

AGENDA

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

Challenge and Improve Committee

Tuesday, 5th September, 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 Mrs Angela White (Vice-Chairman)
Councillor David Bond
Councillor Ian Fleetwood
Councillor Mrs Jessie Milne
Councillor Malcolm Parish
Councillor Roger Patterson
Councillor Mrs Diana Rodgers
Councillor Mrs Lesley Rollings
Councillor Thomas Smith
Councillor Mrs Anne Welburn

1. **Apologies for Absence**
2. **Minutes of the previous meeting.**
 - a) Meeting of the Challenge and Improvement Committee (PAGES 3 - 8)
held on 27 June 2017
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 9 - 12)

Matters arising schedule setting out current position of previously agreed actions as at Friday 25 August
5. **Public Reports**

- a) Progress and Delivery Period 1 (PAGES 13 - 50)
 - b) Public Realm T and F (PAGES 51 - 60)
 - c) Housing Strategy (PAGES 61 - 90)
6. **General Work Items**
- a) Forward Plan (PAGES 91 - 100)
 - b) Committee Workplan (PAGES 101 - 102)
7. **Exclusion of Public and Press**
To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 or Part 1 of Schedule 12A of the Act.
8. **Preparation for Scrutiny of Public Body**
- a) Scrutiny of Public Body (Citizens Advice Bureau) in regard to outcomes being delivered for the people of the District through WLDC's contribution to the service. (TO FOLLOW)

Mark Sturgess
Interim Head of Paid Services
The Guildhall
Gainsborough

Friday, 25 August 2017

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improve Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 27 June 2017 commencing at 6.30 pm.

Present: Councillor Paul Howitt-Cowan (Chairman)
Councillor Lewis Strange (Vice-Chairman) and
Councillor Mrs Angela White (Vice-Chairman)

Councillor Ian Fleetwood
Councillor Mrs Jessie Milne
Councillor Malcolm Parish
Councillor Roger Patterson
Councillor Thomas Smith
Councillor Mrs Anne Welburn

In Attendance:
Mark Sturgess Chief Operating Officer
James O'Shaughnessy Team Manager BI and Corporate Governance
Sarah Shaw Health Co-ordinator
Katie Coughlan Governance & Civic Officer

Also Present: Councillor Mrs Shelia Bibb

Apologies: Councillor David Bond
Councillor Mrs Diana Rodgers

Membership: No substitutes were appointed

17 MINUTES OF THE PREVIOUS MEETING.

The Minutes of the Meeting held on 23 May 2017 were approved as a correct record.

18 MEMBERS' DECLARATIONS OF INTEREST

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

19 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 19 June 2017.

With regard to the green actions entitled "Café Style Meeting with Young People" and "Youth Unemployment Recommendations" the Interim Strategic Lead for Organisation, Transformation and Business Improvement updated the Committee and advised that the

event had been held on 14 June, had been well attended, of value and resulted in some frank discussions. A report, including a number of recommendations, had now been formulated and would be submitted to the Prosperous Communities Committee for consideration at their July meeting.

A short discussion ensued with Members commenting on the variety of issues young people had to overcome to secure successful and appropriate employment. All were in agreement the Authority had a role to lobby and persuade those organisations who could bring about change.

RESOLVED that the Matters Arising Schedule as at 19 June 2017 be received and noted.

20 PRESENTATION ITEM - CRIME AND ANTI-SOCIAL BEHAVIOUR 6 MONTHLY UPDATE - VERBAL REPORT FROM INSPECTOR NIGEL KEY

The Committee welcomed Inspector Nigel Key to meeting who addressed Members, providing the Committee with a six month verbal update on crime and anti-social behaviour across the District.

It was noted that in the period May 16 – May 17 crime as a whole had increased by 22%. This was a national trend. This was broken down into the following categories and Inspector Key shared with Members some of his reasoning as to why the increases may have been seen: -

- Violence against the Person - up 29%
- Violence against the Person with injury – up 28%
- Sexual Offences – up 24%

It was envisaged that some of these increases were as a result of the community having greater confidence to report such matters, having better reporting and recording mechanisms and as a result of a number of special units being set up to deal with specific crimes including domestic violence and Child Sexual Exploitation.

- Robbery – up 4%
- Burglary – up 17%
- Theft – up 20%
- Vehicle Crime – up 28 %
- Drugs Offences – up 35%

On-line reporting was due to be launched imminently and thus figures were expected to rise again. Despite the percentage increases seen Members were reminded that in terms of the number of incidents across West Lindsey, when compared to the national scene, crime within West Lindsey remained low, and Lincolnshire one of the safest counties (third out of 43 counties) to live. The only exception to this was around road safety and deaths on the roads. This had slowly been decreasing however since 2016 a rise had been seen, the reasons for this were shared with the Committee.

A current issue in the main settlement of Gainsborough was drug use and dealing. There

had been a number of recent successes, the force continued to be proactive.

Hate crime across the country had risen, however this trend had not been reflected across West Lindsey, although Lincoln had seen a spike.

Regarding force numbers and recruitment, the establishment when operating at normal levels, was around 1100 officers, it was currently operating at around 36 officers below this number. Government initiatives had made Police forces establish a variety of special units and this was a mandatory requirement and had resulted in some officers having to move off the front line. 30 Officers had been recruited in January, a further 30 were expected to join the force in September 2017. The number of PCSOs had seen a considerable reduction however this was as a result of a large number of them having been successful in their applications to become police officers.

Replacement PCOS were currently being recruited and recruitment would run through to 2018.

Moving on to issues effecting rural areas, these were often cyclic. At the last update the main issue had been around the theft of land drovers and 4x4 vehicles, this had tailed off in recent months, being replaced by the theft of diesel from farms, rural business and Gainsborough businesses. Significant arrests had been made recently, proactive work continued and it was hoped this would have a positive impact on the position.

Unfortunately, owners did not always take the necessary pre-cautions to safeguard their property in rural locations, Officers were again working proactively with communities to advise on ways they could help prevent themselves being targeted.

Plant equipment theft continued to be of concern. There had also been a recent rise in the theft of transit vans. These were being stolen, engines removed and the remainder of the van burnt out.

Hemswell Cliff continued to be challenging, the Police were working in Partnership with West Lindsey and had relocated officers to meet the current demand.

Rural Crime was a priority for the Police and Crime Commissioner and a Rural Crime Strategy had recently be launched. The key thrusts of this were shared with the Committee. It was noted that Lincolnshire Police had invested in drone technology for evidence gathering, had dedicated officers for rural crime, made greater use of an ANPR.

Lincolnshire Alert was a great tool for “spreading the word” and was used to engage with communities, generate awareness and offered tips on preventative actions residents could take. Members were encouraged to promote this service to residents.

A short period of questioning and answering followed, with Members raising specific issues within their own Wards. These were responded to accordingly

Inspector Key was thanked for his attendance.

21 HEALTH COMMISSION - INTERIM POSITION REPORT

The Committee gave consideration to a report which sought to present a position update on the activity of the Health Commission since January 2017.

The Chairman of the Prosperous Communities Committee and Chairman of the Health Commission presented the report to the Committee, and in doing so outlined the progress the Commission had made in a number of areas, as detailed in Section 2 of the report.

RESOLVED that: -

- (a) Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;
- (b) it be **RECOMMENDED** to Prosperous Communities Committee that additional district council representation at the Lincolnshire Health and Well-Being board be formally requested; and
- (c) it be **RECOMMENDED** to Prosperous Communities Committee that the work of the health commission continue and a review be undertaken every six months to determine the progress outcomes and future need and remit of the Health Commission.

22 COMMITTEE OPERATING METHODOLOGY FOR 2017/18

Members gave consideration to a report which aimed to outline the role of the Committee with regard to undertaking reviews; outlined the important considerations with regard to scrutiny and conduct; and provided criteria for reviews and related processes.

It was noted that the methodology within the report was primarily the same as that which had been operated over the last two municipal years but had had minor revisions to ensure it achieved four main objectives, namely: -

- To be able to scrutinise poor performance wherever it might be occurring within the Council – either a service or a project.
- To be able to call reports into the Committee for pre-decision scrutiny.
- To exercise part of the Council’s role as “community leader” by scrutinising the work of other organisations or agencies which deliver services to the people of the District.
- To act as a scrutinising committee for those decisions which have been taken by a policy committee and have been “called in” by members in accordance with the procedure outlined in the Council’s Constitution.

In response to some Members’ concerns that the methodology was limiting in areas

assurance was offered that the proposal to commission external expertise would assist the Committee in becoming more effective. Capacity and resources also needed to be considered.

RESOLVED that: -

- (a) the proposed Methodology for 2017/18 as set out in the report be approved; and
- (b) the operation of the Challenge and Improvement Committee be reviewed utilising expertise external to the Council and taking advantage of national best practice.

23 FORWARD PLAN

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

The following suggestions were made and agreements reached: -

- **Adoption of the CIL for West Lindsey** – This matter be submitted to September’s meeting so as not to affect its current decision date.
- **Scampton Air Show** - this matter was no longer due for consideration by Full Council, however, having heard Committee Members’ reasons for wishing to see the report, it was agreed that a “lessons learnt” report could be submitted to the Committee, post the event. It was agreed this would be added to the Work Plan
- **Housing Strategy** – This matter be submitted to September’s meeting so as not to affect its current decision date, but in order to allow the Committee to submit a consultation response.
- **Enforcement Policy** – This matter be submitted prior to it being submitted to Policy Committee in order that C and I can review the proposals.

RESOLVED that:-

- (a) the Forward Plan be noted; and
- (b) the matters detailed above be actioned

24 COMMITTEE WORKPLAN

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

Attached at Appendix 1 was a proposed workplan which had been formulated in consultation with Lead Members of the Committee and took into account views previously expressed by Members at Committee meetings and through follow-up e-mails.

Appendix 2 detailed the statutory business already included within the workplan

Debate ensued and number of further areas for inclusion in work area one, "Rural Public Realm" were suggested. Officers indicated that the current list was only indicative and if Members were minded to set up a Task and Finish Group to cover this area, the Group once established could finalise the areas to be covered.

Following debate it was also suggested that all Members of the Committee be invited to the Task and Finish Group in the first instance.

All other suggestions within the Work Plan were supported.

On that basis it was **RESOLVED** that: -

- (a) the Work Plan be approved;
- (b) all Members of the Committee be invited to serve on the proposed Task and Finish Group relating to the rural public realm; and
- (c) the Task and Finish Group report back to the next meeting of the Challenge and Improvement Committee setting out the scope, terms of reference, work plan and outcomes of the Public Realm Task and Finish Group for approval.

The meeting concluded at 8.15 pm.

Chairman

Challenge and Improvement Cttee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Challenge and Improvement Committee meetings.

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

Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Amber					
	circulation of case studies - SWW	<p>extract from mins of mtg 23/5/17: -</p> <p>During consideration of the SWW Update report: -</p> <p>It was also noted that the Selective Licensing Scheme, adopted in July 2016 was also beginning to have a positive impact in the area and Officers undertook to provide case studies, outside of the meeting, of where the work being undertaken had achieved real results and had improved conditions for residents.</p>	Please provide cttee members with case study examples as indicated. (or provide direct to cttee admin for circulation)	16/06/17	Andy Gray

Black					
	cafe style meeting with young people	Extract from mins of mtg 21/2/17 Prior to concluding the item, the Director of Resources, outlined a conversation which had been had at briefing, regarding organising a concluding session with Young People, in a more café style forum. The Committee were open to this suggestion and it was indicated that the proposal would be further worked up, looking at a proposed venue, attendees and questions for consideration at the Committee's next meeting.	<p>This is referenced in the conclusion report (part of the agenda for April's meeting) provisional dates and venue identified. Attendees and questions tbc.</p> <p>Item to be reviewed further at briefing in May as original timescale could not be achieved due to county elections. Cttee resolved on 4/4/17 that they support the event still</p> <p>This event will likely be held 14 June, Officers continue to work with Lead Members.</p> <p>Event was held on 14 June and Members were provided with a verbal progress update at their mtg on 27 June.</p>	27/03/17	James O'Shaughnessy
	Youth unemployment recommendations	extract from mins of mtg 4/4/17 all of the high and medium priority actions identified within the report, Section 6, be RECOMMENDED to the Prosperous Communities Committee, for further consideration and implementation if supported;	Item has been added to pc work plan for July 17. Please prepare report for submission. Item was considered at PCC on 18 July 2017	15/06/17	James O'Shaughnessy
	suggested work plan items	Extract from mins of mtg 23/5/17 (b) Committee Members submit any further work plan items for consideration, to the Chairman,	Comments were received (and circulated to lead Members) and these were considered further at the work plan mtg on 30/05/17. An arising proposed work plan will be submitted to the cttee on	15/06/17	Mark Sturgess

		prior to 30 May 2017.	27/6/17 for consideration. Work plan was accepted on 27/6		
	ARRANGE MTG OF PUBLIC REALM T AND F	Please arrange first meeting of public realm group	First mtg arranged and held on 27/7/17. Proposed scope for the group will be submitted to next c and i cttee for approval	16/07/17	Katie Coughlan
Green					
	review of c and i function	Extract from mins of mtg: - (b) the operation of the Challenge and Improvement Committee be reviewed utilising expertise external to the Council and taking advantage of national best practice.		31/10/17	Mark Sturgess

	<p>FORWARD PLAN ITEMS</p>	<p>EXTRACT FROM MINS OF MTG 27.6.17</p> <ul style="list-style-type: none"> • Adoption of the CIL for West Lindsey – This matter be submitted to September’s meeting so as not to effect its current decision date. • Scampton Air Show - this matter was no longer due for consideration by Full Council, however having heard Committee Members reasons for wishing to see the report, it was agreed that a lessons learnt report could be submitted to the Committee, post the event. It was agreed this would be added to the Work Plan • Housing Strategy – This matter be submitted to September’s meeting so as not to effect its current decision date, but in order to allow the Committee to submit a consultation response. • Enforcement Policy – This matter be submitted prior to it being submitted to Policy Committee in order that C and I can review the proposals. 	<p>CIL - Added to Sept Hsg Strat - Added to Sept Enforcement policy - added for October Scampton Air Show - added for November</p> <p>CIL - carried forward for October meeting</p>	<p>07/08/17</p>	<p>Katie Coughlan</p>
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**Challenge and Improvement
Committee**

5 September 2017

Subject: Progress and Delivery – Period 1

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 the Corporate Policy and Resources Committee Meeting held on 27 July 2017

30 PROGRESS AND DELIVERY PERIOD 1

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures. A revised set of measures was appended to the report for approval. Members were asked to review performance and recommend areas where improvements should be made, having regard to any remedial measures already included within the report.

The report 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 to either improve the quality of the information provided to Members or where work was already underway to address poor performance.

Areas described as performing well included: The Budget, Building Control and Local Land Charges.

Those areas described as risks included: Enforcement; Food Safety (Regulatory Team), Gainsborough Markets and Homelessness.

Future work would be undertaken regarding the measurement of customer satisfaction.

Further information was given on each of the above.

Debate ensued and a number of Members expressed dissatisfaction at the market's performance and the continued delay of the options paper for this service, despite the poor performance.

Concern was also expressed at the performance within Enforcement, particularly at the initial response time which could often be weeks as opposed to days. This was not creating a positive image for the service. Furthermore non response often meant Members were becoming involved in issues that should be for Officers to resolve.

Members were keen that further progress was made with the tenant passport scheme, in order that Selective Licensing achieved all it had intended to. It was important that Selective Licensing offered benefits and support for those responsible landlords and the tenant passport scheme would go some way to achieving this.

The current position with regard to Food Inspections was considered unacceptable with Members acknowledging that this was an important service function, with

serious implications if it was not running effectively.

With regard to the dip in performance for the indicator “cost of Trinity Arts per user”, it was noted that the figures for the period, included some one-off annual costs and thus this was a financial profiling issue. The indicator was expected to resume its normal position in the next period.

In responding Officers acknowledged Members’ concerns regarding Food Inspections and advised that this was the first quarter that the service appeared to be at risk of poor performance, this was thought to be as result of a number of short term absences, however a review of the service was planned for early August to ensure the service remained effective.

Officers were accepting of the comments around the performance of the Enforcement service. In response to previous concerns, new resource had been allocated to the service since February 2017 and it was anticipated the benefits and impact of this additional resource would soon be evident. It was expected that the indicators would be showing an improved position by the end of the next period.

Officers confirmed that progress was being made with the tenant passport scheme.

Again Officers were accepting of the comments raised in respect of the Markets performance. Assurance was offered that an options paper would be submitted to the September meeting of the Prosperous Communities Committee.

On that basis it was:-

RESOLVED that: -

- (a) the new measures proposed, as detailed in Appendix 1 of the report, be approved; and
- (b) having critically appraised the performance of services and key projects, and having had regard to the remedial measures suggested in the report, and the information provided in response to Member questions, no further action be requested at this stage.

Note: Following the above vote having been taken a Member indicated that the Committee should request a further report back on the position of food inspections. The Chief Operating Officer indicated that the report was next due at the Challenge and Improvement Committee and the Committee’s comments and suggestions would be noted there.

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on

28 PROGRESS AND DELIVERY PERIOD 1

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures. A revised set of measures was appended to the report for approval. Members were asked to review performance and recommend areas where improvements should be made, having regard to any remedial measures already included within the report.

The report 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 to either improve the quality of the information provided to Members or where work was already underway to address poor performance.

Areas described as performing well included: The Budget, Building Control and Local Land Charges.

Those areas described as risks included: Enforcement; Food Safety (Regulatory Team), Gainsborough Markets and Homelessness.

Future work would be undertaken regarding the measurement of customer satisfaction.

Further information was given on each of the above.

Debate ensued and Members asked a number of questions of Officers particularly in respect of the homelessness service, seeking clarity as to the factors which were driving the increase and how demand and emergency need was been managed.

In responding Officers confirmed that the number of rough sleepers across the District remained low, with the target being zero. The increase in demand related to an increase in those individuals and families who were finding themselves in difficulty and seeking support from the Council. A number of factors driving this increase were changes to Welfare Reform and reduced access to other services such as mental health. There was also a shortage of appropriate accommodation, particularly for young people and large families. Officers had worked closely with Acis to reduce the length of time between a person being allocated permanent accommodation and actually moving from temporary accommodation, this was helping to alleviate the pressure on temporary accommodation.

Unfortunately the Authority did on occasion have to use Bed and Breakfast establishments as temporary accommodation, this was never the preferred option. It was stressed that Members would be advised when such establishments had been

used, as this was now a performance measure.

A member also expressed dissatisfaction at the market's performance and the continued delay of the options paper for this service, despite the poor performance.

Officers were accepting of these views but gave assurance that all of those issues that had been previously raised when first debating the options paper, that had not been accepted, had been thoroughly worked through. This had taken considerable time and it was important that the paper was fit for purpose. A number of operational changes previously proposed had not been implemented in their entirety, as this had not been possible in light of the fact that the paper had previously been rejected. The Options paper would be represented for consideration at the Committee's September meeting.

Concern was also expressed that the Food Inspection target had not been met. Members acknowledged that this was an important service, with serious implications if it was not running effectively.

In responding Officers acknowledged Members concerns and advised that this was the first quarter that the service appeared to be at risk of poor performance, however a review of the service was planned for early August to ensure the service remained effective.

On that basis it was:-

RESOLVED that: -

- (a) the new measures proposed, as detailed in Appendix 1 of the report, be approved; and
- (b) having critically appraised the performance of services and key projects, and having had regard to the remedial measures suggested in the report, and the information provided in response to Member questions, no further action be requested at this stage.

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Prosperous Communities Committee
Date: 18 July 2017

Subject: Progress and Delivery (Performance) Period 1 – 2017/18

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01472 676687 mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To assess the performance of the Council's services and key projects through agreed performance measures and recommend areas where improvements should be made having regard to the remedial measures suggested in the report.

RECOMMENDATION(S):

1. That Members review and agree the new measures proposed as detailed in Appendix 1, following the work undertaken by the Challenge and Improvement Working Group; and
2. That members critically appraise the performance of its services and key projects and make recommendations on where performance should be improved, having regard to the remedial measures suggested in the report.

IMPLICATIONS

Legal: None

Financial: None in the report, improvement measures might require resources. If this is the case a separate report will be brought back to members detailing the business case for the improvement and whether it represents value for money

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:
None

Call in and Urgency:

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

Yes **No**

Key Decision:

Yes **No**

Table of Contents

Introduction	4
Executive Summary	5
Section 1: Corporate Health Measures	8
Section 2: Programme and Project Delivery.....	10
Section 3: Service Exceptions	11
Customer Services	11
Benefits.....	12
Council Tax and NNDR	13
Building Control	14
Local Land Charges	15
Development Management	16
Enforcement	17
Regulatory Services	18
Licensing	19
Street Cleansing	19
Waste Collection.....	20
Trinity Arts Centre.....	20
CCTV	21
Enterprise and Community Services	22
Democratic Services.....	22
Financial Services.....	23
Economic Development.....	23
Markets	24
Assets and Facilities Management.....	25
Housing.....	25
Home Choices	26
Safeguarding	27
Healthy District.....	27
ICT	28
Systems Development.....	28
Corporate Governance	29

Introduction

Councillors have received progress and delivery (performance) reports since 2012. They give information on how the council is performing through its services, project delivery and finances. This gives councillors the on the policy committees (Prosperous Communities and Corporate Policy and Resources) opportunity to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified. It also allows for this challenge to be scrutinised by the Challenge and Improvement Committee (the Council’s “Overview and Scrutiny” Committee) in the same committee cycle). Thereby bringing a measure of continuous improvement to the Council’s performance process.

This report is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan and its key projects (overseen by the internal Entrepreneurial Board).

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 (a by “exception” report).




This will be done within 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. 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.

The report is based on a revised set of measures which were agreed by a member steering group in February 2017. For information the full set of measures for the 2017-18 municipal year and the measures used for 2016-17 are set out in the appendix to the report.

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

Overview of performance

The executive summary will highlight those areas which are either:

1. Performing well – above target
2. At risk – either declining performance or where performance is already outside the tolerance levels
3. Highlight future work which will either improve the quality of information which members receive or work which is already underway to address poor performance.

This first period of 2017/18 is comprised of two rather than three months (April and May) due to the absence of policy committee meetings in August. Rather than leave the first quarter reporting until September a decision has been made to report the first two months of the municipal year. This will mean that the September (second quarter) reporting will cover four months with the third and fourth quarter covering the standard three months.

Performing Well

Budget

Whilst this is subject to a separate report early in this year if the budget appears to be on track with a net contribution of £50k being shown.

Building Control

The Building Control service is performing well with workloads increasing in a competitive environment, income increasing and the cost of providing the service to the council reducing. There is a need now for this to feed through into increased market share.

Local Land Charges

Local Land Charges has been an area which has been reported through the progress and delivery process due to poor turnaround times for searches. However for the last couple of periods the search turnaround times have been within the target of 10 days. This should improve once an automated system is installed towards the end of the year. An analysis of trends in previous years has shown that the service is more prone to poor performance during the summer months due to a combination of high workloads and staff absences. In an effort to ensure that this does not happen this year the Team Manager is putting in place measures to make resources available to the team at this time of year.

At Risk

Enforcement

The Council's enforcement service has been under pressure for a number of reporting periods. The figures in this report show that the volume of work is not decreasing (a reason for this is that we have improved the way customers can report enforcement issues). However the number of open cases and the times within which cases are closed does appear to have stabilised. This is a result of extra resources being made available to the team.

Food Safety (Regulatory Team)

This is the first quarter that the Food Safety Team has appeared to be at risk of poor performance. This appears to relate to staff absences, however there is a need to review the work of this team

to ensure that it is being operated as effectively, efficiently and as economically as possible. This work will start this year.

Gainsborough Markets

The markets the Council operate in Gainsborough have been performing poorly for a number of years. Options for improvement were presented to the Prosperous Communities Committee in the autumn of 2016 and the approved approach was the subject of a call-in to the Challenge and Improvement Committee. It is intended to bring a report back through the Committee cycle in September on options for improving the performance of the markets in Gainsborough. In the meantime work is underway to ensure that costs are controlled and customer satisfaction improved within the existing management regime.

Homelessness

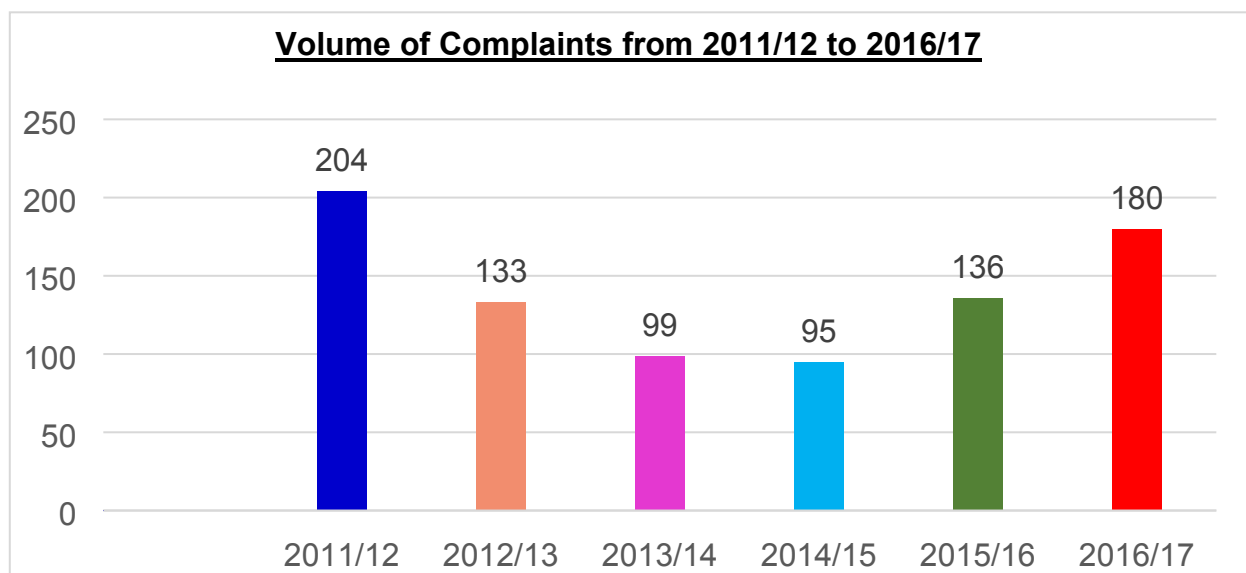
Homelessness and the way the Council deals with it has featured in the progress and delivery report for a number of cycles. As a result and in accordance with its operating procedure the Council's approach to its homelessness service will be the subject of scrutiny by the Challenge and Improvement Committee.

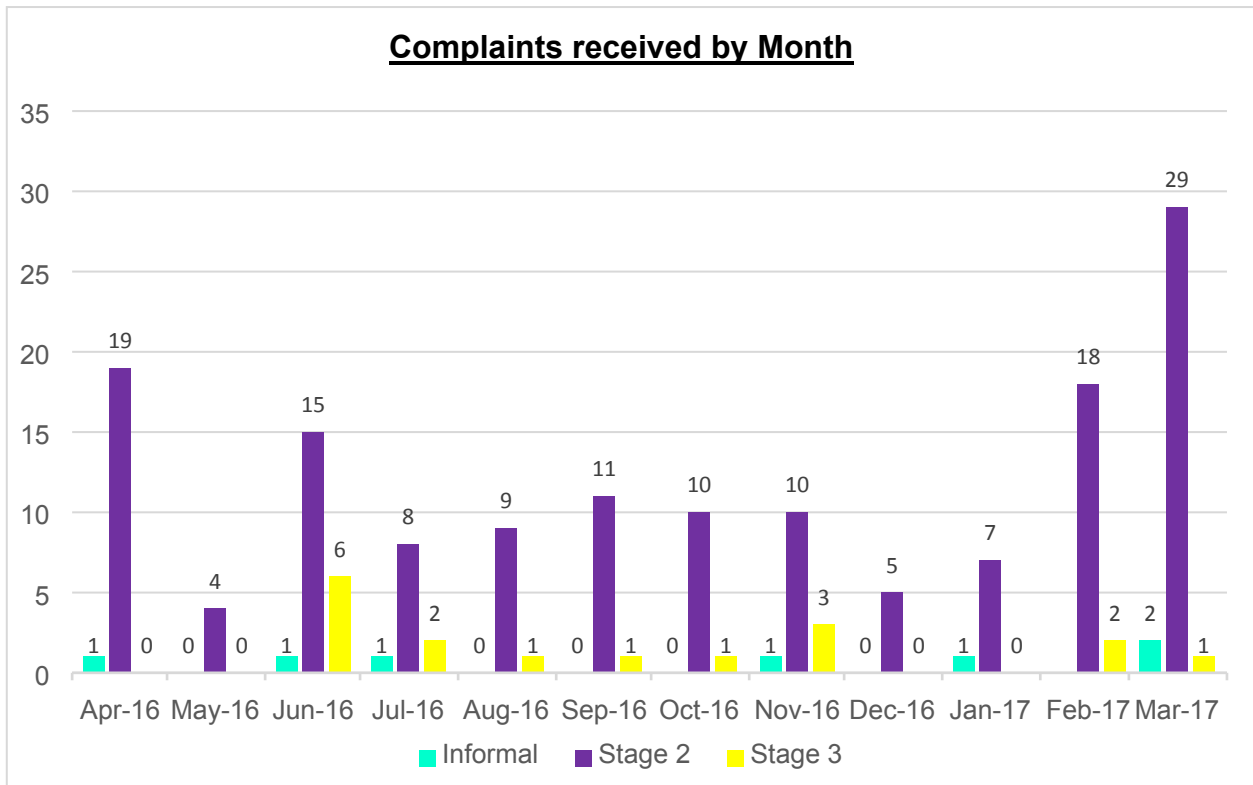
Future Work

The measurement of customer satisfaction with Council services is currently the subject of extensive work. The new measures for this area will be reported in the second quarter. However for the information of members some of the key statistics around customer contacts are given below:

A total of 180 complaints have been received during 2016/17, this is a 32% increase on the previous year. The total figure includes both stage 2 and stage 3 complaints.

Whilst this is an increase we need to understand that 180 complaints represents 0.05% of customer contact with the Council resulted in a complaint in 2016/17.





This is an extract from the annual report on customer satisfaction with Council services which will be reported to the next Governance and Audit Committee.

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										
Compliments	Monthly	50	36	★	→	63	★	★	Received a total of 50 compliments in period 1. Performance stable but would like to see increases in this area	n/a
Staff Absenteeism	Monthly	0.45%	0.70%	★	→	0.54%	★	★	Performance is good	n/a
Perspective: Financial										
Overall Council Budget forecast	Quarterly	0.40%	5.00%	★	n/a	n/a	n/a	★	Early in the financial year forecast £50k Net Contribution	Continue to monitor effectively
Time taken to pay invoices	Quarterly	9.7 (days)	30 (days)	★	n/a	n/a	n/a	★	Performance is good	n/a
Perspective: Quality										
Percentage of calls answered	Monthly	74%	80%	●	→	72%	●	●	In period 1 a total of 8550 calls were missed across the Council out of a total of ????. For clarification a missed call is either a call not answered or a call which has hit the voicemail service. It is important to note that officers are expected to return	n/a

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.			
									voice mail calls within....	
Service and system availability	Quarterly	99%	98%	★	n/a	n/a	n/a	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out

Table 1: Corporate Health measures

Section 2: Programme and Project Delivery

Programme/Project	RAG	What is affecting delivery
Closer to the Customer Programme		
Programme in currently in scope	Amber	Delivery is on track
C.L.O.E	Amber	Delivery is on track
Gainsborough Public Hub	Amber	Delivery is on track
Crematorium Programme		
Acquisition	Amber	Delivery is on track
Design	Amber	Delivery is on track
Housing Programme		
Housing Strategy is currently in scope	Amber	Delivery is on track
Land and Property Programme		
Depot	Amber	Delivery is on track
Southdale Caistor re-development	Amber	Delivery is on track
Car Parking Strategy	Amber	Delivery is on track
Commercial Investment Portfolio	Amber	Delivery is on track
Leisure Programme		
Leisure Post	Amber	Delivery is on track
West Lindsey Growth Programme		
Gainsborough Marina	Amber	Delivery is on track
Gainsborough Town Centre/West Lindsey Development Partner	Amber	Delivery is on track
Hemswell FEZ	Amber	Delivery is on track
Market Street Regeneration Ltd	Amber	Delivery is on track
Sun Inn	Amber	Delivery is on track
Townscape Heritage Initiative	Amber	Delivery is on track
Gainsborough Transport Model	Amber	Delivery is on track
West Lindsey Employment and Skills Partnership	Amber	Delivery is on track

Table 2: Programme and Project delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

Demand for the service we provide continues to be high with us dealing with over 3000 customers a week via our various channels. During the last financial year we were carrying vacancies but with the emphasis now on “Customer First” it has been acknowledge that it is essential to build capacity within the team and we are progressing moving some functions back to the services we inherited them from, such as soft facilities management functions, which will free up capacity within the team to deal with our customers in a timely manner.

In addition it needs to be acknowledge that some of the demand within the service is driven by initiatives our tenants are working on and therefore we have limited ability to drive some of this demand to none face to face services.

To truly reflect the cost of our customer contact we are now calculating the cost of customer contact just against the demand of West Lindsey Services, although we are still capturing our tenant demand so that a fuller picture of how the team is used is available.

As the year progresses we are expecting to see challenges in customer contact with the implementation of Universal Credit and dealing with Employment and Support Allowance (ESA) customers via both Council and Tenant Services. Customers who are in receipt of ESA present a unique set of challenges and Job Centre Plus (JCP) are envisaging a substantial increase in footfall along with how we and they approach dealing with ESA customers.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivery per customer contact	Monthly	£1.80	£2.00	★	↓	£1.56	★	★	n/a as within range	Continue to monitor demand and undertake detailed

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

Table 3: Customer Satisfaction measure exceptions

Benefits

The Benefits Team have had a busy start to the financial year with two changes in legislation being implemented within the first week of April – the Team are now limiting Housing Benefit for any family declaring a third child after 6 April in line with legislation and updating the claims for new customers becoming entitled to work related Employment and Support Allowance (ESA). The number of New Claims received in April and May exceeded the same period in 2016 by over 100 claims which has affected processing times slightly. Customers affected by the new Benefit CAP implemented in November 2016 are still accessing extra financial support through the Discretionary Housing Payments scheme administered within the Benefits Team and Universal Credit customers are also accessing extra financial help through this scheme. Preparations are underway for when Universal Credit rolls out to all working age client groups in Gainsborough May 2018 (currently only single people can claim Universal Credit in West Lindsey) and for customers in the Keelby / Caistor parts of the District in December 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: Process										
Claims Older than 30 Days	Monthly	21 claims	25 claims	★	↑	17 claims	★	21 claims	This measure is currently exceeding target because we have received so many New Claims in May that they have been prioritised for processing – resulting in fewer remaining outstanding for this time period.	Monitor

Table 4: Benefits measure exceptions

Council Tax and NNDR

Council Tax and Business Rate bills were issued promptly during March which resulted in increased customer contact during March and early April. Due to increases in council tax across all the precepting authorities the team will be collecting almost £2.5 million more this year compared to last year and collection rates are on target to meet expectations. Business Rate collection is lower than expected due, in part, to the revaluation which has resulted in some businesses appealing their new rateable values and due to more customers choosing to pay by 12 instalments rather than the statutory 10 instalments. It is anticipated that the collection rate will improve during the year and recovery action commenced in May for non-payment of both council tax and business rates.

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 with received service	Quarterly	90%	85%	★	n/a	n/a	n/a	★	Performance is good	n/a
Perspective: Financial										
No of properties on tax base (FTE ratio)	Monthly	5,715	5,000	★	→	5,938	★	★	Carried vacancy but this was filled mid-May so FTE total will increase thus reducing number of properties per team member. This is a measure of productivity.	No action required.
Perspective: Quality										
Council Tax in year collection rate	Monthly	20.14%	21.11%	●	→	20.11%	▲	●	Increase in number of customers paying by 12 instalments however amount of council tax collected has increased this month by £590,983. The early periods in the year mean that this indicator is often off track. It should be above target later in the year	n/a
NNDR in year collection rate	Monthly	25.93%	27.37%	●	↓	97.34%	▲	25.93%	In 2016/17 a company cleared their 2016	Regular monthly meetings with

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.			
									liability by offsetting an adjustment to the Rateable value. This year they are paying their normal instalments so have only cleared £50k by end of May. This accounts for an extra £201K collected by end of May last year not collected this year. The total difference from 2016/17 to 2017/18 is £230,244.74 – had this payment come through in the same way, the difference would only be £29k	CoL/NKDC partnership
NNDR Collected	Monthly	£4,397,653	£4,627,897	●	n/a	n/a	n/a	n/a	See above	See above
Cost of service per property tax base	Monthly	£8.94	£9.10	★	↓	£5.28	★	£8.94	Increase in number of customers paying by 12 instalments however amount of council tax collected has increased in May by £590,983	No action needed

Table 5: Council Tax measure exceptions

Building Control

The Building Control Service have had a busy start to the financial year The team should be congratulated on achieving and exceeding income target for both April and May 2017 for the statutory core service fee earning building regulations work together with a start towards the commercial income target, of which it is envisaged a steady improvement will be achieved and improved upon. Income has seen an increase

against target for April and May due to the volume of applications received from ACIS. This work is planned to come in for the short term and is not a long term contract for the work which is normally undertaken via the competent person's scheme. The service still continues to strive towards exceeding market share by volume of applications rather than income and has worked hard to maintain the high level of service offered in difficult times.

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										
Number of Building Regulation applications received	Monthly	197	102	★	→	170	★	★	Target exceeded due to separate applications for window/door replacements. Average fee per application for April was £188	n/a
Perspective: Financial										
Total Income Received	Monthly	£58,714	£36,466	★	→	£71,751	★	★	Income has seen an increase against target for April due to the volume of applications received from ACIS. This work is planned to come in for the short term and is not a long term contract for the work.	n/a
Cost of the Building Control service to the council	Monthly	£6,089.97	£14,050	★	n/a	£14,494.31	n/a	★	Additional income has been received due to ACIS retrospective applications. This has resulted in a saving against target	n/a

Table 6: Building Control measure exceptions

Local Land Charges

As a service we are on target for all areas and have exceeded on the ones below. The number of searched received along with the income generated is beyond the control of the service.

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

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										
Local Land Charge searches received	Monthly	480	386	★	→	545	n/a	★	Performance is good	n/a
Perspective: Financial										
Cost of the Land Charges service to the Council	Monthly	-£3,309	£12,000	★	↑	£8,150	n/a	★	Accruals from 16/17 causing a credit in April - are offset in May due to LCC search fees invoicing one month in arrears	n/a
Income received	Monthly	£21,379	£19,566	★	→	£21,315	n/a	★	Timing of receipts causes overachievement some months and underachievement in other months	n/a

Table 7: Local Land Charges measure exceptions

Development Management

Excellent performance from the Development Management team exceeding all targets and baseline figures set within the first period. Fee income has exceeded the set targets in both April and May and only two appeals allowed with the period.

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										
Income received from planning and pre-app fees	Monthly	£246,202	£225,625	★	n/a	n/a	n/a	n/a	Overachieved on planning fee income due to a large planning application £65k	No action needed
Percentage of planning applications defined as 'majors'	Quarterly	100%	70%	★	↑	92%	★	100%	Excellent work 100% achieved	Excellent work 100% achieved

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.			
determined within national targets										
Percentage of non-major planning applications determined within national targets	Monthly	99%	80%	★	n/a ¹	n/a	n/a	n/a	1 application exceeded the agreed extension of time.	Continue the excellent work and strive to maintain 100%
Percentage of appeals that are allowed	Monthly	2%	5%	★	↑	17%	⚠	2%	9 decisions, 2 allows	No action necessary

Table 8: Development Management measure exceptions

Enforcement

There continues to be a high demand for service across all areas of enforcement work and this is demonstrated in the figures recorded within period 1. In planning enforcement the overall caseload has reduced due to the temporary additional resources in place, this will continue until September 2017 and will be monitored on an ongoing basis.

The Selective Licensing project has resulted in the number of housing enforcement cases increasing and this project is driving the proactive work of the team in improving property conditions across the district. A large number of notices continue to be served in case where landlords are not compliant with the Council's requirements. There are currently ongoing prosecutions for the worst offenders within the selective licensing area.

The temporary resources that are in place within the team need to be addressed before the end of period 2 to ensure long term stability and to enable wider proactive projects to be developed.

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										
Open housing enforcement	Monthly	102	80	●	→	107	●	●	Demand continues to be high.	Seek a permanent solution to the temporary staffing

¹ New measure for 2017/18 to align with Government "designation" definition.

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.			
cases										arrangements within the team
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	184	90	●	↓	123	●	●	Large number of complex and high priority cases within caseload	Seek a permanent solution to the temporary staffing arrangements within the team
Time taken to resolve a planning enforcement request	Monthly	186	150	●	→	188	●	●	High number of complex cases. Additional resources in place.	Ensure that additional temporary resources are made permanent.

Table 9: Enforcement measure exceptions

Regulatory Services

The number of food inspections is below target for this first period, this is due to staff annual leave and sickness. This position will be continually monitored and it is expected that performance will be on target by the next reporting period. A new measure has been put in place for the average time to resolve a service request and this will be reported on in the next period.

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										
Number of registered food premises receiving a proactive inspection as	Monthly	42	60	●	n/a	135%	●	●	Inspections were lower than targeted due to staff illness and annual leave	This shortfall of inspections will be rectified over the coming months

per FSA										
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Table 10: Regulatory Services measure exceptions

Licensing

The Period 1 measures for Licensing are all on target, with the exception being in relation to Income. This figure is above the target set due to WLDC legal costs being repaid back to the authority which was in relation to a decision made by Members, which was subsequently appealed in the Magistrates Court.

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	£16,012	£14,200	★	↑	£34,277	⚠	★	Nothing	No action needed.

Table 11: Licensing measure exceptions

Street Cleansing

An excellent start to the year for the street cleansing service with all measures within challenging parameters, once again compliments for period one for the service far exceeded complaints. Street Cleansing cost each household just £10-42 last year, this was the lowest of all authorities benchmarked through APSE, currently this trend is in-line to continue. Income is ahead of target, business and marketing plans are being developed to strengthen this area further in the coming months. The service continues to have strong links with communities, the Great British Spring Clean initiative helped increase the number of voluntary litter picks in April/May. The service continues to be valued by residents with a satisfaction rating of 73% measured through the Citizens Panel.

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	£9,912	£7,000	★	→	£22,972	★	★	Increase in income due to payment from LCC regarding weed spraying	Continue to promote
Perspective: Quality										
Volunteer litter picks	Monthly	18	10	★	→	20	★	★	Increase due to promotion of Great British Spring Clean	Continue to promote

Table 12: Street Cleansing measure exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 55%, (above target) which is expected at this time of year due to green waste collections starting. Residual waste collected remains consistent, many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins probably encourages recycling. Missed collections are within targets (high for this month, but not above targets due to a new line of seasonal workers being introduced into the service) mainly due to supervisors working closely with crews. The cost of service is now £45.37 per household, still under target but with rising wages and fuel costs still an excellent rate when benchmarked with others. Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income. The service continues to be valued by residents with a satisfaction rating of 91% measured through the Citizens Panel.

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.			
Missed collections	Monthly	237	260	★	n/a	n/a	n/a	n/a	New seasonal staff explain slight slippage (130 against 130 target) in May.	Continued monitoring & interaction with crews

Table 13: Waste Collection measure exceptions

Page 40

Trinity Arts Centre

Trinity Arts Centre continues to perform well with good audience figures achieved during the quarter. Performances continue to be booked on the best possible terms and the majority of the programme is booked on the basis of events that are likely to be supported.

The average cost of Trinity Arts Centre per user has missed target but this is due to energy saving works and property maintenance completed in one month. This is being funded by Property Services so appropriate budget will be moved in to cover this. Even though the event occupancy is slightly down on target the overall surplus generated from the artistic programme is above 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										
Audience figures	Monthly	2,577	1,600	★	→	4,407	★	★	Good range of performance and attractive programme in place has produced good level of attendance.	Continue to offer attractive programme of events.
Event occupancy	Monthly	45%	55%	●	↓	61%	★	●	There have been multiple events in the same week	Monitor programme

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.			
									which has watered down the audience %	
Perspective: Financial										
Cost of Trinity Arts per user	Monthly	£8.32	£5.50	●	↓	£6.22	▲	●	Monthly cost of TAC includes £9k of carbon energy pot funded works and £1400 of property works to be funded.	Continue to monitor and maintain focus on finances.
Received surplus	Monthly	£10,334	£7,000	★	→	£16,711	★	★	Programme being booked on best possible terms which generates a greater surplus.	Continue to offer attractive programme of events and adhere to booking policy.

Table 14: Trinity Arts Centre measure exceptions

CCTV

The CCTV service has experienced a busy start to the new financial year. We have seen an increase in shoplifting and ASB incidents in Gainsborough Town Centre. Some of the shoplifting incidents have resulted in high volumes and values of stock being lost from various retailers in the town. Every opportunity is taken to prevent shoplifting with CCTV Operators providing effective monitoring and early notification to retailers of known or suspected offenders. We continue to support the Shopwatch scheme and are working closely with Marshall's Yard and Lincolnshire Police to explore options to re-launch and enhance this partnership.

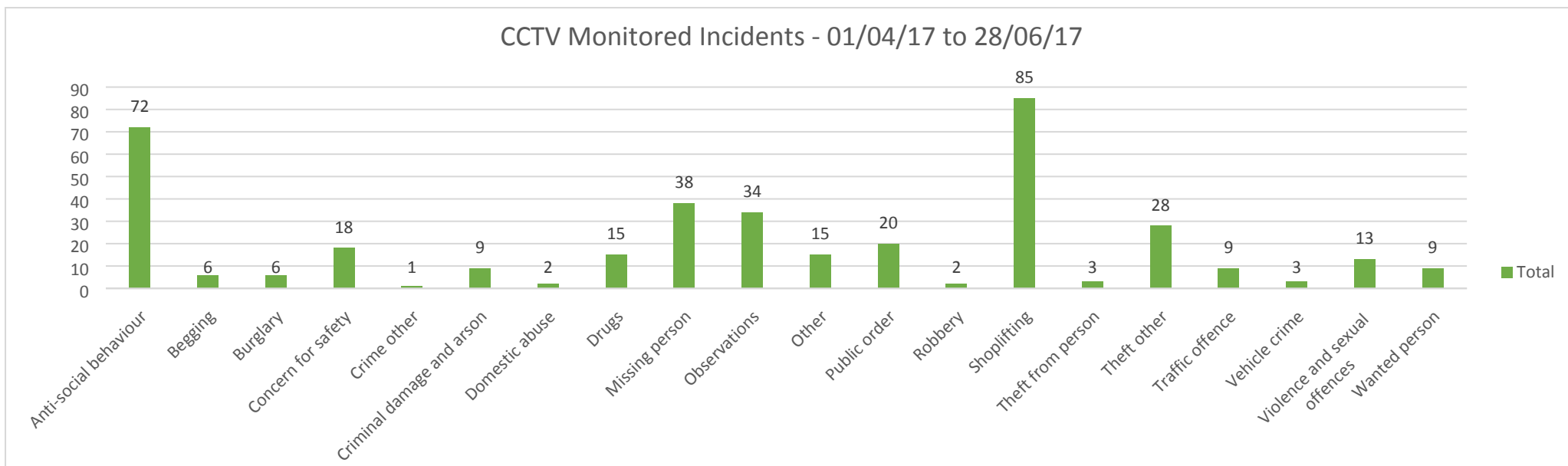
We have provided evidential CCTV footage for a number of high profile incidents and criminal investigations. Most recently a male has been jailed for 3 years and 4 months following being charged with Actual Bodily Harm (ABH) on 8th April 2017. Our CCTV footage of this incident was a critical piece of evidence used in the criminal proceedings and has received recognition in local media:

<http://www.gainsboroughstandard.co.uk/news/extremely-dangerous-thug-jailed-for-violent-night-time-assaults-1-8613243>

Our monitored CCTV services continues to develop and we are now providing services in Gainsborough, Market Rasen and Caistor. Work continues to develop our commercial operation of CCTV and exploring new opportunities to work with partners and the business community.

The following shows recorded incidents in West Lindsey through our CCTV monitoring:

CCTV Monitored Incidents - 01/04/17 to 28/06/17



Enterprise and Community Services

The team continues to deliver a range of community based services and support various priority projects. We have achieved high values of match funding through our community grant funding programme. A wide range of projects across the district have been supported with funding and officer guidance. We have processed 7 new Community Right to Bid nominations during Q1. Officers continue to support wider networks and partnerships including the Armed Forces Community Covenant and Lincolnshire Funding Advice Network. Programme work continues in the South West Ward with co-ordination of WLDC and partner resources to tackle issues and improvement the place. Work is progressing to develop a WLDC Consultation & Engagement Strategy which will be supported by officer training and tools.

Cluster: Democratic and Business Support

Democratic Services

The team continues to meet its obligations in supporting the Council’s decision-making and governance structure and promotes openness and transparency, as well as providing a professional, customer-focused service. Some of the recent achievements are that the service has reviewed the constitution and successfully consulted on and reviewed the Member Code of Conduct, there will now be a period of

communicating and embedding. The focus for the coming months will be to ensure that appropriate resources are in place to continue to deliver the service in an efficient and effective manner.

Financial Services

The Service has focussed on delivering an Unaudited Statement of Accounts by the 31st May 2017, in preparation for this earlier statutory deadline. This has been achieved with the dedication of the team in ensuring the deadline was met. Further efficiencies and improvements to the process have been identified for 2017/18 closedown. We have also achieved a £37k saving to the Council after the tendering of the Insurance Contract, this will support the MTFP funding gap

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										
Forecast outturn	Quarterly	0.4%	+/- 5%	★	↑	n/a	n/a	0.4%	No significant variances	
Perspective: Quality										
Return on investment	Quarterly	1.23%	1.16%	★	↑	1.16%	★	1.23%	Additional investment of £1m in CCLA	

Table 15: Financial Services measure exceptions

Page 43

Cluster: Economic Development and Neighbourhoods

Economic Development

Progress has been made during the first quarter of 2017-18 with the following key projects:

- **Hemswell Cliff FEZ** – The Local Development Order has been adopted for Hemswell Cliff FEZ. A draft delivery strategy is in place and a bid submitted to the GLLEP to secure a share of the £6.5m challenge fund;
- **Gainsborough Growth Fund** – continues to support local businesses to expand. An economic impact assessment has been carried out and shows that as of April 2017, the scheme had invested £340,000 to support 5 businesses, generating a total of 63 net new jobs, with a total economic value in terms of GVA of £3.5m.

	Total FTE jobs	Total GVA
Gross	129	£7,252,030

Net	63	£3,568,988
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Source: Carney Green Economic Impact Assessment April 2017

- **West Lindsey Development Partner** – strong bids received at Outline Solutions stage and documents prepared to advance the next stage of procurement to deliver comprehensive regeneration strategy for Gainsborough. £4m secured from the GLLEP in support of this programme. Detailed negotiations with bidders and stakeholders taking place
- **Hillcrest Park Development, Caistor** – project proposal for support via a commercial loan being considered through the committee process
- **Market Street Renewal** – detailed proposals and business case for JV activities being considered through committee
- **Place Board** – proactive approach to marketing continues with a further event in June
- **Skills and Employment** – Skills Fair event being organised by WL and partners on 15th June 2017
- **ERDF funding** – funding bid submitted in respect of potential marina development, with outcome expected in June 2017
- **Lindsey Action Zone** – a further circa £50,000 secured for a key business in our District (Rand Farm) via this LEADER (EU) funding programme.

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: Financial										
Income received	Quarterly	£6,793	£7,500	●	→	£8,389	●	●	Downturn in trader numbers	Review of market operations
Perspective: Quality										
Average number of stalls on a Tuesday	Monthly	50	60	●	→	43	●	●	Market review and options appraisal currently underway	Market review and options appraisal currently underway

Table 16: Markets measure exceptions

Cluster: Housing and Regeneration

Assets and Facilities Management

With the commencement of the new financial year seeing 1st quarter rental invoices going out along with healthy occupancy levels within the rental stock income from assets is above target. There is a similar situation with car parks income as customers have been renewing their permits at the beginning of the year which has seen income received above target levels.

Over the last 6 months Property & Assets have been utilising a temporary resource to help address condition survey findings/back-log maintenance and capital works. This resource has seen better progression and an increase in production showing good proactive maintenance figures of 80/20% split in works (planned/unplanned). It is anticipated that as the team completes the restructure this work will be continued.

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										
Rental Income (Assets)	Monthly	£140,141.08	£102,573.56	★	→	£157,716.50	★	★	Performance above target	n/a
Rental Income (Car Parks)	Monthly	£70,119.78	£33,417.12	★	↑	£38,143.58	▲	★	Performance above target	n/a
Perspective: Process										
Planned/Responsive Maintenance	Quarterly	80/20%	70/30%	★	↑	70/30%	▲	★	Additional staff resource helping to tackle capital maintenance programme	n/a
Voids Management	Monthly	7%	12%	★	↑	8%	▲	★	Performance above target	n/a

Table 17: Assets measure exceptions

Housing

The delivery of DFGs continues to achieve high levels of customer satisfaction and are being done so within the targets timescales set. There are plans moving forward to improve the delivery timescales further as part of the stair lift project. The number of empty homes has been maintained at a tolerated level and the focus is now on the properties that are causing the most harm, as a result there are four Compulsory Purchase Orders currently underway.

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.			

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
The average spend per disabled facilities grants	Monthly	£5,519	£4,500	★	→	£3,928	●	★	Only three completions undertaken	No actions required
Perspective: Quality										
Long term empty properties brought back into use through Council intervention	Quarterly	39	25	★	↑	0	●	★	No issues.	No action required.

Table 18: Housing measure exceptions

Home Choices

Demand for the service continues to be high. Work carried out previously with Acis to reduce the time between customers being successful for a property and moving in has started to have a positive impact, it is expected that this will be reflected more in the next P&D quarter. Homelessness prevention performance for this period does not include some data as it is not yet available for the period. It will be added to the next P&D.

Case Study: Positive outcome through partnership working between home choices, housing and communities' team, Acis and Occupational Therapists. A property previously adapted by WLDC and Acis had previously cost £40k and had very specific adaptations. When this property became available, the teams worked together to identify a household awaiting a DFG in need of this specific adaptation and willing to move to the property. A management move has been agreed and the household is due to move in. Two home choices officers have now completed their Chartered Institute of Housing qualifications. One home choices officer has been shortlisted for a national award (category of new housing professional of the year) further to winning a regional award in 2016.

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										
Bed and Breakfast Nights	Monthly	70	0	●	↑	117	●	●	High risk single household needing specific accommodation. WLDC	n/a

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.			
									temporary accommodation service not suitable. Household has now moved on.	
Perspective: Process										
Homeless prevention	Monthly	78	133	●	↓	203	★	●	DHP figures not yet available to us. They will be added in the next P&D report DFG outcomes are always slightly lower in April.	Whilst this appears 'off target' it is because some of the figures are not yet available to us for the quarter
Perspective: Quality										
Average length of stay in temporary accommodation	Monthly	20	28	★	↑	28	★	★	Better than target	No action necessary
Average time for a person in highest need to be rehoused	Monthly	42	28	●	↑	86	●	●	No delays with processing. Successful v quickly. We are starting to see improvement through working with is to address Waiting for property to be ready	Continue to monitor performance and work closely with registered providers to ensure no unnecessary delays with move on

Table 19: Home Choices measure exceptions

Safeguarding

Safeguarding demand remains consistent. Current work underway to prepare for an audit of our safeguarding children and young people response.

Healthy District

The leisure contract continues to perform very well and customer satisfaction remains well above target and expectation. The range of activities offered and effective marketing of the centres ensure that usage is high which in turn provides value for money in terms of the management fee per user. Procurement is well underway to secure a new leisure contract which will begin on the 1st June 2018.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Website availability	Monthly	100%	98%	★	→	100%	★	★	Performance is good.	No action necessary.
Number of online customers signing up to the self-service accounts	Monthly	601	400	★	→	945	★	★	Performance is good.	No action necessary.
Perspective: Process										
Number of electronic forms developed and integrated into the website	Monthly	65	65	★	→	65	★	★	No change.	No action necessary.
Number of electronic forms completed and submitted on the website	Monthly	4,539	4,000	★	→	7,152	★	★	Performance is good.	No action necessary.
Percentage of street naming and numbering requests dealt with	Monthly	100%	50%	★	→	33%	★	★	Performance is good.	No action necessary.
Perspective: Quality										
LLPG Standard	Monthly	Gold	National Standard	★	→	Gold	★	★	Performance is good.	Continue to maintain standard.

Table 22: Systems Development measure exceptions

Corporate Governance

The Corporate Governance Team has developed its commercial opportunities and has recently undertaken a piece of consultancy work for a fellow local authority. This was a fruitful exercise and has provided a sound footing from which future income generating opportunities can be explored. Away from the consultancy element, the service has continued its work with WLDC Team Managers to ensure that risks and audit actions are managed and delivered. The service also offers an integral element of the Council's project and performance management processes..

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.

CONTACT DETAILS: Mark Sturgess – Chief Operating Officer

SAMPLE



**Challenge and Improvement
Committee**

5 September 2017

Subject: Rural Public Realm: Task and Finish Group: Terms of Reference and Scope

Report by:	Mark Sturgess
Contact Officer:	Mark Sturgess Chief Operating Officer mark.sturgess@west-lindsey.gov.uk
Purpose / Summary:	To: 1) Agree the scope and terms of reference of the Rural Public Realm Task and Finish Group
RECOMMENDATION(S): 1. That the terms of reference set and scope of the work for the Rural Public Realm Task and finish group (set out in the appendix to this report) are agreed	

IMPLICATIONS

Legal: None

Financial :

Staffing : None

Equality and Diversity including Human Rights : Not applicable

Risk Assessment : Not applicable

Climate Related Risks and Opportunities : Not applicable

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

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Background

- 1.1 The Challenge and Improvement Committee have agreed that one their principal projects for 2017/18 will be to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.
- 1.2 The Committee agreed that in order to tackle this work a member Task and Finish Group would be established.
- 1.3 The first meeting of the Task and Finish Group took place on 27 July where terms of reference and the scope and focus of the work were agreed.
- 1.4 The outcome of that meeting is set out at appendix 1 where the terms of reference and scope and focus of the work agreed by the Group are outlined.
- 1.5 The Committee are asked to approve the Terms of Reference and scope and focus of the work.

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Challenge and Improvement Committee
Rural Public Realm Task and Finish Group
Terms of Reference (Draft)

1. Background

1.1 The Challenge and Improvement Committee fulfils the Council's overview and scrutiny function with responsibility to:

- Assist the council in the development of its budget and policy framework by in depth analysis of policy issues: and
- Conduct research, community and other consultation in the analysis of policy issues and possible options

1.2 Additionally in can:

- Make recommendations to the appropriate committee and for Council arising from the outcome of the scrutiny process.

1.3 Key themes of the Council's Corporate Plan are:

- Open for business – a high quality and well maintained public realm will assist with attracting inward investment into the District and demonstrate that the Council is “open for business”
- People First – improved streetscene and green space is an important outcome which this theme seeks
- Excellent Value for money services – streetscene and the public realm are some of the most visible service the council provides in the District so these need to be seen as efficient, effective and economic.

2. Purpose of the Task and Finish Group

“To investigate the efficiency and effectiveness of the services (both those provided by West Lindsey and others) which impact upon the public realm in the District and make recommendations to the Prosperous Communities Committee on any improvements which have been identified as being necessary.”

3. Scope and Focus of the Work

3.1 The scope and focus of the work should be on those services which have the greatest impact on the public realm in the District these are set out in appendix 1 and 2 of these terms of reference.

3.2 The key questions which need to be addressed by the work of the Task and Finish Group are:

1. To understand from those providing the services how that service is delivered, its budget, performance indicators and barriers/difficulties in providing the services in West Lindsey

2. To understand from service users their experience with the public realm services provided in the District.
3. To look at best practice examples of how public realm works are delivered in other parts of the country.
4. To assess alternative delivery models of delivering public realm services (outsourcing, greater community input etc.).

5. Outputs

- 5.1 To produce and approve a final report with recommendations on how public realm services delivered in the District could be improved to be presented to the Prosperous Communities Committee.

6. Outcomes

- 6.1 To make a noticeable difference to the way the public realm is managed with in the District through the acceptance of specific recommendations by the Prosperous Communities Committee.

7. Membership of the Group

- 7.1 All members of the Challenge and Improvement Committee will be invited to be members of the group. However there needs to be a core membership of between 3 and five members who will guide the work as it progresses. A chairman of the group also needs to be appointed.

The group will be supported by officers as appropriate.

8. Timescales

- 8.1 The group should report back to both the Challenge and Improvement Committee and the Prosperous Communities Committee within 2017/18 Municipal Year.
- 8.2 In order to achieve that timescale the final report from the group will need to be presented to the Prosperous Communities Committee at its meeting 20 March 2018, having first been considered by the Challenge and Improvement Committee 20 February 2018. This means that a final draft of the report needs to be completed by early January 2018.
- 8.3 The research phase of the work (detailed above) needs to take place in September, October and November 2017 in order to meet these timescales.

9. Frequency of meetings

- 9.1 It is suggested that the group meets once a month until the end of December 2017, with visits and meetings with stakeholders also scheduled in that time.

**RURAL PUBLIC REALM
TASK AND FINISH GROUP
SCOPE AND FOCUS**

Service Function	Organisation - Responsible
Grass cutting	LCC, ACIS WLDC PC's
Litter	LCC / WLDC
Fly tipping	LCC / WLDC
Street lighting	LCC / WLDC
Street sweeping	LCC / WLDC
Unsightly land	LCC / WLDC
Enforcement	LCC / WLDC
Public footpaths	LCC / WLDC
Pavements	LCC / WLDC
Potholes	LCC
State of footpaths disappearing under grass	LCC
Road signs: cleaning visibility	LCC

Dog fouling [Policing this]	WLDC
Watercourses [overgrown]	EA/LCC
Block drains	LCC
Public footpaths [rural]	LCC
Over hanging/tree Maintenance	LCC – reporting mechanism Power supply companies
Road markings - poor in places	LCC
Rural Policing	Police
Street furniture	WLDC / PC's

PRIORITIES

1. Issues associated with the highway

2. - General litter
 - Fly tipping
 - Abandoned cars
 - Dog fouling

3. Watercourses

4. Rural Policing

5. - Street scene
 - Street furniture
 - Litter bins
 - Benches
 - Tourist signs

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**Challenge and
Improvement Committee**

Date 5th September 2017

Subject: Draft Housing Strategy 2017 - 2022

Report by:

Eve Fawcett- Moralee – Commercial and
Economic Growth Director

Contact Officer:

Diane Krochmal
Housing Strategy and Supply Manager
01427 676615
Diane.krochmal@west-lindsey.gov.uk

Purpose / Summary:

To introduce the draft West Lindsey Housing
Strategy 2017 – 2022 and associated
Implementation Plan to Members and request
they submit a formal response to the
consultation questions

**RECOMMENDATION(S): That members make comment around the detail
at section 2.1 of the report**

IMPLICATIONS

Legal: none

Financial :

Staffing : none

Equality and Diversity including Human Rights : mechamisms will be in place to ensure fair and equal access to consultation

Risk Assessment : n/a

Climate Related Risks and Opportunities : n/a

Title and Location of any Background Papers used in the preparation of this report:
*Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.*

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 The report attached at appendix A was presented to Prosperous Communities Committee on 18th July 2017 and was further selected by Members for pre scrutiny.
- 1.2 The draft housing strategy will shortly be out for public consultation. Information on how to respond to the consultation will be provided on the West Lindsey website with access to a brief questionnaire. Consultees will be contacted and made aware of the consultation by e-mail.
- 1.3 Members are asked to make a formal response to the consultation on the draft Housing Strategy by answering the following consultation questions.

2 Consultation questions

- 2.1
 - a) Do you think the draft Housing Strategy identifies the key challenges and opportunities for housing in West Lindsey?
 - b) Do you agree that the key themes of the draft Housing Strategy give a fair and reasonable reflection of the most important issues for housing in West Lindsey?
 - c) Do you agree that the projects within the draft Housing Strategy Implementation Plan are relevant and achievable?
 - d) Is the language used plain and understandable?

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**Prosperous Communities
Committee**

18th July 2017

Subject: West Lindsey draft Housing Strategy 2017 - 2022

Report by:

Eve Fawcett Moralee – Commercial and
Economic Growth Director

Contact Officer:

Diane Krochmal
Housing Strategy and Supply Manager
01427 676615
Diane.krochmal@west-lindsey.gov.uk

Purpose / Summary:

To introduce the draft West Lindsey Housing
Strategy 2017 – 2022 and associated
Implementation Plan to members and seek
approval to begin formal consultation.

RECOMMENDATION(S):

That members give approval to begin formal consultation on the draft West
Lindsey Housing Strategy 2017-2022 and associated Implementation Plan

IMPLICATIONS

Legal: There is no statutory requirement for authorities to have a Housing Strategy therefore no legal implications

Financial : Fin/GCLT/18/18
None

Staffing : The consultation process will be undertaken in house within existing staff resource therefore no staffing implication

Equality and Diversity including Human Rights :
Mechanisms will be in place to ensure fair and equal access to consultation

Risk Assessment : N/a

Climate Related Risks and Opportunities : n/a

Title and Location of any Background Papers used in the preparation of this report:
*Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.*

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1 Introduction

- 1.1 West Lindsey District Council has a key role to play in supporting the provision of good quality housing across all tenures to meet the needs of current and future residents which in turn underpins economic growth and the success of our communities. The West Lindsey Housing Strategy 2017-2022 therefore will provide the framework to support the council's ambitions and priorities for housing from 2017 – 2022 in order to achieve its vision where 'Everyone has access to good quality housing which meets their housing need and aspiration'. At the same time it will highlight the challenges facing us and opportunities available to us in order to achieve this.
- 1.2 There is no longer a statutory requirement for local authorities to have a housing strategy however in order to support the delivery of West Lindsey's aspirations with regard to housing and growth a contract to prepare a draft housing strategy was awarded to Arc4 following their production of a baseline evidence report on balancing the housing market in West Lindsey
- 1.3 The original commission was to draft a prospectus type strategy focussing primarily on growth. However after reviewing initial drafts it was felt this approach would not provide a framework which would deliver our corporate aspirations across the growth and housing agendas and the links to health and wellbeing thus demonstrating how appropriate sustainable housing impacts on all aspects of our communities and is more complex than just the built environment.
- 1.4 The uniqueness of West Lindsey and the challenges and opportunities specific to our district were not evident in initial drafts therefore officers across growth, housing and planning have worked together on the formation of a draft housing strategy (attached at appendix 1) based on existing evidence and combined knowledge which will enable the Council to set a clear strategic vision for housing to deliver growth to meet housing need and social wellbeing. It also demonstrates how our role as an enabling authority is critical to achieve our ambition for housing in an increasingly uncertain national economic, legislative and policy climate.

2. West Lindsey Housing Strategy

2.1 The implementation of this strategy will support the following themes within the West Lindsey Corporate Plan;

- Open for Business
- People First
- Asset Management

- Central Lincs Local Plan
- Partnerships
- Excellent Value for Money Services

2.2 It will provide the key link between the West Lindsey Corporate Plan, the Central Lincolnshire Local Plan 2012 – 2036 and a number of other key plans and strategies detailed on pages 3-7 of the draft strategy with the aim of achieving the aforementioned vision.

2.3 The vision will be delivered through 3 proposed themes allowing resource and work streams to be specifically targeted towards increasing housing supply across all tenures, ensuring existing stock is safe, desirable and promotes health and wellbeing and ensuring appropriate housing options and support for households in housing need to prevent homelessness whilst further promoting health and wellbeing and also choice and independence;

- Theme 1; Driving housing growth to meet housing need
- Theme 2; Improving homes and transforming places
- Theme 3; A partnership approach to support choice, wellbeing and independence

2.4 The intention is that the authority will take a lead role in developing an approach to housing across all tenures to ensure the delivery of integrated housing and housing related services, working in partnership with other public, private and third sector organisations to find innovative solutions to meet housing need.

2.5 In line with good practice it is proposed to consult with key stakeholders ie Registered Providers, housing developers, housing and other third sector groups, statutory organisations, elected members and officers to ensure the strategy is relevant, comprehensive and will facilitate future partnership working.

2.6 The associated draft Implementation Plan (attached at appendix 2) is a working draft identifying some of the actions we intend to take in order to meet our ambition. A number of the cells within the document are to be confirmed (TBC). This is a joint piece of work involving officers across housing, planning and growth who are in the process of populating the plan. Members will be presented with an updated Implementation Plan following the consultation period as further actions may be identified through the process.

- 2.7 The actions within the Implementation Plan will form the basis of the programme of work for the Housing Board enabling projects to come forward for delivery and progress through the council's existing governance structure providing us with the best possible chance of implementing change within current legislation and policy.
- 2.8 The draft Implementation plan will be further populated jointly by officers from Growth, Housing, Private Sector Housing and Planning in concurrently with amendments identified through the consultation process
- 2.9 Following the consultation a final draft strategy will be reported back to Prosperous Communities Committee for approval.

West Lindsey Housing Strategy (Draft) 2017 – 2022)

Foreward by Cllr Bibb

Introduction

Access to good quality housing is the foundation upon which people can build happy and successful lives. This housing strategy provides an overarching plan to guide the council and its partners in tackling the major housing challenges facing the district. It aims to promote three key themes which affect housing and identifies the outcomes that the council wishes to achieve, through the implementation plan.

We are clear that our role as an enabling authority is a critical one if we are to realise our ambition to increase housing supply, meet housing need and aspiration and transform our neighbourhoods and that to do so we will need to work with a range of partners across all tenures, balancing the needs and aspirations of all within legislation and policy. This strategy therefore aims to provide clear strategic vision and leadership in an increasingly uncertain national economic and policy climate. It has been developed with full knowledge of the significant challenges ahead and allows for an early review to meet the requirements of legislative changes. The Strategy contributes towards the council's corporate priorities for West Lindsey and is intrinsically linked to a number of other plans and strategies, not only of the council, but other key partners and stakeholders. At a time when the Authorities capacity to deliver services is reducing the importance of maximising the potential to shape the work of partners, and work collaboratively, to deliver not only the built environment but existing housing and housing related services, is at the heart of the West Lindsey Housing Strategy 2017 – 2022.

West Lindsey - Who we are

West Lindsey is the largest and one of the most rural districts within the County of Lincolnshire. West Lindsey includes villages to the north of the City of Lincoln, and covers an area of approximately 446 square miles. The administrative centre of the district (and largest town) is Gainsborough, with the district also home to the market towns of Caistor and Market Rasen.

- West Lindsey is home to some 98,812¹ residents and around 42,350² dwellings.
- West Lindsey has witnessed steady population growth since 2001 and over the next twenty years (to 2036) the population in West Lindsey is forecast to growth by a further 11,500 residents (or 6,500 households)³.
- Situated in the north west of the county West Lindsey is bordered by East Lindsey, City of Lincoln, North Kesteven, Newark and Sherwood, Bassetlaw, North Lincolnshire and North East Lincolnshire Councils
- The district is rural in nature transacted by a number of 'A' roads.

¹ Mid 2015 estimate, ONS 2016

² 2016 Valuation Office Agency data

³ Central Lincolnshire Strategic Housing Market Assessment 2015

- The proportion of ethnic minority residents in West Lindsey was approximately 3.5% as of 2011. Amongst ethnic minorities, those classified as Other White, White Irish and Indian comprise the largest groups⁴.
- West Lindsey currently has an ageing population; between the 2001 and 2011 Census the median age increased by 3 years, and the 0-14 and 25-44 age groups fell in absolute terms
Average household size is 2.3⁵ people and in line with national trends household sizes have fallen over recent years.
- Increase of 15.1% dwellings in the district between 2001 and 2011⁶.

Our Vision

Our vision for West Lindsey is one where “***Everyone has access to good quality housing which meets their housing need and aspiration***”.

This means that we want to ensure that everyone has the opportunity to access good quality housing upon and within which they can build happy, successful and prosperous lives. Our challenge however is principally one of how we can meet the differing requirements of all 129 communities within the district especially where their needs, strengths, assets and opportunities vary so much.

To achieve this vision we will require all housing partners and providers to work together across the district to deliver priorities within three key strategic themes:

- Driving housing growth to meet housing need
- Improving homes and transforming places
- A partnership approach to support choice, wellbeing and independence

These themes are the building blocks and form the section headings of this strategy; they will underpin not only all of the Council’s work on housing, but also the level of contribution we seek and need to secure from our partners to deliver our vision for the benefit of our communities.

Our Ambition

Primarily led by the development of new housing West Lindsey is committed to housing growth and economic development. However we must ensure that the level and type of growth we are seeking is supported by appropriate infrastructure and meets the needs of our residents and businesses alike. We must also ensure that the benefits associated with growth and increased investment are accessed and enjoyed by all of our residents.

Our desire through growth is therefore to create safer, stronger, more resilient and prosperous communities.

⁴ Census 2011

⁵ Central Lincolnshire Strategic Housing Market Assessment 2015

⁶ Census 2011

To achieve this ambition our housing strategy is embedded and aligns itself with a number of key locally adopted strategies and plans, most importantly the Central Lincolnshire Local Plan 2012-2036 and West Lindsey District Council's own Corporate Plan 2016-2020.

Diagram to demonstrate links between strategies and plans to follow

We recognise that the successful delivery of our ambition through our strategic themes will require partnership working across a number of areas within the council and through collaboration with a number of key partner organisations. It will involve not only delivering new housing that meets the housing needs of our residents but raising standards and making best use of existing housing stock and by doing so reduce health inequalities, promote healthy lifestyles and maximise health and wellbeing within the district.

It is important that we consider both challenges and opportunities moving forward in an ever changing local and national picture. These challenges and opportunities are varied and include the following;

- Need for additional new homes across all tenures
- The impact and implications of new legislation and regulation across planning, homelessness and the private sector
- Innovative affordable housing solutions to meet housing need
- Viability of development sites in some areas of the district
- Government emphasis on home ownership
- Increased demand on homelessness services
- Renewed emphasis on homelessness prevention
- Increased demand in the private rented sector to meet housing need
- Identifying new and innovative methods to finance housing development
- Removal of housing benefit support for 18 – 21 year olds
- Changes to the future funding of supported and sheltered housing
- A drive to integrate housing, health and social care
- Disproportionate challenges in areas of the district requiring a strategic 'place based' approach

National and local context

Much of the way in which housing services are delivered is governed by legislation and national and local policies of which there are a number providing context to this housing strategy and the impact they have on our district including:

Housing White Paper (2017) 'Fixing our Broken Housing Market'

The White paper identifies the following three main challenges facing the national housing market:

- an insufficient land supply for the required amount of housing development;
- the slow pace of development from permission to completion; and
- the need to diversify the housing market.

Once legislated the White Paper will provide a significant part of the policy background to deliver this strategy. We recognise the need to build more homes at an increased pace and how these aspirations link to economic growth. By putting 'people first' at the centre of our strategy our plans over the next 5 years will do just that resulting in all sectors of the community benefitting including those trying to get onto the housing ladder, those looking for a better quality property in the private rented sector and vulnerable households seeking accommodation to meet their needs.

Housing and Planning Act (2016)

The 2016 Housing and Planning Act is a major piece of legislation for the housing sector and introduces a number of changes including;

- the introduction of Right to Buy to Housing Association tenants which has the potential to significantly impact on our statutory duties in relation to homeless households.
- end of lifetime tenancies
- giving local authorities greater powers to tackle rogue landlords including the provision of the use of fixed penalty notices for Housing Act offences. Income from this to be reinvested into local authority housing services. Also the creation of a rogue landlord database to enable the worst offenders to be easily identified across different geographical areas.
- The expansion of the self build and custom build sector – opening up a new way of entering the housing market
- measures to increase the supply of new starter homes which would likely mean less affordable homes for rent being built. The Housing White Paper however gives further clarity on delivery and the ambition of the government to build 200,000 starter homes by the end of the next parliament. Even with the subtle change to 'help over 200,000 people become homeowners by the end of parliament'⁷ the target is now defunct due to the General Election which was held on 8th June 2017.

National Planning Policy Framework (2012)

The NPPF sets out the planning policies for England and how they are applied. The NPPF required Local Planning Authorities to assess and plan to meet their own objectively assessed housing requirements. Subsequent amendments to the NPPF are proposed through the Housing White Paper (2017) and revisions to the NPPF are expected later in the year. This will form a significant part of the policy background for the delivery of this strategy.

Homelessness Reduction Act (HRA) (2017)

The Homelessness Reduction Act (2017) amends Part 7 of the Housing Act 1996. It is likely to be enacted in 2018 and will become a major piece of homelessness legislation. It will introduce a number new legal duties with resulting implications. Placing a renewed emphasis on homelessness prevention the HRA introduces duties to assess the needs of and seek to prevent homelessness for all eligible households within 56 days of them becoming homeless, irrespective of priority need or intentional homelessness.

⁷ Housing White Paper 2017

Key changes and implications of the HRA include:

- Extension to the period of time within which a household is classed as 'threatened with homelessness' from 28 days to 56 days
- Initial duty owed to all eligible persons who are homeless
- Duty to provide advisory services
- Duty to assess every eligible applicants case and agree a clear plan of the steps required to prevent or relieve homelessness
- Introduction of a 'prevention duty' for all eligible applicants
- Introduction of a 'relief duty' to take reasonable steps to secure accommodation for eligible homeless applicants regardless of priority need
- 'Duty to Refer' – The Act also places a duty on other local services to notify the local housing authority if they are working with an applicant who is homeless or at risk of homelessness

Welfare Reform and Work Act (2016)

There is a strong government focus on reform to the Welfare Benefit system. One of the key policy focus' being to encourage and support households to take up employment opportunities as opposed to being reliant upon welfare payments to meet housing and living costs.

The introduction of Universal Credit (which consolidates a range of existing welfare payments into a single monthly payment) and the introduction of caps and limits of the benefit that households are entitled to in order to cover their living and housing costs presents enormous challenges as many households across the district, particularly those already facing financial exclusion, have experienced a reduction in their income placing significant pressure on their ability to sustain their tenancies.

Key impacts include:

- Lowering of the benefit cap from £26,000 per year to £20,000 which will impact on a larger number of households particularly in higher value areas where housing benefit is being claimed to support accommodation costs.
- Housing benefit restrictions for those aged under 35 which creates challenges for meeting the housing needs of those in this age group, particularly in relation to those whose needs are best met in self-contained as opposed to shared accommodation.
- Housing benefit removal for 18-21 year olds which was intended to encourage young people into work, or to remain at home, but in reality is limiting the housing options available for younger people
- Introduction of a 4 year reduction in social housing rents by 1%.

Sitting below the national strategies and policies are a range of regional and local plans. These include:

Greater Lincolnshire Local Economic Partnership and the Strategic Economic Plan (2014 – 2034)

The SEP sets out ambitious targets of creating 13,000 new jobs by 2030, and assisting in the creation of 100,000 new homes and helping 22,000 existing businesses grow across Lincolnshire.

Central Lincolnshire Local Plan (2012 – 2036)

The Central Lincolnshire Local Plan – adopted April 2017 establishes a total housing target of 36,960 new dwellings up to 2036 with the focus for future housing growth falling within the main settlements of the City of Lincoln, Sleaford and Gainsborough. This approach makes the most of existing services and facilities, delivering growth where it is most needed.

For West Lindsey, the Local Plan sets out the delivery target of 4,435 new homes within the Gainsborough area which includes two new Sustainable Urban Extensions. Outside of the main urban areas the smaller towns and villages in Central Lincolnshire vary in size, demography, accessibility, facilities, issues and opportunities. The CLLP determines how each community can contribute to the delivery of a sustainable Central Lincolnshire

Central Lincolnshire Housing Growth Strategy 2016-2021

The Central Lincolnshire Housing Growth Strategy sets out the housing issues and challenges facing Central Lincolnshire, identifying the following six strategic objectives:

- Deliver sustainable housing growth
- Deliver affordable housing
- Deliver housing to meet diversity of need including Older Persons
- Maintain and improve the housing stock and bring empty properties back into use
- Deliver quality and energy efficiency in the new housing stock
- Deliver and maintain a robust and up to date evidence base.

It focusses on increasing housing supply recognising that the development industry alone will not provide the full range of homes needed and sets out how the partner authorities will work together to deliver more homes.

West Lindsey Corporate Plan (2016 – 2020)

The West Lindsey Corporate Plan sets out the Council's priorities and objectives designed to meet the many and varied needs of our district. The vision within our Corporate Plan has six themes:

- Open for Business
- People First
- Asset Management

- Delivering the Central Lincolnshire Local Plan
- Partnerships
- Excellent, value for money service

Lincolnshire Homelessness Strategy

Local authorities have long recognised that partnership working is the key to tackling homelessness. Lincolnshire Housing Authorities have, for a number of years, had a collaborative strategic approach to preventing and tackling the issue across Lincolnshire. As a result of this successful collaboration, a further countywide homelessness strategy is currently in development.

Lincolnshire Health & Wellbeing Strategy

Informed by the Lincolnshire Joint Strategic Needs Assessment (JSNA), the Lincolnshire Health and Wellbeing Strategy underpins the activity for the Health and Wellbeing Board. Housing is identified as a key priority for Lincolnshire in the current strategy (2013 – 2018) however activity to genuinely integrate housing has only recently started to gain momentum. The national drive to align and better integrate housing, health and care is reflected within the most recent JSNA for Lincolnshire and is likely to be a focus of the new strategy, which is currently in development.

The Care Act (2014)

The Care Act (2014) makes a requirement for closer cooperation between health, care and services that address the wider determinants of health, including housing; to deliver outcome based support, systems and provision to meet identified needs.

Housing in West Lindsey

The current housing offer in West Lindsey is very diverse across the District reflecting the urban and rural locations and the dispersed nature of the district. The wider urban area of Gainsborough is characterised by smaller properties focused around terraced, semi-detached and flatted property, whereas in more rural areas the housing stock more usually comprises of larger owner occupied detached properties.

House prices accordingly vary greatly across the district with some smaller terraced properties in Gainsborough priced below £75,000 where in contrast prices in more rural areas can attract values in excess of £300,000.

Key facts

- Non stock holding authority
- Objectively assessed need within the Central Lincs Local Plan 2012 -2036 for 1540 dwellings per annum (SHMA)
- Need for 911 affordable homes (2012-17) then 676 dwellings until 2036 (SHMA)

- 11% of housing stock social rent. Below the national average with the exception of Gainsborough East
- 13.7% of housing stock in the district is private rent. Diversely spread with less choice in rural areas. Sector grew by 7.1% between 2001 and 2011⁸
- South West ward in Gainsborough 50% stock privately rented
- In 2014 approximately 33%⁹ of all private rented properties in West Lindsey were estimated to contain at least one Category 1 Hazard under the Housing and Health Rating System
- Approximately one third of private rented properties in the district have EPC rating below band E
- Selective licensing scheme introduced in the South West Ward Gainsborough helping tackle anti-social behaviour, poor housing standards and poor standards of housing management practices by private landlords
- Decommissioning of MOD sites without a clear exit strategy has led to the emergence of vulnerable, unstable and unsustainable
- The West Lindsey overall ranking for deprivation is 152 out of England's 326 local authorities
- Increase in demand for housing advice, homelessness and homelessness prevention services year on year since 2013/14
- Significant increase in 2016/17
- Loss of Private Rented Sector (PRS) tenancy leading cause of homelessness in West Lindsey
- Assistance to remain in PRS tenancy through proactive homelessness prevention intervention is key prevention tool

Positioning ourselves to meet the need and aspirations of our communities

To address the future housing challenges and aspirations of the district our strategy sets out three key strategic themes identified through evidence gathering to deliver our ambition. Crucially, the council cannot and will not aim to do everything itself and we are clear that leadership and service delivery on housing in West Lindsey extends beyond the council. Our approach is that the strategy should apply to all homes in the district, which means everyone involved in building, managing and supporting the people who live in West Lindsey's homes has a role to play.

We recognise that it does not contain all of the detail, challenges, issues or possible solutions for housing in West Lindsey. In part this is because we do not have or have not yet developed all of the answers. More detail is available within the accompanying Housing Strategy Implementation Plan where within each theme we have identified a number of key areas of priority actions which need to be addressed in order to meet the objectives, detailing the measures and resources required.

In order to ensure this strategy is effectively implemented and meets its objectives progress against the key actions will monitored quarterly and reviewed annually. An annual review enables us to ensure that we have the flexibility to meet the challenges of a rapidly changing housing environment and to ensure we can be responsive to

⁸ Central Lincs Strategic Housing Market Assessment 2015/Census 2011

⁹ Lincolnshire Stock Condition Survey 2014

both local issues and changes to the national legislative and policy environment that will occur over the lifetime of the strategy.

This strategy is therefore a public document which we want it to be accessible to everyone. There are some groups of people that we expect will be particularly interested in some or all of the document. These include:

- ✓ Existing residents
- ✓ People looking to move into West Lindsey so they can understand what their options are and what support they might expect
- ✓ Private developers and registered providers (housing associations) proposing to build new homes
- ✓ Private landlords and registered providers who let homes in West Lindsey, so they know what standards are expected and how those standards might be enforced
- ✓ Regional and central government agencies such as Homes England formerly the Home and Communities Agency (HCA) and the Department for Communities and Local Government (DCLG), to help inform their funding decisions
- ✓ Public bodies and voluntary sector organisations that provide services or advice to current or future residents, so they can make sure their own work with residents is consistent with the council's approach and is linked properly to the work being done by housing providers.
- ✓ The council itself, to ensure that our approach to housing and the future challenges are consistent with our overall strategic / corporate approach
- ✓ Providers of supported housing

Partnership working is therefore at the very heart of not only the delivery of the strategy but also the development of future delivery solutions. Emphasis on partnership working is already a major focus for West Lindsey District Council. It is identified in our Corporate Plan and recognises the crucial role of partnership working further extended to include the creation of commercial partnerships and Joint Ventures.

Key Themes and Housing Priorities

Theme 1: **Driving Housing Growth to meet housing need**

Challenges and Opportunities

This theme seeks to increase the supply, mix and quality of new homes across all tenures. An increase in supply encourages greater choice to meet the housing needs of existing and future residents within the district and at the same time delivers the additional benefits of infrastructure to improve not only the built environment but the social role in improving the lives and wellbeing of our residents.

The local housing market in West Lindsey has seen improvements in recent years and whilst housebuilding has also improved the level across the district is lower than required. In order to meet our ambition for growth, we need to take positive and

proactive steps as an enabling authority to ensure that residential development proposals are both viable and deliverable.

12% of the growth for Central Lincolnshire is planned for Gainsborough.¹⁰ During the plan period 2012-2036 the town will seek to accommodate 4435 new homes. At the fore-front of our housing plans for the town is the Greater Gainsborough Housing Zone which aims to act as a catalyst to the creation of a new and differentiated housing market in the town. Bespoke procurement of a development partner to act as master developer and delivery body of the Gainsborough Growth Programme is underway focussing on this aspect. Access to recoverable investment funding and government support through the Homes and Communities Agency (HCA) is available to the authority to expedite the delivery of housing on brownfield land by removing the barriers, such as the cost of addressing flood risk in areas where values may be low, that are preventing delivery. The Housing Zone designation has also given access to HCA grant funding to increase the capacity, skills and expertise within the council's dedicated delivery team to further drive housing growth.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) commitment to the facilitation of housing growth is demonstrated at a countywide level with Local Plans leading on the delivery target of 100,000 new homes by 2031. West Lindsey's successful bid to the GLLEP's Single Local Growth Fund aligned to the implementation of our ambitious regeneration plans for the town resulted in an award of £4m which will further kick start housing development. The delivery of the Housing Zone sites therefore will not only provide a minimum of 750 new homes but will regenerate the town centre and riverfront areas of the town contributing to a new sense of place and wealth. In turn this will help unlock and service a further 3,500 new homes, including development on the town's two Sustainable Urban Extensions (SUE's), and help create more than 3,000 new jobs.

Whilst investment in the town on this scale is welcomed and will certainly have a positive impact on delivery the challenges associated with delivering this level of growth in the town are considerable. The Housing Zone designation has enabled us to position the town and raise its profile but the viability of sites remains a key issue due to the riverside location of a number of sites resulting in higher build costs and lower values within some areas of the town.

This diversity of the district in relation to house type, tenure and location and the impact of this on values that can be achieved is recognised in the Whole Plan Viability Study undertaken as part of the evidence base for the Central Lincolnshire Local Plan and CIL (Community Infrastructure Levy) examination.¹¹

Due to the significant variance in values, and the aforementioned high levels of growth planned for Gainsborough, additional detailed testing in the town was undertaken. The testing concluded that in order to achieve delivery within the Greater Gainsborough Housing Zone investment in the wider provision of infrastructure and pump prime funding would be required. The Council's Capital Investment Programme, designed to unlock the housing zone sites, is such that it would exceed any potential loss of CIL

¹⁰ Central Lincs Local Plan

¹¹ Peter Brett Associates Whole Plan Viability Study 2015

revenue available from the developments and as a consequence a zero charging zone was established in an area bounded by the railway line in Gainsborough West.¹²

This pragmatic approach to CIL not only recognises the diversity of the district through the use of charging zones, based on market evidence, but further demonstrates our commitment to promoting development and driving growth whilst at the same time ensuring that where achievable, contributions to affordable housing and strategic infrastructure is made.

Moving forward, we want the balance of housing in the district to change to ensure that there are enough homes of the right types, sizes and quality for people at all stages in their lives to aspire to. Critical to West Lindsey's future economic success will be ensuring there are a number of larger homes in attractive environments, providing more choice, to attract economically active households as well as providing appropriate housing for our aging population which will free up existing properties

Further evidence of the diversity of the district is demonstrated by the fact there are areas where house prices are lower than average and it is assumed that because of this that these houses are 'affordable'. However in reality these houses may not be of the type or quality expected to meet modern expectations or in locations currently viewed as desirable. These houses therefore cannot be seen as the solution to the evidenced need for affordable housing across the district. They do however have the potential to provide other innovative opportunities to the Council and our partners.

The challenges facing the authority and our Central Lincolnshire partners to deliver the quantum of affordable housing in Central Lincolnshire to meet the full needs set out in the Central Lincs Strategic Housing Market Assessment (Turleys, 2016) are considerable. The policy position followed in the Central Lincolnshire Local Plan (adopted April 2017) has needed to have regard to what can viably and reasonably be achieved in consideration of the other policy 'asks' and developer contributions needed to deliver other forms of essential infrastructure, such as education provision and healthcare. As such the affordable housing requirements set out in the plan are presented as targets and in most cases, due to the clear viability constraints set out in the Whole Plan Viability Report (Peter Brett, 2016), would only deliver around half of the actual need presented in the SHMA.

With the likely introduction of the new Community Infrastructure Levy (CIL) in late 2017/early 2018, the evidence robustly demonstrates that affordable housing targets can viably be met whilst also meeting the requirements of the CIL, it must be noted that where CIL will be fixed, affordable housing will remain subject to negotiation. Therefore it is reasonable to assume that there will be at least some challenge from the development industry where the affordable housing targets face scrutiny and pressure specifically in parts of the district where values are lower or where the viability gap is known to be tighter.

This inability to meet affordable housing need through the planning process alone is not exclusive to West Lindsey, nor indeed to the Central Lincolnshire sub-region, and is in fact reflective of a country-wide issue that is well evidenced and a common challenge for nearly all local authorities.

¹² Peter Brett Associates Whole Plan Viability Study 2015 p50

The challenge for West Lindsey will be to deliver additional affordable housing to help mitigate the known undersupply that is likely in coming years that the planning system alone can deliver. This issue will be a concern in all parts of the district. An undersupply of additional affordable homes to meet housing need will not only occur in areas where there is less delivery across all tenures but will also occur in areas where the housing market is more buoyant such as the villages on the Lincoln fringe. The evidenced need for affordable homes will only be met where additional intervention takes place using alternative and innovative approaches.

Coupled with this the shift in government policy to focus on home ownership will undoubtedly generate opportunities to support households into home ownership across the district it is likely to result in fewer homes being developed for affordable and social rent. This creates further challenges for the council in relation to how we plan to meet the needs of those for whom home ownership is not a viable housing solution.

A key challenge for us is to understand how many households will be able to afford low cost home ownership products – for some, this will present a new opportunity however for others and in some parts of the district, this will not be a viable solution.

As an enabling authority we aim to continue to work in a flexible manner so that supply can adapt as the housing market and demand for homes changes ensuring that the places where we want development to happen are both viable and attractive.

Theme 2: Improving Homes and Transforming Places

Challenges and Opportunities

Improving the existing housing stock and the resulting benefits to residents, and communities is a key priority for the council. Whilst we do not own or manage any housing stock we wish to work with others to achieve a number of outcomes including raising housing standards, addressing energy efficiency and reducing fuel poverty. Reducing the number of empty homes in the district will also be addressed under this theme.

As it has grown in size, the private rented sector in West Lindsey has become increasingly more important. A healthy high quality private rented sector helps to support economic and social mobility, and can provide an affordable housing option for those households on lower incomes. As well as encouraging the development of more homes for owner occupation, we are keen to support and encourage the continued growth of the private rented sector where the accommodation (and management services) meets the required standards.

The quality of housing within this sector has however not always kept pace with the demands of the market and so in places, it detracts from our vision for a thriving and prosperous district. Nowhere is this more evident than in parts of Gainsborough and in the former MoD estates. To address this we want to raise standards and competition within the sector by increasing the quantity of new good quality homes for

rent. We want private landlords to raise their game and in doing so provide homes and the residential environments that meet aspirations. Where private landlords either cannot or choose not to respond to these challenges, we will provide advice, assistance and where necessary utilise our statutory powers to ensure standards are improved.

We recognise that the majority of landlords provide a good standard of accommodation and service to their tenants. The council will therefore continue to support these landlords through a range of assistance and advice based services. Our advice will be focussed on ensuring that landlords understand their legal obligations and are signposted to the appropriate resources and advice to enable them to manage their properties effectively and to a high standard.

The Council, in partnership with other agencies will actively seek out rogue and criminal landlords and will utilise its statutory powers to deal with them. The Council has already introduced a selective licensing scheme in the South West Ward of Gainsborough to address issues such as anti-social behaviour and low housing demand. This approach is in line with the Government's increased regulation for the sector and is an approach that may be required across other parts of the district. The move towards increased regulation in the sector is seen as a positive step and the approach to dealing with poor housing standards is in line with this.

We also recognise the impact that empty properties can have upon all neighbours and wider neighbourhoods. As well as a wasted resource and potential blight within a community, empty properties can present a health risk, can become a focus for unwanted or anti-social activity and can adversely impact upon the image and values within a neighbourhood.

We have a strong track record of identifying and working with owners to help them bring these properties back into use. Where owners are either unable or unwilling to take the necessary steps to re-use their properties, again we are able to utilise and deploy a range of powers to aide this process.

Theme 3: A Partnership Approach to support Choice, Wellbeing and Independence

Challenges and Opportunities

Housing is about more than the built environment – it is about people and communities. We will only be successful in our ambition if the provision of housing and housing related services helps to meet the wider needs and aspirations of all of our residents and communities as recognised by the 'People First' and 'Partnership' themes of our Corporate Plan.

We want our neighbourhoods and communities to be mixed and inclusive. To achieve this we need to ensure greater equality, resilience and stability through improvements in the amount, mix and quality of our homes. Therefore whilst much of the early focus

of this strategy prioritises the delivery of new homes and physical improvements to existing properties, we need to balance this against the need to ensure that housing in West Lindsey provides a foundation upon which people can build happy and successful lives, promoting stability, independence, health and wellbeing.

This means that we and our partners become more than landlords and service providers but take a more proactive approach to helping residents find and keep a home and by working together with them improve their health, education, skills and employment prospects and maintain their independence.

At its most extreme the very real issues of rising homelessness and decreasing access to housing mean that there needs to be a focus on early intervention, prevention and enabling access to housing. Whilst we already place emphasis on homelessness prevention, the new duties associated with the Homelessness Reduction Act (HRA) will enhance our responsibilities to prevent homelessness for a much broader cohort of customers. The HRA is likely to significantly increase the prevention outcomes we achieve whilst reducing the number of applicants that require a full homeless duty. The duties and changes to the assessment journey for customers will require some adjustment to roles and processes for receiving and managing caseloads. The work required at the initial assessment and advice stage of the revised process will be substantial. There will also be a need to enhance capacity in terms of monitoring and reporting on our homelessness prevention performance.

Moving forward we will continue to shift resources to tackle the causes of problems rather than just treating the symptoms. This focus upon intervention aims to reduce the number of specialist interventions and prevent crisis. In order to achieve this, we will focus on working in partnership to bring resources together in order to maximise the impact of any interventions. Additionally, we must consider a number of challenges that are likely to impact heavily upon those who are vulnerable to experiencing homelessness. These challenges include changes to government policy where careful management of the possible impacts are required, a continuous demand on resources in the face of tightening budgetary pressures, a fragile national economic picture and various policy areas that have the potential to impact on preventing and tackling homelessness but are not necessarily coordinated. Alongside our ambitions for growth we must place emphasis on preventing homelessness and developing a range of housing and support options to assist us to do so.

Homelessness is a complex issue that cuts across many policy areas. Over the past four years Lincolnshire has experienced both an increase in homelessness, alongside an increase in the complexity of the needs of individuals and households affected by homelessness. Now more than ever we need to work together to respond to an environment of rapid change.

The potential impact of a wide range of policy changes on people vulnerable to experiencing homelessness cannot be underestimated. Of particular concern is the affordability of housing for younger people – we will need to explore, in partnership, options to enable access to good quality, affordable accommodation for all.

Local Authorities are reliant on social housing stock to meet housing need and prevent homelessness. A decrease in the supply of new social housing has the potential to

significantly impact on our ability to meet our statutory duties in relation to homelessness households. A reduction in supply may also limit our ability to utilise social housing to prevent and/or alleviate homelessness before it arises, and also to limit the options available for those in need of independent accommodation (such as those presently residing in supported accommodation). We must seek to ensure that the available supply of affordable rented housing is prioritised for those in greatest need, and that those who can meet their housing needs through alternative tenures, including a good quality affordable homes in the private rented sector are supported to do so.

The loss of private rented accommodation continues to be a leading cause of homelessness in West Lindsey. Similarly, our homelessness prevention activity majors on supporting people to remain in the private rented sector. Ensuring that the private rented offer in West Lindsey is suitable, affordable and well managed and that by seeking to intervene earlier we can prevent the loss of accommodation where possible.

In common with many areas, the population in West Lindsey is also set to witness a significant level of growth amongst older person households. As well as living for longer, many older person households prefer to continue to live in their own homes before seeking specialist accommodation. Support should therefore maintain a focus upon developing the range of services which will help many older people maintain and stay within their own homes.

We do however also recognise that housing choices for older people is often limited so in partnership we need to also consider the appropriateness of more specialist accommodation with support, including retirement housing and extra care models alongside reviewing existing sheltered housing which may no longer be fit for purpose to respond to long term demographic changes and support the future needs of specific groups.

Housing also plays a key role in supporting wellbeing. As a district council, we are well placed to have a leading contributory role in the strategic infrastructure surrounding housing, health and care as key policy areas and their associated interdependencies. Our commitment to improving health and wellbeing outcomes for communities is rooted in our corporate plan and the council has invested in resource to fully understand and maximise the role we can play. Whilst we are increasingly and more actively involved, this agenda is moving rapidly and we need to position ourselves to have a collaborative role at both a strategic and local level for the benefit of residents in West Lindsey. Through this housing strategy we aim to explore the opportunities which will enable us to maximise the role we can play.

Housing is identified as a key priority for Lincolnshire in the Joint Health and Wellbeing Strategy 2013 – 2018. The Lincolnshire Health and Wellbeing Board is one of only 12 (out of 150 across the country) to have identified it as such. Given the necessary focus on and the rapidly moving transition to align housing, health and care to improve wellbeing outcomes, it is considered likely (at the time of drafting) that housing will continue to be a priority for the board. District Councils are currently developing detailed proposals for the introduction of a 'housing and health' focussed sub group of

the health and wellbeing board to develop stronger working relationships and better integrated services, to better meet the needs of residents. Understanding and maximising opportunities to improve health and wellbeing through this housing strategy is important.

Our response to the Challenges

See attached implementation/action plan

Key documents

Central Lincs Local Plan 2012 – 2036

Central Lincs SHMA (2015)

West Lindsey Corporate Plan 2016-2020

Central Lincolnshire Housing Growth Strategy 2016-2021

Peter Brett Associates Whole Plan Viability Study 2015

Joint Health and Wellbeing Strategy 2013 - 2018

Appendix 2 Draft Implementation Plan (work in progress)

Housing Strategy Theme	Action/Project/Recommendation	Link to Corporate Plan	Lead organisation and partner organisations	Resource required	Outcome/measure	Timeframe
1,2 and 3	Promote role of Housing Strategy to ensure linkages between built environment and social wellbeing are fully understood internally and externally <i>and through this ensure the opportunity to influence changes to legislation and policy are maximised</i>	TBC	WLDC	Existing staff resource/time Member time	Member Champion in place Comms plan in place Press releases published Staff development monitored	TBC
1.Driving Housing Growth to meet housing need	1.1 To develop and implement a private rented sector solution to assist with meeting affordable housing need in the district	TBC	WLDC	TBC	Preferred option approved X number homes available for rent	TBC
1.Driving Housing growth to meet housing need	1.2 Attract a variety of high quality developers and housing investment to the district to deliver high quality development and secure the delivery of appropriate housing across all tenures to meet need and demand	TBC	WLDC Housing, Planning and Growth services, Private Developers, Registered Providers, CLLP Partners, Planning agents, Landowners and agents Neighbourhood Plan Groups ParisTBCh Councils	Existing staff resource/time	During CCLP period provision for development of 4435 new homes in Gainsborough. 1540 new homes per annum across CL Private sector and RP investment to deliver a mix of tenures Set up/re engage with CL Developers and Agents Forum Monitor housing completions to ensure variety of homes are delivered to meet demand and need Housing engagement with Neighbourhood Plan Groups Number of neighbourhood plans adopted	TBC
1.Driving Housing growth to meet housing need	1.3 To deliver housing regeneration in Gainsborough and meet the Greater Gainsborough Housing Zone delivery target of a minimum of 750 new homes on brownfield land	TBC	WLDC HCA Landowners Developers	TBC	Development partner procured Delivery strategy in place for Riverside Gateway Starts on site recorded for all Housing Zone sites	TBC

1.Driving Housing growth to meet housing need	1.4 Support the acceleration of delivery Gainsborough Sustainable Urban Extensions (SUE's)	TBC	WLDC Planning, Housing and Growth TSE Developer	TBC	Phase 1 Southern SUE Developer identified Phase 1 Southern SUE submission Reserved Matters Phase 1 Southern SUE Infrastructure delivery commenced Phase 1 southern SUE x homes completed Northern SUE outline planning permission granted for x number dwellings	TBC
1.Driving Housing growth to meet housing need	1.5 Support the wider Gainsborough regeneration Programme through deliver the 'Living over the shop' project	TBC	Market Street Renewal (JV Dransfield properties Ltd and WLDC) WLDC	TBC	X number of additional town centre dwellings Reduce empty properties Increase footfall in town centre	TBC
1.Driving Housing growth to meet housing need	1.6 Assess potential of alternative building methods through custom and self build models to meet need as identified through self build register	TBC	WLDC	Officer time Sites identified	Identification of sites Provision of fully serviced plots to meet need Completion of site prep	TBC
1.Driving Housing growth to meet housing need	1.7 Seek to acquire land off Japan Road/Wilson Street in line with Council's acquisition policy to enable delivery of mixed tenure housing scheme	TBC	WLDC WLDC agent TSE agent Acis	TBC	Land acquired Developer identified Housing delivered with quantum of affordable housing to meet need Contributes to Housing Zone delivery target	TBC
1.Driving Housing growth to meet housing need	1.8 Explore innovative solutions to delivery of ancillary sites within Greater Gainsborough Housing Zone ie Crowd it Built it Gleadell's Wharf	TBC	WLDC Landowner Developer	TBC		TBC
1.Driving Housing growth to meet housing need	1.9 Ensure that intelligence and evidence of housing need within the district is appropriate and up to date	TBC	CLLP Team CLLP Partner Authorities WLDC	TBC	Refresh of Central Lincs SHMA? New housing register system delivered	TBC
2. Improving homes and	2.1 to deliver financial assistance in the PRS to improve property standards, energy efficiency and reduce fuel poverty	TBC	TBC	TBC	TBC	TBC

transforming places						
2. Improving homes and transforming places	2.2 Develop a place based approach to improving deprived and unstable communities	TBC	WLDC	TBC	TBC	TBC
2. Improving homes and transforming places	2.3 Effective use of planning policies to embed health and wellbeing into considerations for growth and development of housing	TBC	WLDC Housing and Planning teams	TBC	Monitor policies LP(and LP10 of Central Lincs Local Plan Building regs M4 (2)?	TBC
3. A partnership approach to ensure choice and independence	3.1 Work in partnership with Registered Providers to enable the delivery of affordable housing options throughout the district including options to meet the needs of specific client groups, those aspiring to own their own homes and to prevent homelessness supporting the provision of the Homelessness reduction Act (2017)	TBC	WLDC External Registered Provider partners Service provider partners	TBC	Number of affordable dwellings completed by type, tenure, client group Land identified for delivery Homelessness measures	TBC
3. A partnership approach to ensure choice and independence	3.2 Undertake detailed review of provision of accommodation for older persons to inform future delivery options	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.3 To develop a policy in line with the Better care Fund objectives which enables independent living and improves health and wellbeing	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.4 To review the existing regulatory and licensing schemes within the district and the impact they have had in the short and long term	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.5 Deliver a sophisticated new housing register system that is fit for purpose, enabling the Council to fulfil its revised legal duties under Homeless Reduction Act	TBC	TBC	TBC	Ability to evidence need for a variety of housing options including low cost home ownership	TBC
3. A partnership approach to ensure choice and independence	3.6 Maximise future role in enabling development and delivery of supported housing to meet the housing needs of diverse and vulnerable households/	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.7 Assess impact of welfare reform and develop responses with partners to address	TBC	Health and Wellbeing Service Registered providers Supported Housing providers	TBC	Mitigation against welfare reform changes which may increase risk of homelessness Understand impact on private rented sector tenants	TBC

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Forward Plan for all Committees

Purpose:

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

Recommendation:

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

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
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	-	-	-	-
Members Allowances	Alan Robinson	To inform the work of the Remuneration Panel prior to them making recommendations to Full Council	-	-	07/11/2017	-	-	-	-
Certification of Grants and Claims	Tracey Bircumshaw	To present the Certification of Grants and Claims report	-	-	16/01/2018	-	-	-	-
Quickline Monitoring Q4	Tracey Bircumshaw	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	-	-	-	-
Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen	-	-	-	09/11/2017	-	-	24/10/2017
Housing Strategy	Diane Krochmal	To present the new Housing Strategy for approval	05/09/2017	-	-	-	-	-	18/07/2017
Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity	-	-	-	-	-	-	24/10/2017
Leisure Contract Procurement	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred	-	-	-	11/01/2018	-	-	-

		contractor							
Brattleby Neighbourhood Plan	Daniel Evans	To approve the Neighbourhood Plan to move to referendum.	-	13/11/2017	-	-	-	-	18/07/2017
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	-	-	17/04/2018	-	-	-	-
Review Disciplinary Rules Procedure	Emma Redwood	To review and update the Disciplinary Rules Procedure for the council	-	-	-	09/11/2017	-	05/10/2017	-
Market proposals - after call-in	Ady Selby	To receive further proposals on the future operation of Gainsborough Market	-	-	-	-	-	-	12/09/2017
Review of Flexi-Time Policy	Emma Redwood	To review the council's Flexi-Time policy and update accordingly	-	-	-	09/11/2017	-	05/10/2017	-
Review the Relocation Policy	Emma Redwood	To review the Council's Relocation Policy	-	-	-	09/11/2017	-	05/10/2017	-
Scotter NP	Daniel Evans	To approve the plan for referendum and formally 'make' the neighbourhood development plan	-	22/01/2018	-	-	-	-	24/10/2017
Fiskerton NP	Nev Brown	To approve the plan for referendum at pc and for adoption at council	-	22/01/2018	-	-	-	-	24/10/2017
Lea NP	Daniel Evans	To approve the plan for referendum and adoption at council	-	22/01/2018	-	-	-	-	24/10/2017
Review of the Effectiveness of Internal Audit	James O'Shaughnessy	Report from the Statutory Officers relating to Review of the Effectiveness of Internal Audit	-	-	07/11/2017	-	-	-	-
ISA 260 Report	Tracey Bircumshaw	To present the ISA 260 Report	-	-	14/09/2017	-	-	-	-
Audited Statement of Accounts 16/17	Tracey Bircumshaw	To present the Audited Statement of Accounts 16/17	-	-	14/09/2017	-	-	-	-
Internal Audit Plan - Period 2	Tracey Bircumshaw	To present the Internal Audit plan for Period 2 Monitoring	-	-	07/11/2017	-	-	-	-

Monitoring Report		Report							
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 actuarial ass	Tracey Bircumshaw	To present the Accounting Matters 2017/18 Closedown Report and actuarial assumptions	-	-	13/03/2018	-	-	-	-
AGS Monitoring Report - Period 2	James O'Shaughnessy	To present the AGS Monitoring Report for Period 2	-	-	16/01/2018	-	-	-	-
Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.	10/10/2017	-	-	-	-	-	24/10/2017
Gainsborough Growth Fund Review	Marina Di Salvatore	To present a Review of the GGF Scheme, its performance over the last 3 years and any recommendations going forward	-	-	-	-	-	-	24/10/2017
Managed Workspace: Revised Proposal	Joanna Walker	Seeks member support for a revised proposal for managed workspace on an alternative site in Saxilby.	-	-	-	Being scoped	-	-	24/10/2017
Combined Assurance Report 2017/18	James O'Shaughnessy	To present the Combined Assurance Report	-	-	13/03/2018	-	-	-	-
Draft Internal Audit Plan 18/19	Tracey Bircumshaw	To present the Draft Internal Audit Plan 18/19	-	-	13/03/2018	-	-	-	-
External Audit Plan 17/18	Tracey Bircumshaw	To present the External Audit Plan 17/18	-	-	13/03/2018	-	-	-	-

Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	13/03/2018	-	-	-	-
Internal Audit Q4 Monitoring	Tracey Bircumshaw	To present the final quarter monitoring report	-	-	17/04/2018	-	-	-	-
Outcome of Development Management Audit	Matthew Waller	To present the finding of the audit into development management	-	-	07/11/2017	-	-	-	-
Potential Land Acquisition - Gainsborough	Elaine Poon	Confidential	-	-	-	21/09/2017	-	-	-
Selective Licensing Progress Report	Andy Gray	To provide a further report to cttee one year after implementation	-	-	-	-	-	-	24/10/2017
Accident Procedure	Mark Sturgess	Provide information on Accident Procedure and support from JSCC	-	-	-	-	-	05/10/2017	-
Body Worn Cameras	Andy Gray	To present options to introduce the use of body worn cameras for WLDC staff. Body worn cameras would be used to protect staff, provide reassurance and obtain evidential footage.	-	-	-	09/11/2017	-	05/10/2017	-
Quality Customer Service	Mark Sturgess	To set out the new procedures	-	-	-	09/11/2017	-	-	24/10/2017
Progress and Delivery Period 1	Mark Sturgess	To present p and d position as at end of Q 1	05/09/2017	-	-	27/07/2017	-	-	18/07/2017
P AND D PERIOD 2	Mark Sturgess	To present p and d progress as at end of quarter 2	14/11/2017	-	-	09/11/2017	-	-	24/10/2017
p and d period 3	Mark Sturgess	To present p and d position as at end of q3	20/02/2018	-	-	08/02/2018	-	-	30/01/2018
p and d - period 4	Mark Sturgess	To present the year end position for p and d	22/05/2018	-	-	10/05/2018	-	-	01/05/2018
Write Offs	Alison McCulloch	To write off any Council Tax, Business Rates, Housing Benefit Overpayments and Sundry Debtor accounts that are irrecoverable and over £1500	-	-	-	14/12/2017	-	-	-

Brownfield Land Register	Diane Krochmal	To update on changes in legislation and impact on the wider picture. The Town and Country Planning (Register of previously Developed Land) Regulations came into force on 16th April 2017 initiating the requirement for councils to prepare and maintain a register of brownfield land suitable for residential development.	-	-	-	-	-	-	12/09/2017
Discretionary Rate Relief Policy share of £300m	Alison McCulloch	For members to approve a scheme for the distribution of discretionary rate relief from the £300m offered to local authorities by the Government in the Spring Budget	-	13/11/2017	-	09/11/2017	-	-	-
Local Council Tax Support Scheme 2018/19	Alison McCulloch	To determine the local council tax support scheme for 2018/19	-	22/01/2018	-	14/12/2017	-	-	-
South West Ward - Update Report	Shayleen Towns	To provide c and i cttee with a further 6 month update report, following their last in May 17, outlining progress achieved in the South West Ward and the progress with improving the partnership	14/11/2017	-	-	-	-	-	-
Election Result	Alan Robinson	To receive the result of the Scotter by-election	-	04/09/2017	-	-	-	-	-
Use of Consultants and Interims - 2016/17	Tracey Bircumshaw	To inform the Committee of the work undertaken by Consultants and the number of Interim/Agency staff, including costs for 2016/17	-	-	14/09/2017	-	-	-	-
Period 2 Budget and Treasury Monitoring	Tracey Bircumshaw	To provide forecast out turn position, approve any new budgets or approval to spend capital.	-	-	-	09/11/2017	-	-	-
Period 3 Budget and Treasury Monitoring	Tracey Bircumshaw	To update members on forecast out-turn position and request approval for new budgets or approval to spend capital	-	-	-	08/02/2018	-	-	-

Period 4 Budget and Treasury Monitoring	Tracey Bircumshaw	To update members on forecast out-turn and to gain approval of new budgets and capital expenditure	-	-	-	14/06/2018	-	-	-
Council Tax Base and Council Tax Surplus	Tracey Bircumshaw	To approve the Council Tax base and distribute the Council Tax surplus 2018/19	-	22/01/2018	-	-	-	-	-
Medium Term Financial Strategy 2018/19 to 2022/23	Tracey Bircumshaw	To approve the Medium Term Financial Strategy and the 2018/19 Revenue and Capital Budget and Treasury Management Strategy	-	05/03/2018	-	08/02/2018	-	-	-
Fees and Charges - Prosperous Communities	Tracey Bircumshaw	To consider and recommend to CP&R 2018/19 the Committee's fees and charges	-	-	-	-	-	-	24/10/2017
Draft Fees and Charges 2018/19 - CP&R	Tracey Bircumshaw	To review and recommend to Council the Fees and Charges 2018/19	-	-	-	09/11/2017	-	-	-
Draft Revenue Budget - Prosperous Communities	Tracey Bircumshaw	To review and recommend to C&R the Committee's revenue budgets	-	-	-	-	-	-	30/01/2018
Broadband Future Provision	Ian Knowles	Following a report to cttee in June 16 to present further detailed options as directed by the committee	-	-	-	-	-	-	12/09/2017
Gainsborough Marina and Property Acquisition	Elaine Poon	Regarding Gainsborough Marina	-	-	-	21/09/2017	-	-	12/09/2017
Housing Infrastructure Fund	Joanna Walker	To inform Members about this new funding opportunity and to outline the content of a proposed bid for funding to support the Gainsborough Growth Programme.	-	-	-	21/09/2017	-	-	12/09/2017
Discretionary Rate Relief Policy Review - Charity	Alison McCulloch	To review the Discretionary Rate Relief Policy for charity and non-profit making organisations	-	-	-	09/11/2017	-	-	-
Revised	Andy Gray	To put in place revised Housing	-	-	-	-	-	-	30/01/2018

Housing Assistance Policy		Assistance Policy for member approval							
Consultation - Garden Waste Options	Ady Selby	To approve the consultation process to be undertaken relating to the future delivery of the Garden Waste Service	-	-	-	-	-	-	12/09/2017
Decision on Future Delivery of Garden Waste	Ady Selby	To make a decision regarding the future delivery of the garden waste service, following consultation.	-	-	-	14/12/2017	-	-	05/12/2017
Health Commission Review	Michelle Howard	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017. Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;	20/02/2018	-	-	-	-	-	20/03/2018
Employee Assistance Programme - review	Emma Redwood	To assess/review the 24-7 staff service (Employee Assistance Programme) to establish whether the service was being used and provide assurance that the Authority was getting a value for money service	-	-	-	-	-	05/10/2017	-
Public Realm T and F	Mark Sturgess	Setting out the scope, terms of reference, work plan and outcomes of the Public Realm Task and Finish Group for approval.	05/09/2017	-	-	-	-	-	-
Work of the CAB	Grant White	CAB reps to be in attendance supporting report outlining outcomes being delivered for the people of the District through WLDCs contribution to the	10/10/2017	-	-	-	-	-	-

		service. May require some question setting from cttee?							
Scampton Air Show	Wendy Osgodby	To outline successes and lessons learnt. Any issues suggestions for improvements	14/11/2017	-	-	-	-	-	-
Neighbourhood Plans: Priorities and Work Programme	Nev Brown	To agree priorities and the future programme for the preparation of neighbourhood plans in the district.	-	-	-	-	-	-	24/10/2017
Gainsborough Town Centre Townscape Heritage Applic	Wendy Osgodby	To obtain approval to draw down the funding allocation in the Town Centre Regeneration HLF budget as match funding for a potential Townscape Heritage Bid to HLF	-	-	-	21/09/2017	-	-	-
Medium Term Financial Strategy Mid Year Update	Tracey Bircumshaw	To provide Members with an update of the Medium Term Financial Plan and future assumptions	-	-	-	09/11/2017	-	-	-
Staff Survey Results 2017	Emma Redwood	To provide the results of the Staff Survey 2017	-	-	-	-	-	05/10/2017	-
Carbon Energy Efficiency Project	Karen Whitfield	To agree the draw down of funds to conduct energy efficiency works including lighting at the Guildhall, Trinity Arts Centre and refurbishing street lights to LED	-	-	-	21/09/2017	-	-	-
Battery Storage Project	Karen Whitfield	To agree the principles of battery storage project and agree the funding and procurement	-	-	-	21/09/2017	-	-	-
Housing Strategy (following Consultation)	Diane Krochmal	To seek approval to adopt the housing strategy	-	-	-	-	-	-	24/10/2017
'Living over A Shop' project - Pilot	Wendy Osgodby	To obtain approval to fund the Living Above A Shop Pilot prior to the funding being claimed from the GLLEP.	-	-	-	09/11/2017	-	-	-

Adoption of the CIL for West Lindsey	Rachael Hughes	Recommendation that PCC support the progression of CIL Charging Schedule for adoption at Full Council	10/10/2017	13/11/2017	-	-	-	-	24/10/2017
Affordable Housing Contributions	Rachael Hughes	To set out current monies held by the Authority for affordable housing through S106 monies and any applicable time limits as requested by PC Committee in June 2017.	-	-	-	-	-	-	24/10/2017
Digital County News	Alan Robinson	To agree a way forward for communicating with the public	-	-	-	-	-	-	24/10/2017
Appointment of External Auditors 2018/19	Tracey Bircumshaw	To accept the appointment of Mazar's as the Councils External Auditor from 1 April 2018 for a period of 5 years	-	13/11/2017	13/09/2018	-	-	-	-
Hemswell Cliff PSPO - authority to consult	Kathryn Hearn	Request authority to consult on a PSPO for public spaces at Hemswell Cliff following request from the Parish Council	-	-	-	-	19/09/2017	-	-

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CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 25 AUGUST

Date	Title	Lead Officer	Purpose of the report
05/09/2017	Housing Strategy	Diane Krochmal	To present the new Housing Strategy for approval
	Progress and Delivery Period 1	Mark Sturgess	To present p and d position as at end of Q 1
	Public Realm T and F	Mark Sturgess	Setting out the scope, terms of reference, work plan and outcomes of the Public Realm Task and Finish Group for approval.
10/10/2017	DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months
	Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.
	Work of the CAB	Grant White	CAB reps to be in attendance supporting report outlining outcomes being delivered for the people of the District through WLDCs contribution to the service. May require some question setting from cttee?
	Adoption of the CIL for West Lindsey	Rachael Hughes	Recommendation that PCC support the progression of CIL Charging Schedule for adoption at Full Council
14/11/2017	P AND D PERIOD 2	Mark Sturgess	To present p and d progress as at end of quarter 2
	South West Ward - Update Report	Shayleen Towns	To provide c and i cttee with a further 6 month update report, following their last in May 17, outlining progress achieved in the South West Ward and the progress with improving the partnership
	Scampton Air Show	Wendy Osgodby	To outline successes and lessons learnt. Any issues suggestions for improvements
20/02/2018	P and D period 3	Mark Sturgess	To present p and d position as at end of q3
	Health Commission Review	Michelle Howard	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017. Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;
22/05/2018	P and D - period 4	Mark Sturgess	To present the year end position for p and d

Future Visits from Lincolnshire Police

Establishment of P and D working Group (what point in the year?)

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