and objective assurance on critical activities and key risks	-	-	14/03/2017	-	-	-	-
		To provide independent and objective assurance on critical activities and key risks	-	-	13/03/2018	-	-	-	-
Commercial Investment Portfolio	Ian Knowles	To present potential opportunities for property investment	-	-	-	09/02/2017	-	-	-
Review of Information Governance Policies (Part 2)	Steve Anderson	To present reviewed Information Governance Policies for committee approval.	-	-	-	13/04/2017	-	-	-
Implementation of PCI-DSS Security Policy	Steve Anderson	To obtain Committee approval for the implementation of a new PCI-DSS Security Policy (Payment Card Industry - Data Security Standard).	-	-	-	13/04/2017	-	30/03/2017	-
youth unemployment - conclusion report	James O'Shaughnessy	to summarise all of the information gained through the series of presentations and guest speakers and formulate potential recommendations for pc cttee	04/04/2017	-	-	-	-	-	-
operating methodology	Mark Sturgess	to agree the methodology	23/05/2017	-	-	-	-	-	-
outstanding S106	Rachael Hughes	a report on all outstanding s106 agreements (including the part of the District where they are located and progress with delivering the infrastructure that they require) as stated in response to a question at Council in January 2017	-	-	-	-	-	-	06/06/2017
First Aid Procedure	Kim Leith	To provide procedures in case of emergency and responsibilities	-	-	-	-	-	01/06/2017	-

Review of the Effectiveness of Internal Audit	Tracey Bircumshaw	Report from the Statutory Officers relating to Review of the Effectiveness of Internal Audit	-	-	20/06/2017	-	-	-	-
Draft Member Development Plan	Alan Robinson	To present Draft Member Development Plan	-	-	20/06/2017	-	-	-	-
Draft AGS 16/17	James O'Shaughnessy	To present the Draft AGS 16/17	-	-	20/06/2017	-	-	-	-
Internal Audit Plan - Monitoring report - Period 1	Tracey Bircumshaw	To present the Internal Audit Plan Monitoring report for Period 1 (internal audit)	-	-	25/07/2017	-	-	-	-
Annual Feedback Report 2016-2017	Lyn Marlow	To present the Annual Feedback Report 2016-2017 - Complaints, Comments and Compliments	-	-	25/07/2017	-	-	-	-
Annual Whistleblowing Report	Alan Robinson	To present the Annual Whistleblowing Report	-	-	25/07/2017	-	-	-	-
Quickline Business Plan/Payments	Ian Knowles	To present the Quickline Business Plan/Payments - Monitoring Report	-	-	25/07/2017	-	-	-	-
		To present the Quickline Business Plan/Payments - Monitoring Report for Period 2	-	-	07/11/2017	-	-	-	-
		To present the Quickline Business Plan/Payments - Monitoring Report for Period 3	-	-	16/01/2018	-	-	-	-
ISA 260 Report	Tracey Bircumshaw	To present the ISA 260 Report	-	-	25/07/2017	-	-	-	-
Audited Statement of Accounts 16/17	Tracey Bircumshaw	To present the Audited Statement of Accounts 16/17	-	-	25/07/2017	-	-	-	-
Internal Audit Plan - Period 2 Monitoring Report	Tracey Bircumshaw	To present the Internal Audit plan for Period 2 Monitoring Report	-	-	07/11/2017	-	-	-	-
AGS Monitoring Report - Period 1	James O'Shaughnessy	To present the AGS Monitoring Report for Period 1	-	-	07/11/2017	-	-	-	-
Internal Audit Monitoring Report - Period 3	James O'Shaughnessy	To present the Internal Audit Monitoring Report for Period 3	-	-	16/01/2018	-	-	-	-
Draft Annual Treasury Management Strategy	Tracey Bircumshaw	To present the Draft Annual Treasury Management Strategy Report	-	-	16/01/2018	-	-	-	-
Accounting Matters 2017/18 Closedown	Tracey Bircumshaw	To present the Accounting Matters 2017/18 Closedown Report	-	-	16/01/2018	-	-	-	-

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
	attendance by quickline	Ian Knowles	representative from quickline will be in attendance to answer Members questions
04/04/2017	C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report
	DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months
	development management performance update	Oliver Fytche-Taylor	update report requested by C and I Committee , to include performance, staffing, income, local plan, and enforcement stats
	south west ward update report	Mark Sturgess	update report requested by c and I cttee at their meeting on 11/10/16.
	youth unemployment - conclusion report	James O'Shaughnessy	to summarise all of the information gained through the series of presentations and guest speakers and formulate potential recommendations for pc cttee
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 commision group - position update report	Mark Sturgess	to provide an interim position update report on the work of the group established in November 2016
	operating methodology	Mark Sturgess	to agree the methodology
Grand Total			

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