

Guildhall Gainsborough

Lincolnshire DN21 2NA

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Challenge and Improvement Agenda

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

Challenge and Improve Committee

Tuesday, 14th November, 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 - 6)**
held on 10 October 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 7 - 8)**

Matters arising schedule setting out current position of previously agreed actions as at 3 November 2017.

5. Public Reports

- a)** P and D Period 2 (PAGES 9 - 54)
- b)** Establishment of P and D Working Group (VERBAL REPORT)
- c)** Scampton Air Show (PAGES 55 - 62)
- d)** Progress Report: South West Ward - 6 month review (PAGES 63 - 84)

6. General Work Items

- a)** Forward Plan (PAGES 85 - 94)
- b)** Committee Workplan (PAGES 95 - 96)

Mark Sturgess
Interim Head of Paid Services
The Guildhall
Gainsborough

Monday, 6 November 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 10 October 2017 commencing at 6.30 pm.

Present:

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 Mrs Diana Rodgers
Councillor Mrs Lesley Rollings
Councillor Thomas Smith
Councillor Giles McNeill

In Attendance:

Alan Robinson
Ele Durrant
Rachael Hughes
Grant White

Monitoring Officer
Democratic and Civic Officer
Developer Contributions Officer
Lead Officer Enterprising Communities

Apologies:

Councillor Roger Patterson
Councillor Mrs Anne Welburn

Membership:

Councillor Giles McNeill substituted for Councillor Mrs Anne Welburn

36 CHAIRMAN'S WELCOME AND MINUTE'S SILENCE

The Chairman commenced the meeting by welcoming all in the room. He acknowledged the sad news received the previous day in relation to the passing of former District Councillor Stuart Curtis and asked all Members and Officers to join him in a minute's silence in honour of Councillor Curtis.

The Committee came together for a minute's silence.

The Chairman, on behalf of the Committee, extended his sympathies to Councillor Curtis' family and loved ones.

37 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 5 SEPTEMBER 2017

RESOLVED that the Minutes of the Meeting held on 5 September 2017 be approved as a correct record.

38 MEMBERS' DECLARATIONS OF INTEREST

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

39 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 2 October 2017.

With regard to the green action entitled "audit re scope of cycle path network", Members were advised that the item had been shared with the Chairman of the Prosperous Communities Committee. In relation to the proposal to lobby LGA regarding renewable energies in newly built homes, the Planning and Development Manager had been tasked with completing the matter.

The Democratic and Civic Officer also advised Members that the Committee work plan had been updated with additional items as per previous discussions.

Councillor G. McNeill commented that he had received a copy of the recent report by the Association for Public Service Excellence (APSE) regarding Accountability and Scrutiny within local government. He suggested meeting with the Chairman to discuss the contents of the report and implications for WLDC. The Chairman agreed with this suggestion.

RESOLVED that the Matters Arising Schedule as at 2 October 2017 be received and noted.

40 PRESENTATION ITEM

The Committee welcomed Jenny Barnett, CEO of Citizens Advice West Lindsey, who addressed Members in relation to the work of the Citizens' Advice Bureau (CAB) across West Lindsey and nationally.

Members were told that Citizens Advice West Lindsey had 21 members of staff, over 20 volunteers and were one of over 300 independent local charities that made up the Citizens Advice network. In 2016/17 they advised over 4,500 clients on over 10,000 issues.

The most common issues brought to the CAB concerned receipt of benefits, accounting for 34% of queries, and problems with debt, accounting for 25% of queries. Ms Barnett explained that clients of CAB were almost five times more likely to live on a low income than an average member of the population. The organisation also saw a higher than average proportion of clients who were disabled or had long-term health conditions, accounting for almost 45% of all clients.

It was explained to the Committee that in situations relating to debt, the CAB played a vital role in ensuring people paid their priority bills first (such as rent, council tax and fuel payments),

which helped to stop escalation of debt and stabilise people's finances at that time and for the future. In 2016/17 they dealt with just over £870,600 priority and non-priority debts, helping clients to restructure their finances.

Ms Barnett explained that the other key issue faced by clients related to claims for, and receipt of, benefits and tax credits as it wasn't always clear to clients how to manage a claim, particularly as the system was changing under welfare reform. Through seeking support with the CAB, two out of every three clients had their benefit or tax credit problem solved.

Ms Barnett spoke to Members about the Rural Advice Service which offered generalist drop-in sessions and specialist benefits and debt appointments to clients in outlying areas of the district. The advantage of this was not only to assist those who might not otherwise have access to such advice, but also acted as a way of highlighting the difficulties faced by rural communities with wider organisations.

Further benefits of the services provided by CAB were highlighted, including the skills and confidence gained by volunteer workers and also the financial gains experienced, not just by CAB clients but also in terms of the wider economic and social benefits generated such as savings to government, a reduction in demand for health and local authority homelessness services, as well as the public value of improvements in participation and productivity for clients and volunteers.

At the conclusion of the presentation, a short period of questioning and answering followed, with Members raising further questions about debt management and advice given to those facing homelessness. These were responded to accordingly and Ms Barnett agreed to provide Members with statistics and details as discussed at the CAB AGM.

Members thanked Ms Barnett for her attendance and asked for her to convey thanks to her staff and volunteers.

41 PRE-SCRUTINY ITEM: ADOPTION OF THE CIL FOR WEST LINDSEY

Members gave consideration to a report regarding proposals for West Lindsey District Council (WLDC) to formally adopt the Community Infrastructure Levy (CIL). The Committee was asked to pre-scrutinise the proposed report in advance of submission to the Prosperous Communities Committee.

The Developer Contributions Officer explained the concept of the CIL and Members were provided with a list of frequently asked questions and corresponding answers to assist with their understanding of the scheme. Discussion ensued about the level of charges and how they had been capped. The Developer Contributions Officer explained that the charges and capping had been set by the Inspector and could not be changed by the Council. It was requested that Members be provided with guidance notes to assist them in dealing with queries from constituents and that those who sit on the Planning Committee be given additional information for consideration of planning applications. The Monitoring Officer confirmed that, should the CIL be formally adopted, guidance notes and training sessions would be provided, to include parish councils, once the scheme was implemented.

Councillor T. Smith wished to put on record his disappointment with the decision of the CIL Inspector to reduce the charges that had been proposed by West Lindsey District Council. It was felt the decision demonstrated a lack of understanding of the district.

A Member of Committee enquired about the Regulation 123 list and it was explained that this was to demonstrate where the funds generated by CIL would be spent. The Developer Contributions Officer noted that the list had been agreed through Committee and allocated areas were considered to be of significant strategic importance. Discussion centred around whether the allocated areas had been chosen by WLDC or Lincoln County Council and it was confirmed that although WLDC were working in partnership with other areas, the Regulation 123 list had been chosen and supported by WLDC through Committee. There was further discussion about the fees and charges incorporated in CIL and how funds would be distributed. It was also confirmed that Officers had undertaken fact checking on receipt of the Inspector's draft report.

Committee voted to endorse the recommendations as laid out in the report to be presented to the Prosperous Communities Committee.

RESOLVED that the recommendations as set out in the report to the Prosperous Communities Committee be supported.

Note: Councillor L Rollings requested that her abstention from the above vote be recorded.

42 FORWARD PLAN

The Democratic 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. Items previously requested by Members were noted on the report.

RESOLVED that the Forward Plan be noted.

43 COMMITTEE WORKPLAN

The Work Plan for the business of the Challenge and Improvement Committee was presented. Members were advised that the work plan had been updated with the outstanding items about housing, homelessness and proposed visits from Lincolnshire Police.

RESOLVED that the Work Plan be noted.

The meeting concluded at 7.43 pm.

Chairman

Challenge and Improvement Committee 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

Meeting: Challenge and Improve Committee					
Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	circulation of case studies - SWW	extract from mins of mtg 23/5/17: - During consideration of the SWW Update report: - 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.	please provide cttee members with case study examples as indicated. (or provide direct to cttee admin for circulation) extract from mins of mtg 05/09/17:- ... it had been agreed between the Chairman and the Housing and Communities Team Manager for case studies to be circulated to Members following the update he was preparing for the upcoming Prosperous Communities Committee in October. UPDATE 03.11.17 - report circulated to C&I Members	31/10/17	Andy Gray
	update work plan with additional items	1. As per C&I 05/09/17:- "items pertaining to housing and homelessness ... would be scheduled for November or January Committees" 2. visits from Lincolnshire Police 3. Establishment of P&D working group 4. timeline as identified in 'Public Realm' report	update: 1. to be discussed with Officer 04/10 2. TBC pending discussions as per #1 3. work plan updated 4. work plan updated as per timeline. UPDATE: 1. homelessness strategy to be presented at C&I in January 2018 and housing working partnerships to be presented as possible Q&A session in February 2018. 2. to be arranged for April 2018	31/10/17	Ele Durrant
	Audit re scope of cycle path network	extract from mins of mtg 05/09/17: The Lead Officer undertook to share Members' concerns about the need for an audit of cycleways, and the need for the scope of the cycle path network to be increased, to be raised at the Prosperous Communities Committee.	Item has been shared with Chairman of Prosperous Communities Committee	31/10/17	Mark Sturgess

	Proposal for Members to lobby LGA	extract from mins of mtg 05/09/17: "In light of the lengthy debate regarding renewable energy and its ability to go some way to addressing fuel poverty, and in light of the Government's changed stance to such, the Committee considered it worthwhile to lobby the LGA. RESOLVED that ... the LGA be lobbied around the need for new builds to include solar panels and renewable energy technologies."	Mark, please could you advise a suitable Officer to lead on this item please? Thanks Has been tasked to Planning and Development Manager	31/10/17	Mark Sturgess
Green					
	Amendments to Draft Housing Strategy	extract from mins of mtg 05/09/2017: Based on comments and recommendations from Members, the Housing Strategy and Supply Manager agreed to make amendments to the report to incorporate project options for renewable energy in the implementation plan and to amend the strategy to add more detail about how West Lindsey District Council would work in partnership with other agencies to achieve the housing plan.		01/12/17	Diane Krochmal
	Affordable Housing Contribution Report (to share)	Identify report re Affordable Housing Contributions as mentioned by Members and share with C&I Members.	extract from mins of mtg 05/09/17: The Committee expressed an interest in affordable housing contributions. RESOLVED that the Forward Plan be noted and the affordable housing contributions report be shared with the Committee. UPDATE: Report due to go to PC Cttee on 24/10/17 - report to be shared with C&I Cttee Members on same day as dispatch (16/10/17) UPDATE: Report has been deferred to a later PC committee therefore report will be shared with Members at a later date.	30/11/17	Ele Durrant
	Presentation from Lincolnshire Police	Invite representatives from Lincs Police to attend C&I in April 2018 re crime stats		30/11/17	Ele Durrant



**Challenge and Improvement
Committee**

14 November 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:

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 to be held on 9 November 2017

To Follow

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on 24 October 2017

66 PERFORMANCE AND DELIVERY - PERIOD 2

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures. 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: Local Land Charges; Development Management (Planning) Customer Services, Trinity Arts Centre and Electronic Service Delivery.

Those areas described as risks included: Enforcement, Gainsborough Markets, Homelessness, Community Grants and Call answering.

Future work was to be undertaken regarding the measurement of customer satisfaction.

Further information was given on each of the above.

Debate ensued and it was suggested that take up of grants may be slow as it was difficult to find information regarding these on the website. A Member who sat on a grant funding panel also suggested that the reported position could be a profiling issue as the Funding Panel had met earlier in the week and awarded in excess of £40,000 which was not referenced within the report. Officers undertook to review the location of website information.

It was suggested that it should be investigated whether CCTV recordings should be held longer than 31 days. Officers indicated that they could speak with Police to see if the retention policy was sufficient, however Members were also reminded that the Authority had to give due regard to data retention legislation.

Members questioned whether the homelessness targets set had been realistic enough in the first instance. In response Officers advised at the time the target was set this had been considered achievable. Since that time, nationally the homelessness picture had considerably changed affected by a number of factors including the welfare reform changes, and reduced access to other support services such as mental health and addiction.

Locally, 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. 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.

Assurance was offered that homelessness prevention was being closely monitored and was a matter due to be considered by the Challenge and Improvement Committee.

Members questioned why the volume of missed calls remained so high. In response Officers advised that at key times the service had been understaffed, this had now been addressed. The figure quoted also contained all those calls which went to voicemail and therefore as previously advised Officers were investigating ways to better record performance around this target. Customer Service Standards were also being developed around voicemail messages and would be monitored, this was a priority for the Authority.

In response to Members questions Officers confirmed 6 days was the average length of time it took to resolve a complaint however acknowledgements/ holding responses were sent sooner.

Members welcomed the much improved position of Food Inspections this period.

On that basis it was:-

RESOLVED that 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 formal action be requested at this stage, however the suggestions made throughout the debate be considered.



**Prosperous Communities
Committee**

24th October 2017

Subject: Progress and Delivery (Performance) Period 2 – 2017/18

Report by:	Chief Operating Officer/Head of Paid Service
Contact Officer:	Mark Sturgess Chief Operating Officer 01427 676687 Mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To approve the revised format of the Councils Progress & Delivery report for 2016/17

RECOMMENDATION(S):

1. To assessment 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.

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?

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

☒

Table of Contents

Introduction	4
Executive Summary	5
Section 1: Corporate Health Measures.....	8
Section 2: Project and Programme Delivery	10
Section 3: Service Exceptions	11
Customer Services	11
Benefits.....	11
Council Tax and NNDR	13
Building Control	15
Local Land Charges.....	16
Development Management.....	17
Enforcement	18
Regulatory Services.....	19
Licensing	20
Street Cleansing	20
Waste Collection.....	21
Trinity Arts Centre.....	22
CCTV.....	23
Funding.....	26
Democratic Services.....	29
Financial Services.....	29
Contracts Management	29
Economic Development.....	30
Localism and Community Safety	Error! Bookmark not defined.
Markets.....	31
Assets and Facilities Management	32
Housing	32
Home Choices	34
Safeguarding	35
Healthy District.....	35
ICT	37
Systems Development.....	37

Introduction




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

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

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

How to use this report

RAG Performance Indicators

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

Direction of Travel

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

Executive Summary

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 second period of 2017/18 is comprised of four rather than three months (June, July, August and September) due to the absence of policy committee meetings in August.

Performing Well

Overview

The majority of services are either performing at or above the expected level. Highlights for this period include:

1. **Local Land Charges:** the service has handled 14% more searches than target; received £4,278 in income more than target and processed searches in an average of 5.8 days against a target of 8 days. This represents a significant improvement on performance over last year.
2. **Development Management (Planning):** continues to perform at a high level and is generally successful in defending decisions to refuse planning permission at appeal.
3. **Customer Services:** The time taken to resolve a customer complaint has fallen from 10 days to 6 days.
4. **Trinity Arts Centre:** Audience figures for the period were up from a target of 3200 to an actual of 6098.
5. **Electronic Service Delivery:** The Council's ambition of providing digital choice to its residents is also starting to gather some momentum. In this period the number of our online customers signing up to self service accountants reached 1063 against a target for the period of 400. Additionally the number of electronic forms completed and submitted on the website increased against a target of 4000 to an actual of 10,372.

From the first period reporting the Food Safety service has improved its inspection rate and has now completed more inspections than target which removes a concern from the first period. However it is still intended that the Council's approach to ensuring the safety of food premises in the District is reviewed this year.

At Risk

Overview

Enforcement

The Council's enforcement service is still under pressure as a result of increased demand. The time taken to resolve a housing enforcement case is 172 days against a target of 90. Whilst the time taken to resolve a planning enforcement case is 184 days against a target of 150 days. Management Team have now agreed to a permanent increase in the number of staff dealing with these enforcement issues and this should feed through into improved performance later in the year.

Gainsborough Markets

The markets the Council operate in Gainsborough have been performing poorly for a number of years. In this period the Tuesday market has had an average of 45 stalls against a target of 60. However the Saturday market has seen a slight improvement with an average of 23 stalls against a target of 20. A report will be presented to Prosperous Communities Committee in December 2017 recommending changes in the way the market is operated in order to address these concerns.

Home Choices

The indicators around Home Choices are still showing cause for concern. In particular the number of bed and breakfast nights in the period was at 72 against a target of 0 and the time to rehouse those in the highest need stood at 58 days against a target of 28. This issue is subject of a report to the Challenge and Improvement Committee.

Community Grants

The taken up of community grants is lower than target (£5,684 spent in the period against a target of £55,000). This is primarily due to the time of year and is expected to pick up through the autumn. The same can be said for the amount of external funding for communities.

Telephone Answering

The percentage of calls answered remains at 74% against a target of 80%. However this includes calls which go to answerphones. Work is underway to understand how this can be improved and to seek assurance that calls which go to the answerphones are returned.

Areas of further work are indicated in the tables.

Section 1: Corporate Health Measures

Page 22

Performance Measure	Freq	Current Period				Previous Period		YTD Perf	What is affecting performance	What do we need to do to improve and by when?
		Act	Tar	Perf	DoT	Act	Perf			
Perspective: Customer										
Compliments	Mth	85	72	★	→	50	★	★	Received a total of 85 compliments in quarter 2.Overall this means we are receiving 22 compliments a month which is higher than the number of complaints a month which is good.	The Customer Complaint Advocate role is now in place and following a request from members is now called Customer Experience Officer. Whilst compliments are important the focus of the work of this officer is initially on complaints. Compliments will be included in "Voice of the Customer Report" and we are promoting compliments within the Council by putting a selection of compliments on the TV screens on a regular basis. We are to also promote compliments via our website. Work is underway to create a "Voice of the Customer" web page as a one stop shop of all information on our performance that relates to customers.
Staff absenteeism	Mth	0.28	0.70	★	→	0.45	★	★	No issues	n/a
Perspective: Financial										
Overall Council budget forecast outturn	Qtr	Awaiting data								

Page 23

Performance Measure	Freq	Current Period				Previous Period		YTD Perf	What is affecting performance	What do we need to do to improve and by when?
		Act	Tar	Perf	DoT	Act	Perf			
Tax Base Growth	Qtr	1.61 %	0.5 %	★	n/a	n/a	★	★	No issues	n/a
Time taken to pay invoices	Qtr	Awaiting data								
Perspective: Quality										
Percentage of calls answered	Mth	74%	80%	●	→	74%	●	●	In quarter 2 a total of 18359 calls were missed across the Council. This means the Council is not answering around 4500 calls a month at present.	Weekly reports are still being run. We have identified how best to present these reports in graph format and samples of these reports will be presented to the Customer First Board for approval before we start to provide these reports as part of the "Voice of the Customer Reports" for each service. In order to improve we need to understand what the demand is, why it is being missed and how we can rectify this. This is part of the work of the Customer First Programme.
Service and system availability	Qtr	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: Project and Programme Delivery

Programme/Project	RAG	What is affecting delivery?
Crematorium Programme		
Design stage	Amber	Delivery is on track
Customer First Programme		
Arcus Implementation	Red	Meeting with supplier in October to discuss the future delivery strategy of the project
Housing Programme		
All projects	Amber	Delivery is on track
Land and Property Programme		
All projects	Amber	Delivery is on track
Leisure Programme		
All projects	Amber	Delivery is on track
West Lindsey Growth Programme		
All projects	Amber	Delivery is on track

Table 2: Project and Programme Delivery

Section 3: Service Exceptions

Customer Services

Quarter 2 of the year for the Customer Services Team has seen the back filling of vacancies in order to be able to deal with customer demands. We have also seconded on an 18 month contract an officer from within the Council to work specifically on the Customer Experience starting with complaints. The post holder has been in place since 1 July 2017 and dealing with complaints is currently taking up all of the working day. This is due to more detailed analysis of complaints taking place, identification of learning from complaints and looking at the reasons why customers are complaining so we can address these concerns.

Within the team we are constantly looking at ways of improving how we deal with customers and one initiative we introduced in July was a number of staff within Customer Services are allocated to the various services within the Council to work with that team to improve communications between the two services in order that we can improve the outcome for the customer.

Page 25

Performance Measure	Freq	Current Period				Previous Period		YTD Perf	What is affecting performance	What do we need to do to improve and by when?
		Act	Tar	Perf	DoT	Act	Perf			
Perspective: Customer										
Average time taken to resolve a complaint	Qtr	6	10	★	↑	9	▲	★	N/A as within performance range	The average time to respond to complaints in this quarter currently stands at 6 days although September's open complaints data has yet to be added so this may increase.
FoI requests completed within the statutory requirement	Mth	99%	100%	●	↓	100 %	▲	▲	1 FOI missed in June	Continue to monitor

Table 3: Customer Satisfaction measure exceptions

Benefits

Quarter 2 of the year for the Benefits Team has seen the reduction in resource (Benefit Officers reducing working hours) hit and at times we have just managed to see customers face-to-face and answer the telephone calls with no time remaining to process any changes. The resource issue

has been addressed internally and with the start of recruitment for a further Benefit Officer. There has been more activity around the rollout of Universal Credit with the first few postcodes within West Lindsey rolling to full service in October.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost per Live Claim	Quarterly	£6.75	£5.83	<div></div>	↓	£5.94	<div></div>	£6.31	The number of live claims is slowly reducing – we have lost 100 claims since April. Also, the DWP have commissioned some extra work using Real Time Information for wages and pensions – this work is being carried out as an overtime / additional hours project which is reflected in the expenditure but the funding that the DWP are providing is not included in the budget figures used to make this calculation.	Nothing – The DWP funding should cover the increase in cost per claim.
Perspective: Process										
End to End processing times for Housing Benefit and Council Tax Support	Monthly	5.8	4.7	<div></div>	↓	5.2	<div></div>	5.6	Resource in the Benefits Team is lower than required at present but recruitment has started to fill a vacant post and another temporary post has been extended / hours have been increased.	Recruit to fill the vacant post and utilise the extended resource fully.
Claims Older than 30 Days	Monthly	22.8	24	<div></div>	→	21	<div></div>	22.2	Performance is ahead of target	Not applicable

Table 4: Benefits measure exceptions

Council Tax and NNDR

A council tax empty property review has taken place during the summer to confirm the empty property tax base for council tax purposes and, in an effort to reduce costs, this was undertaken in-house instead of, as in previous years, being outsourced to external contractors.

Council tax collection rates are on target to meet expectations with the team having already collected over £4 million more than this time last year.

Business rate collection is slightly lower than in September 2016 but this is, in the main, due to the revaluation. There were also changes announced by the DCLG to award additional support in the form of supporting small businesses, public house relief and additional support via a £3 million grant to assist businesses by paying an additional discretionary rate relief.

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										
<div>Page 27</div> <div>No of properties on tax base (FTE ratio)</div>	Monthly	5,948	5,000	★	↑	5,715	★	★	Vacancy filled and maternity leave returned mid-May increasing FTE however further vacancy occurred. This has resulted in no increase in FTE total and therefore has not reduced the number of properties attributable to each team member.	Second vacancy now filled so no action is required.
Perspective: Quality										
Council Tax in year collection rate	Monthly	56.70%	57.04%	●	↓	57.04%	⚠	●	Increase in number of customers paying by 12 instalments however amount of council tax collected has also increased. In comparison	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.			
									to September 2016 an increase of £1,134,766 has been collected in September 2017. All indications from previous months show collection should be above target towards the end of the financial year	
<div>Page 28</div> NNDR in year collection rate	Monthly	58.28%	58.57%	●	↓	58.57%	▲	●	<p>In 2016/17 a company cleared their 2016 liability by offsetting an adjustment to the rateable value. This year they are paying their normal instalments so have not cleared as much rates by the middle of the year as they had done last year.</p> <p>Also with the award of supporting small business rates being announced by the DCLG but software not being available yet to adjust these accounts, manual work has taken place to make the awards. The account balances are still showing in full until the</p>	<p>Regular monthly meetings with CoL/NKDC partnership</p> <p>Update to software to be provided, tested and installed.</p>

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									adjustments can be made – we expect this to be available before the next period of reporting.	
Cost of service per property tax base	Monthly	£6.19	£9.10	★	↑	£8.94	★	£8.94	Increase in number of customers paying by 12 instalments however amount of council tax collected has increased in September by £1,134,766	No action needed

Table 5: Council Tax measure exceptions

Building Control

The Council has continue to make a significant financial investment in the Building Control service to equip the team so it may compete effectively in the wider market for additional services and the Air Testing, SAP and EPC services are now starting to be taken up by existing clients who have taken a core building control service from the department. The team continues to build relationships, improving reputation & raise profile of all its services to clients during what has been a difficult time for the service. Acis has provided some stability to fee income for the short term for retrospective works that will continue into the next quarter, and market share remains fairly stable at this moment in time.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Building Regulation applications received	Monthly	331	204	★	→	197	★	★	Target exceeded due to separate applications for window/door replacements being processed in June due to invoice being paid	n/a
Perspective: Financial										
Total Income received	Monthly	£64,983	£72,932	●	↓	£58,714	★	★	Acis applications have been processed within June due to payment being received despite invoice being sent out in previous month which shows in budget line as paid	n/a
									Income below target due to reduced applications. Will remain lower throughout Winter period	
Cost of the Building Control	Monthly	£46,101.38	£37,764	●	↓	£6,089.97	★	⚠	Interim staffing costs due to the implementation of the new ARCUS System; income below target in September due to reduced number of applications	n/a

Table 6: Building Control measure exceptions

Local Land Charges

The Land Charges Service is performing very well, exceeding its targets in relation to the amount of searches received, vastly reduced expenditure and greatly reduced turnaround times of the searches received. All of this has been achieved, despite continual changes of team membership which can have a negative impact on the efficiency 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.			
Perspective: Customer										
Local Land Charge searches received	Monthly	889	772	★	→	480	★	★	This is determined by the property market- we anticipate this to even out over the year	n/a
Perspective: Financial										
Cost of the Land Charges service to the Council	Monthly	-£4,278.83	£24,000	★	↑	-£3,309	★	★	Savings on salaries due to vacant posts.	n/a
Perspective: Process										
Time taken to process a search	Monthly	5.8	8	★	↑	7.6	⚠	★	Excellent continuation of service along with even more improved turnaround times despite staff changes.	n/a

Table 7: Local Land Charges measure exceptions

Development Management

During period 2 Development Management have continued to significantly exceed targets for all planning application types, with majors maintaining a 100% record. Appeals are also within target, despite a high volume being received most are being dismissed by the Planning Inspector in favour of Council decisions. In spite of the high volume of applications received throughout P2 income is below budget forecast due to a reduced number of major applications.

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										
Received planning applications	Monthly	502	461	★	↑	243	⚠	⚠	Increase on previous years baseline figures.	n/a
Income received from planning and pre-app fees	Monthly	£237,070	£319,500	●	↓	£233,464	★	⚠	Reduced number of applications	n/a
Percentage of planning applications defined as 'majors' determined within national targets	Quarterly	100%	80%	★	→	100%	★	★	Excellent work 100% achieved - high volume determined means these would contribute to income earlier in the year	Excellent work 100% achieved
Percentage of non-major planning applications determined within national targets	Monthly	97%	80%	★	→	99%	★	★	Need to be consistent with extensions of time.	Improvements have already been made and they are being requested however need to ensure they are evidenced.
Percentage of appeals that are allowed	Monthly	1%	5%	★	→	2%	★	★	23 appeals, 3 allowed, 1 part allowed	n/a

Table 8: Development Management measure exceptions

Enforcement

There is continued high demand across all of the enforcement areas included within the scorecard. This demand has been identified and proactively addressed and plans are in place for additional resources to be permanently deployed within the work areas from January 2018.

The bringing together of wider enforcement functions is also underway and will continue to look at opportunities to create more efficiency and effectiveness when dealing with cases within the work.

A successful training event on planning enforcement has taken place with Parish Councils and District Councillors and it is proposed to expand this training across wider enforcement work areas in the future.

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										
Time taken to resolve a housing enforcement request	Monthly	172	90	<div></div>	→	184	<div></div>	<div></div>	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	184	150	<div></div>	→	186	<div></div>	<div></div>	High number of complex cases.	Additional resources in place.

Table 9: Enforcement measure exceptions

Regulatory Services

A number of the regulatory service functions are under new line management as part of the internal staffing restructure and an overall review of performance and resources will take place as a result. The level of demand with the service area is high and the statutory duties in relation to Food Hygiene and Statutory Nuisance continue to be delivered effectively.

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										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Number of registered food premises receiving a pro-active inspection	Monthly	145	120	★	↑	42	●	⚠	No issues	n/a

Table 10: Regulatory Services measure exceptions

Licensing

The licensing service continues to perform well with all measure either on-target or over achieved their target e.g. Income Received. It is anticipated that the current spike will reduce in the following months as profiled.

Page 6

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	£57,082	£48,200	★	→	£17,465	★	★	n/a	n/a

Table 11: Licensing measure exceptions

Street Cleansing

The excellent start to the year has continued through period 2 for the street cleansing service with all measures within challenging parameters, once again compliments for period two for the service far exceed 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 and has helped in keeping

communities engaged in further community tidy up events. 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	£18,313	£12,000	★	→	£9,912	★	★	Increase in income due to payment from LCC regarding weed spraying	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 58%, (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 £43.02 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 recent customer services questionnaire being asked over the telephone a score of 8/10 for what they thought of the service and most people's comments were about the great crews and great service.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivering service per Household	Quarterly	£43.02	£46.00	★	↑	£45.37	▲	▲	Budget code relocation	Round efficiencies, labour efficiencies
Perspective: Quality										
Missed Collections	Monthly	469	520	★	→	237	★	★	Sickness, holiday cover	Continued monitoring & interaction with crews
Missed bins collected within the Service Level Agreement	Monthly	88%	98%	●	↓	99%	▲	●	Supervisory staff not closing off	Training for supervisors done by RG
Residual household waste collection	Monthly	Awaiting data								
Recycling rates	Monthly	58%	50%	★	→	56%	★	★	Green waste collections have started	Awaiting LWP + WRAP reports to get a new recycling message across the county

Table 13: Waste Collection measure exceptions

Trinity Arts Centre

Trinity Arts Centre has continued to provide value for money per user, with the cost of the service per user being consistently on or above the target. The surplus from the artistic programme has also both been above target and above the surplus generated in this period last year.

The programme for the summer months at Trinity Arts Centre typically contains a lot of community drama and dance shows and this year has been no exception. These types of shows bring new audiences to the centre and are self-promoting in terms of family and friends attending.

However, typically the film programme suffers as most of the films on offer are typical 'blockbuster' type films which do not tend to be popular with our core audience. This has resulted in the audience figures being above target but the average occupancy being below 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	6,098	3,200	★	→	2,577	★	★	Good audience numbers generated	Continue to offer attractive programme of events
Event occupancy	Monthly	48%	55%	●	→	46%	●	●	A couple of the NT Live performances generated a very small audience which has pulled the average occupancy percentage down; some children's films over the summer did not generate a good audience and this has affected the average adversely	In order to show NT Live the whole of the season of performances have to be taken. The remainder of the programme has been profitable in terms of income and usage. Monitor programme and adapt if necessary.
Perspective: Financial										
Cost of Trinity Arts per user	Monthly	£4.91	£5.50	★	↑	£8.31	●	●	Good levels of income achieved through attractive events and large community event	Continue to monitor and maintain focus on increasing income and controlling costs
Received surplus	Monthly	£20,135	£14,000	★	→	£10,334	★	★	Good surplus demonstrated	Continue to offer attractive programme of events booked on the best possible terms

Table 14: Trinity Arts Centre measure exceptions

CCTV

The CCTV service continue to experience high level of demand both from incidents we detect and monitor and requests for footage from the Police for criminal investigations. We continue to receive positive feedback from Police and partners about the quality of the footage we can produce and the level of service response we provide considering our small authority and team size.

We continue to record high levels of shoplifting in Gainsborough and peaks in public order offences during night time economy periods (Friday and Saturdays). There have been a number of more serious violent assaults during NTE periods over the past few months which our CCTV has detected. We are working closely with Police to produce footage promptly for further investigation and criminal proceedings. Due to levels of demand and police resources it sometimes takes a few weeks before Police request footage for an incident. As we only store CCTV footage for 31 days this is placing increased pressure on our staff to complete effective reviews. A review covering a 24 hour period on multiple cameras will take approximately 18 to 20 hours to complete.

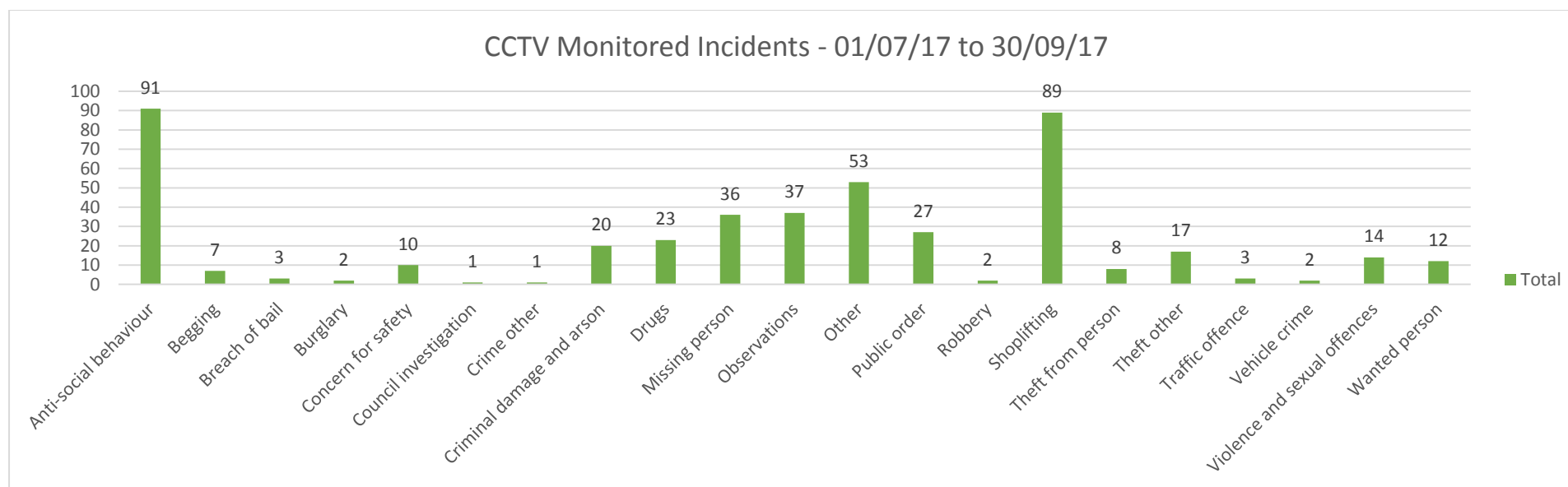
We are working closely with Lincolnshire Police Licensing Officers and producing footage on 2 monthly basis evidencing good and bad practice from public houses in Gainsborough. This footage is vital in helping officer to determine if further actions should be taken against license holders not fulfilling any conditions on their premises.

CCTV is in the process of being installed in Hemswell Cliff. This is in response to increased issues and criminal activity in this community. We anticipate completion of this work in October/November 2017. It has been delays by nearly 3 months due to issues with street lighting columns outside of our control.

CCTV in other areas of the district is also playing an important role in helping to detect and prevent crime. Following an assault incident in Market Rasen our CCTV images have been used by Police to make an appeal for information. You can read more about this here:

<http://lincolnshirereporter.co.uk/2017/10/cctv-appeal-man-wanted-after-town-centre-assault/>

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



39	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											
	CCTV Income Generation	Quarterly	£2,750	£5,000	●	→	£4,250	●	●	A number of new client contracts will be starting later due to some technical issues experienced by the clients establishing internet connections. Increased income is expected in Q3 when 3 new CCTV monitoring agreements will be completed and started.	n/a

Table 15: CCTV measure exceptions

Funding

Our Community Funding Programme has had lower numbers of applications and awards during the summer period. This is a normal trend and we expect to see an increase in new applications during Q3 and Q4. Our next Large Community Grant panel takes place during Q3 and this will result in a number of new grant awards and match funding being achieved.

We have launched our new Access to Transport Fund with a soft launch in September. This is one of the initiatives as part of our Rural Transport Programme and aims to help local communities with small to medium sized projects that improve access to local transport. Examples of projects could include bus shelter improvements or installation, new signage to promote transport options, access improvements to existing bus stops. We are actively encouraging applications with project ideas we can't think of and help meet a local need. Where possible we continue to seek the best possible result in match funding. The first award was recently made to Snitterby Parish Council to install a new bus shelter. This new shelter will be sited where village children catch the bus to go to De Aston School in Market Rasen. They currently wait on a grass verge next to a ditch in all weather conditions with no shelter. We have helped secure match funding from Lincolnshire County Council for this project.

Officers will be preparing reports for Prosperous Communities Committee during Q3 and Q4 on future options for our Community Funding Programme. It currently runs until March 2018 and will require further decisions about how and what we continue to provide in the future.

Enterprise and Community Services

The service continues to deliver a range of active services and projects. The following are key updates on progress during Quarter 2 of 2017-2018:

- **Armed Forces Community Covenant**

Lincolnshire Local Authorities and other public sector partners recently re-affirmed our commitment to the Armed Forces Community Covenant. The covenant itself was signed again during an event held at RAF College Cranwell. An updated action plan has been launched with partners working together to ensure serving and ex-serving members of the armed forces are not disadvantaged.

- **Community Right to Bid (Assets of Community Value)**

No new nominations received during this quarter. A series of workshops have been organised for parish and town councils to attend and learn more about community rights. The aim is to encourage more appropriate nominations and ensure local parishes understand what these rights can and can't be used for.

- **Consultation & Engagement**

Recognised CPD training in consultation has been completed by 3 members of staff. This has increased our ability to provide advice and guidance on future consultation activity to ensure it is delivered correctly, it is meaningful and it is legal. A consultation calendar and directory have been launched internally to better record all the council's consultation activity.

- **Green Spaces**

Work shall commence during Q3 on refurbishment at Ashcroft Road Park, Gainsborough. This will include new footpaths, benches, bins and improved visuals. The work is being delivered in partnership with The Conservation Volunteers and X-Church to ensure maximum community involvement and participation. Match funding has been secured from a DCLG grant scheme to contribute towards this work.

- **Hemswell Cliff Regeneration**

A Hemswell Cliff Strategic Action Plan is currently being developed with partner endorsement. This is a positive move to help shift longer standing issues and provide a stronger platform for progressing the regeneration program. CCTV is currently being installed and a Public Space Protection Order being developed. Further progress is being made for more public ownerships of the area.

- **Rural Transport**

A new Call Connect service is due to launch in November 2017 covering villages north of Lincoln. We have match funded a new transport leaflet for Scotter and surrounding villages which features both bus and rail travel times. Our new Access to Transport Fund has been launched to fund local projects.

- **South West Ward**

A progress report is due to go to Challenge & Improvement Committee in November 2017. On the ground networks being strengthened between Police, X-Church and Benjamin Adalard Primary School for positive development of projects and linking up work with shared understanding. Officers are working on plans to increase enforcement and explore options for increased CCTV in the area.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Total value of Community Grants awarded	Quarterly	£5,684.80	£55,000	<div></div>	↓	£81,218.50	<div></div>	<div></div>	Lower number of applications for all schemes during the summer period. Next Large Community Grant panel will take place in Q3 so expect more awards to be made then.	Grant scheme spend is on track and will continue to run schemes as normal with some targeted promotion where appropriate.
Perspective: Financial										
External community funds levered by WLDC	Quarterly	£9,616.80	£177,598	<div></div>	↓	£262,380.09	<div></div>	<div></div>	Lower number of applications for all schemes during the summer period. Next Large Community Grant panel will take place in Q3 so expect more awards to be made then.	Grant scheme spend is on track and will continue to run schemes as normal with some targeted promotion where appropriate.

Table 16: Enterprise and Community Services measure exceptions

Democratic Services

Since the last Progress and Delivery report, the service has been active in recruiting to vacant positions. This has resulted in the appointment of five new officers, with induction and training now underway. Civic representation was present at the Scampton Air Show, the annual Civic Service was held and was well received and planning is underway in preparation for a number of Civic events to be held during the next period. Staff training to raise awareness in respect of Standards and Code of Conduct has been delivered and members have received training in respect of Statement of Accounts and Planning and Enforcement. Feedback received on this training was positive.

Financial Services

The Service has, received an unqualified audit opinion on its Statement of Accounts. We have been working on a number of significant business cases for Capital Investment projects and an opportunity for a shared Wellbeing Service. We are now well into the Budget process, having undertaken a Base Budget Review with services and the annual Fees and Charges review has been finalised, both of which will realise contributions to the MTFP funding target.

Contracts Management

Key procurements during the period include; Bridge Street Car Park Extension, Digital Transformation Strategy and Road Map, Professional Services for Communications and Environmental Impacts Assessment (Marina); there are others that have not yet concluded.

Economic Development

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

- **Hemswell Cliff FEZ** – Our funding bid to the GLLEP ‘Challenge Fund’ was successful in securing £2m grant funding towards the infrastructure costs to unlock this site for development. A full delivery plan is now being developed (with land owner/development and prospective occupiers) with the final due diligence process underway ready for release of funding and commencement of the scheme;
- **Gainsborough Growth Fund** – A review of the scheme and recommendations for future intervention is being carried out, for reporting to Committee in the New Year. The scheme so far has generated 129 gross and 63 net new jobs, contributing £3.5m to the local economy;
- **West Lindsey Development Partner** – The process is now at Detailed Solutions stage and the Council is in dialogue with Participants, prior to their Detailed Proposals being submitted on 23rd October. This will be the subject of a separate Committee Report in December, following presentations to Members at the end of October. £4m secured from the GLLEP in support of this programme;
- **Housing Infrastructure Fund** – bid submitted in support of infrastructure costs to unlock the Southern SUE development;
- **Gainsborough Marina** – detailed bid submitted for EU funding to support the delivery of this project, following successful expression of interest;
- **Market Street Renewal** – work to commence on first refurbishment, with new shop front to be in place by November 2017, process for Living Over the Shop interventions approved with scheme to commence in 2018;
- **Place Board** – successful Air Show event held with 4 follow up developer visits to Gainsborough; visit by CEO of RBS; proactive approach to marketing continues to prove successful in raising the profile of the town; event scheduled for November with motivational speaker;
- **OPE** – outline work on feasibility of public sector hub and Caistor South Dale nearing completion; further OPE funding bids being prepared;

- **Skills and Employment** – Partnership continues to grow, with support from increasing number of stakeholders; direct partnership working with Bishop Burton College in connection with the FEZ;
- **Market Rasen** – partnership working with the Town Council to develop an Action Plan;
- **Lea Road Station** – business case being developed in parallel with planning process for improved facilities (including car-parking) at the station;
- **Heritage Lottery Fund (HLF)** – positive meeting held with HLF in advance of submission of Townscape Heritage Initiative bid, due in December 2017;
- **Lindsey Action Zone** – circa £400,000 funding levered into the District to support local businesses with projects worth £1m through this fund;
- **Footfall** – new data monitoring system installed in Gainsborough, Market Rasen and Caistor.

Page 45

Markets

Gainsborough Market continues to underperform against targets, trader levels seem to have levelled off after a dip early in the year, however in period 2 there has been a small increase in stalls on the Saturday Market. 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 and a further paper was presented to members in September 2017, no decision has been made and further options are to be viewed.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Average number of stalls on a Tuesday	Monthly	45	60	<div></div>	→	50	<div></div>	<div></div>	Market review and options appraisal currently underway. Low turnout of traders due to adverse weather + traders taking holidays	Market review and options appraisal 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.			
Average number of stalls on a Saturday	Monthly	23	20	★	→	19	▲	●	Market review and options appraisal currently underway. Low turnout of traders due to adverse weather + traders taking holidays	Market review and options appraisal currently underway

Table 17: Markets measure exceptions

Assets and Facilities Management

Noted in this period is the drop in actual income against the target. This has been due to a combination of events such as credits being given against previous years overcharging of the DwP rental account, loss of income due to the increase in voids (namely Festival Hall Back Office and 9 Lord Street, Gainsborough) and the timeliness of reporting the measure against quarterly invoicing. A better view of progress would be provided by considering is the 17/18 income to date (£249,725.93) against the target for the year (which is £500,000). This information would suggest that although there has been a blip in recent income, the performance is still on 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: Financial										
Rental Income (Assets)	Monthly	£55,072	£166,667	🔴	↓	£194,204	🟢	🔴	Income has dropped below baseline due to the timing (quarterly billing) and combine with a loss of income due to an increase in voids	Vacant properties are being marketed for rent and sale
Perspective: Process										
Voids Management	Monthly	8%	12%	🟢	→	7%	🟢	🟢	n/a	n/a

Table 18: Assets measure exceptions

Housing

Proactive work continues to be undertaken in relation to empty properties and there are currently 4 compulsory purchase orders underway, focussed on the highest risk and longest term empty properties. Officers continue to work countywide in relation to DFGs, in order to ensure that the service is being delivered effectively and in line with the requirements of the grant funding. Staffing resource has been put in place to deliver the additional grant funding provided this year and alongside this our work with district partners is beginning to consider wider outcomes such as joint procurement.







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	£5,328	£4,500	★	→	£5,519	★	★	No issues noted	n/a
Perspective: Quality										
Number of properties where the condition has improved as a result of being in the selective licensing area	Monthly	39	50	●	→	32	●	●	Currently recording number of licensed properties	Specific measures to be developed for this area
Long term empty properties brought back into use through Council intervention	Quarterly	8	25	●	→	39	★	●	Proactive letters on hold due to Council Tax review.	Commence resending of letters following completion of review

Table 19: Housing measure exceptions

Home Choices

The Home Choices Service continues to experience a high level of demand and complex case load. Significant efforts are being made to prevent homelessness and the service is on track to achieve its homelessness prevention target for the year (slightly down on current target as some data is not available at the month end). The service is actively preparing for the implementation of the Homelessness Reduction Act on 1st April 2018. In light of increased demand, the service will review its commissioned Temporary Accommodation provision to determine future needs. The service has already started to engage with Procurement Lincs for advice in respect of this. The service is also in the final stages of preparing to procure a new IT system to manage all IT requirements for the Home Choices service.

Page 48

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	72	0		→	70			After a challenging period in June 2017, the use of B&B has reduced, however demand on the service and complexity of cases is creating pressure on B&B use. This mirrors the overall increased service demand. Note: The figure in this table shows the total number of nights over a four month period. Actual B&B nights per month are: June 37; July 6; August 9; September 20	Review commissioned temporary accommodation provision as part of review of future requirements.
Perspective: Quality										
Average time for a person in highest need to be rehoused	Monthly	58	28		→	42			One application was 89 days but this was waiting for a particular property due to an applicant in refuge.	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.			
									<p>Complex case working with children's services was 90 days. Waiting for assessment to be undertaken by CS</p> <p>One case was 144 days due to specific property type and type of adaptations needed for specific need of child in certain area.</p>	

Table 20: Home Choices measure exceptions

Safeguarding

Referrals to the safeguarding team remain at a consistent level. Over the last quarter, officers across WLDC have been providing evidence to support self-assessment of the Councils compliance in line with S11 of the Children Act, in preparation for external moderation as part of the 3 yearly audit carried out by the Lincolnshire Safeguarding Children Board (LSCB). We are confident that we continue to demonstrate a high level of compliance and a full report to show the details and outcome of the moderated assessment will be scheduled on the forward plan for Challenge and Improvement Committee.

Healthy District

Customer satisfaction with our leisure facilities remains extremely high. All comments and complaints are monitored by the centre staff and are replied to efficiently and as a result the Council very rarely gets involved with any issues.

The cost per user has remained stable at circa 80p which demonstrates good value for money. Usage trends demonstrate lower use of leisure facilities in the summer months and this is especially true at De Aston and Caistor as many users undertake outdoor activities. This has resulted in usage being a little lower than the target, however pleasing numbers of new users have still been attracted to the centres through effective marketing and the range of activities on offer.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Customer satisfaction of leisure facilities & activities	Monthly	96%	80%	★	→	96%	★	★	Good levels of customer satisfaction across the contract with no poor scores being recorded.	Monitor to ensure no drop in current performance.
New participants at West Lindsey Leisure facilities	Monthly	908	800	★	→	396	⚠️	★	Good range of activities and proactive marketing is attracting new customers. Figures slightly down due to seasonal usage trends	Continue to monitor through contract monitoring
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.83	£1.10	★	→	£0.78	★	★	Good throughput numbers demonstrating value for money	Continue to monitor performance and deal with any issues raised

Table 21: Healthy District measure exceptions

ICT

With the continual monitoring and automatic allocation of service desk calls the team pro-actively responds to requests for change, thereby exceeding targets most months.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Incident & Problem Management	Monthly	100%	90%	★	→	98%	★	★	Performance is good.	No action necessary other than continual proactive monitoring.
Perspective: Process										
Change Management	Monthly	100%	75%	★	→	112%	★	★	Performance is good.	No action necessary other than continual proactive monitoring.
Perspective: Quality										
Service and System availability: Secure Network	Monthly	99%	98%	★	→	100%	★	★	Performance is good.	No action necessary other than continual proactive monitoring.

Table 22: ICT measure exceptions

Systems Development

The teams continue to deliver significant projects during the normal course of their work load. The Digital team is currently involved in the implementation of land based systems for Planning, Building Control and Local Land Charges. The Digital team is continuing to work

with Rutland County Council by developing their website. The technical team continues to proactively manage their work plan through the system development requests.

Our LLPG (& SNN) officer has now taken full ownership of the management of the LLPG and brought this back in house in January. This work is also being carried out by other team members in times of absence and are working hard to maintain the standard.

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	1,063	400	★	→	601	★	★	Performance is good.	No action necessary.
Perspective: Process										
Number of electronic forms developed and integrated into the website	Monthly	67	65	★	→	65	★	★	Work is currently being carried out to migrate the forms to a new format, and therefore a limited number of new forms are being developed	No action necessary.
Number of electronic forms completed and submitted on the website	Monthly	10,372	4000	★	→	4539	★	★	Performance is good.	No action necessary.
Number of house re-naming requests dealt with	Monthly	Awaiting data				100%	★	★	Performance is good.	n/a
Percentage of street naming	Monthly	Awaiting data				Gold	★	★	Performance is good.	Continue to maintain standard.

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.			
and numbering requests dealt with										

Table 23: Systems Development measure exceptions



**Challenge and
Improvement**

14 November 2017

Subject: Scampton Airshow 2017

Report by:	Chief Operating Officer
Contact Officer:	Wendy Osgodby Senior Growth Strategy & Projects Officer 01427 676636 wendy.osgodby@west-lindsey.gov.uk
Purpose / Summary:	To provide members with information about the West Lindsey District Council / Invest Gainsborough business focussed hospitality event at Scampton Airshow 2017, including an outline of successes and recommendations for the future.

RECOMMENDATION(S):

1. That in the light of the feedback received members agree that West Lindsey District Council will not lead the hosting of any further 'hospitality' type events at future Scampton Airshows as they represent poor value for money.
2. That Challenge and Improvement Committee recommend to Prosperous Communities Committee that they consider whether the Council should be represented at future events and undertake explore alternative options for the Council to have a presence at the Scampton Airshow if they consider that to be beneficial to the District.

IMPLICATIONS

Legal:

N/A

Financial :

£15k plus additional expenditure on soft drinks. This does not include an estimate of the staff time involved in organising the Council hospitality at the event which was considerable.

Staffing :

A considerable amount of staff time was used in the preparations for the event and attendance on the weekend of the show.

Equality and Diversity including Human Rights :

N/A

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:

N/A

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 This was the first Airshow to be held at RAF Scampton since the demise of the Waddington Airshow in 2014. It was held over the weekend on September 9 & 10 and attracted approximately 50,000 visitors in total.
- 1.2 The show included flying displays and a number of exhibitions from aircraft around the world, with a number of teams travelling from Canada, Belgium, France and Sweden. This included the Scampton based RAF display team, the Red Arrows.

2 West Lindsey District Council / Invest Gainsborough Hospitality Event

- 2.1 Following discussions between council officials and organisers of the Airshow in September 2016 West Lindsey District Council hosted a business focussed hospitality event at the show.
- 2.2 The hospitality event included:
 - Premium crowd line position for enclosure
 - Garden style enclosure: Inc. 9x12m open fronted tent, garden tables and chairs and catering tables.
 - Decoration
 - Private toilets
 - 40 hospitality guests per day: admission tickets, picnic lunch, onsite parking passes

The cost for providing the above specifications was £15,000.

- 2.3 The event hosting was shared with Invest Gainsborough via a verbal agreement with Tim Downing (Vice Chairman of Invest Gainsborough). It was agreed Invest Gainsborough would contribute £2,500 towards the event.
- 2.4 80 hospitality guests were invited across the weekend, the invitees were split across three areas:
 - New Investors / developers
 - Current / lapsed Investors / developers
 - Local business ambassadors

In addition 2 members, 1 director and 2 officers would attend to host the event on each day.

The invitee list was created by a cross-department team from, Growth, Housing and Building Control.

Tim Downing agreed to take responsibility for inviting the new investors / developers.

3 Feedback

- 3.1 The event ran smoothly and all the invited guests (see appendix A) were satisfied with the standard of the hospitality provided. This resulted in positive feedback both verbally and via email and letters. A selection of these can be found in Appendix B.
- 3.2 The following observations are an amalgamation of feedback provided by the members and officers who attended.
- 3.3 The location of the event was well received by all, it had one of the best views available of the flying display, and the catering and hospitality provided were also high quality.
- 3.4 By hosting this event we have demonstrated our professional reputation and ethos of being 'open for business'. Building control colleagues also reported the opportunity helped secure confidence for the existing client base that we care about the district and support local events.
- 3.5 It was considered however that the event did not represent good value for money, it was a very high expenditure for this type of event and although it was over 2 days, there was not enough attendance due to agree number of guests included in the specification and budget. In the main there was no real new business contacts made, just existing relationships built on and maintained.
- 3.6 In addition to the £15k for the event there was a substantial there were substantial staffing costs incurred including preparation prior to the event as well as attendance during the weekend itself.
- 3.7 Tim Downing reported he had dialog with 8 new potential investors to the region who were very impressed and have since investigated opportunities in Gainsborough. In addition there was positive coverage for Gainsborough via social media channels and #invest gainsboro.
- 3.8 Almost all colleagues thought that we should not host this type of event at future Scampton Airshows due to the high costs and limits on the number of guests who can be invited – the tent / area would have been suitable for a substantially higher number of the guests but this would have inflated costs further.
- 3.9 The Council also host an event at the Lincolnshire Show each year and it is suggested that this sort of activity is concentrated on the Lincolnshire Show and not at two major events in the District.

4 Recommendation

- 4.1 It is recommendation that West Lindsey does not lead the hosting of any further business focussed events at future Scampton Airshows

however there could be other opportunities which could be investigated further including:

- Sharing a stand with a sector specific specialist such as Aviation Heritage Lincolnshire (Approx. £1-3k).
- Sharing a stand with an existing partner such as Visit Lincoln or Love Lincolnshire Wolds. (Approx. £1-3K).
- A lower specification tent for just WLDC (Approx. £5K)

**Appendix A – Company Attendance
Saturday 9 September**

WLDC
WLDC
WLDC
WLDC
X Chair
UKSD
UKSD
Beal Homes
Beal Homes
Hobson Porter
Hobson Porter
Lincoln College
Lincoln College
Gusto
Gusto
Martin Flynn Design
Martin Flynn Design
Holmes Builder
Holmes Builder
Park-Acre
Park-Acre
R G Carter
R G Carter
Bishop Burton College
Bishop Burton College
Pygott and Crone
RizkMcCay
Cowell Comm
Fraser Brown Solicitors
Fraser Brown Solicitors
Pick Everard
Pick Everard
QUDOS PROPERTY
Pygott and Crone
Pygott and Crone
Marshall Yard
Marshall Yard

Sunday 10 September

WLDC
WLDC
WLDC
WLDC
X Council Chairman
Jem Management Services
Jem Management Services
SGA
SGA
Build Design
Build Design
Lindum Joint venture team
Lindum Joint venture team
Lincoln College
Lincoln College
Lincoln College
Pygott and Crone
Sovereign Assets
Lincolnshire Lakes
Longhurst
Longhurst
Inspired Villages /Wheatcroft Land
Inspired Villages /Wheatcroft Land
Doncaster Sheffield Airport
Doncaster Sheffield Airport
Woodhead Construction
Woodhead Construction
The University of Lincoln
The University of Lincoln
Tan Khan
Tan Khan
Sheffield Hallam University
Sheffield Hallam University
ACS Commercial Services
ACS Commercial Services
KAL Group
KAL Group
Pygott and Crone
Pygott and Crone
WLDC

Appendix B – Selection of feedback from the event

What a fantastic day!! Please express my thanks to all concerned for the kind invitations. Also a great opportunity to “talk shop” with Members and Officers which was very worthwhile.

Just wanted to say a huge thank you for the great day at the Airshow at Scampton.

Everyone was on good form on Saturday, and we met some good people. Please send a thank you to those involved, and a thank you to you too.

Many thanks for your kind hospitality yesterday and I look forward to developing a closer working relationship with you and exploring some of the ideas we discussed further.

Hopefully we can make the housing project a go for the Construction Career College but I also really like your idea around the business pop ups at both Gainsborough and Lincoln.

I will be in touch soon Tim and will get a brief from Mark when you meet up or if you come in for a better look around at the college- at either/both campuses.



Challenge and Improvement
Committee

14 November 2017

Subject: Progress Report: South West Ward - 6 Month Review

Report by:	Chief Operating Officer
Contact Officer:	Shayleen Towns – Senior Community Action Officer. 01427 676545 shayleen.towns@west-lindsey.gov.uk
Purpose / Summary:	To provide elected members with an update in regard to the progress of work within the South West Ward.

RECOMMENDATION(S):

- (1) That progress and achievements are noted

That Members recommend the following for decision by Prosperous Communities Committee:

- (2) That committee co-ordination of the required work programmes to further support the Gainsborough SWW is now managed as part of an overall 'Place Based Regeneration strategy, subject to approval of the Strategy by Prosperous Communities Committee
- (3) Given that a significant amount of activity is progressing and is now integrated into the service delivery across a range of Council service areas; that the SWW work is now considered 'business as usual'; is coordinated by the Councils Senior Community Action Officer, and overseen Wellbeing and Health Manager as a work programme of an overall 'Place Based Regeneration Strategy' (in line with recommendation 2)
- (4) That the 'Placed Based Regeneration' Strategy and its associated work programmes is subject to annual scrutiny by the Council's Challenge and Improvement Committee
- (5) That a quarterly information update is provided in the form of a newsletter for stakeholders and Elected Members

IMPLICATIONS

Legal: None arising from this report

Financial : None

Staffing : None arising from this report

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

Risk Assessment : None arising from this report

Climate Related Risks and Opportunities : None arising from this report

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

Full Council 2 July 2017 Minutes

Challenge and Improvement Committee 23 May 2017 Minutes

Challenge and Improvement Committee 11 October 2016 Minutes

Report to Prosperous Communities Committee 29 October 2015

Minutes from the council meeting 27 July 2015

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

☐

No

x

☐

Key Decision:

Yes

☐

No

x

☐

1.0 Introduction/Background

1.1.1 The Gainsborough South West Ward is one of the most vulnerable and deprived communities within Lincolnshire. It has been considered a priority area for West Lindsey District Council for a number of years and has been in need of coordinated intervention to improve the area.

1.1.2 Previous efforts to improve the area had not been well coordinated and an overall strategic approach was lacking. A review of the activities and interventions in place to improve the area has been carried out by WLDC and work to better coordinate this and develop a more strategic approach with partners has been accelerated.

1.2 There are significant programmes of work underway which are directly improving the Gainsborough South West Ward. The Councils Selective Licensing Scheme, for example, is being reported to Committee separately.

1.3 This report provides an update in respect of the range of activities and interventions underway to further support and improve Gainsborough's South West Ward. Specific activities and updates reflect the concerns raised by Elected Members in motions to Full Council dated 27/7/15 and 3/7/17:

1.3.1 Council Committee 27 July 2015

"The residents of West Lindsey expect and deserve quality, effective and responsive services. Over the past few years we have seen some of our local communities change and more often there is a need for services outside of the normal 9-5 working day.

In the past local Police have responded very effectively with issues such as low level anti social behaviour, noise nuisance, drink related incidents however now they state it is a local authority responsibility?

West Lindsey have failed to put the necessary resources in place to deal with the impact of these changes and meeting the growing demand.

Residents are left feeling powerless, resulting in them having to report incidents the WLDC 'Out of Hours Service' knowing that it offers no more than a tokenistic service.

Recently one of us had experience of contacting the 'out of hours service' in the early hours of the morning following a disturbing incident. West Lindsey failed to respond after the initial call?

We are informed residents share similar poor experiences, very little action being offered to them and having to 'put up' with unacceptable situations.

Residents are having to live in fear.

We believe residents deserve better, and would like to request that an in depth review be carried out of our 'out of hours services', We so move."

1.3.2 Council Committee 3 July 2017

“There has been a significant increase in the drug scene in Gainsborough over the past 10 years and unless we start to tackle the problem it will become a catastrophic time bomb in future years. Class A drugs such as ‘crack cocaine’ appear to be easily accessible to buy ‘off the street’.

It is extremely concerning to learn that more and more young vulnerable people in the town are becoming victims of the surge in the drug culture. We are informed that children as young as ten are being used as drug runners to supply hardened addicts. There is a desperate need from residents living in the town for agencies to seriously start addressing the problem, and of course it requires far more than just police enforcement.

Therefore a ward members of the Gainsborough South West ward we request that this council produces a report to the relevant policy committee regarding developing a strategic approach to dealing with drugs in West Lindsey, we ‘so move’.

- 1.4 This report seeks to offer assurance that there is a focussed and strategic approach in place, which is able to manage the required improvements, in partnership with stakeholders, whilst also managing effectively, emerging risk issues.
- 1.5 The need for a strategic approach to supporting vulnerable communities such as Gainsborough South West Ward is recognised in the Council’s [draft] Housing Strategy 2018 – 2021. A key action within this is the development of a WLDC ‘Placed Based Regeneration’ strategy.
- 1.6 It is proposed that the work to further support and improve Gainsborough South West Ward is included as a work programme of the Placed Based Regeneration Strategy and is therefore now considered ‘business as usual’.
- 1.6.1 It is proposed that delivery of the Gainsborough SWW work programme is coordinated by the Council’s Senior Community Action Officer and overseen by the Wellbeing and Health Manager.
- 1.7 Officers are committed to maintaining a proactive and accountable approach. It is proposed that the ‘Placed Based Regeneration’ Strategy and its associated work programmes is subject to annual scrutiny by the Council’s Challenge and Improvement Committee.

2.0 Re-alignment of resources to deliver

- 2.1 As part of its recent Management Restructure, West Lindsey DC has aligned its housing, homelessness prevention, economic growth, community safety, safeguarding, health and wellbeing, communities, employment and skills and environmental protection functions to allow for the development and delivery of a ‘social regeneration’ approach to support vulnerable communities. This is the first time a strategic approach to social regeneration has been taken. The alignment of

services in this way has identified opportunities for improved working practices and more coordinated capacity to deliver.

2.2 Officers have also highlighted specific gaps and challenges in need of specific intervention to enable progress and change. For example, there is a need for additional resource to support targeted enforcement measures and also to support landlords housing vulnerable, challenging tenants. These are:

- A need for additional enforcement capacity, focused on the South West Ward and other priority areas including those where Public Space Protection Orders (PSPO) are in place. This will extend the ability to deal with fly tipping, early presentation of waste and PSPO related offences.
- A need for specific support for the private rented sector landlords aimed at increasing tenancy sustainment and providing advice, support and guidance.

2.3 Business cases are currently being developed and taken through the Councils governance processes to gain the relevant approvals to implement specific initiatives in response to the risks and challenges facing vulnerable communities.

2.3.1 It is proposed that the initiatives are funded from an existing Ear Marked Reserve to support Vulnerable Communities. Subject to Management Team approval, the proposed initiatives will be presented to the Councils Prosperous Communities Committee and recommended for approval before implementation.

3.0 Partnerships and Projects - to support and deliver.

3.1 Key to making progress is ensuring we work with, and make effective working links between, those people and partners who work to make a difference in a place, especially in vulnerable communities.

The case studies provided with this report in Appendix B show good working links with our public sector partners on specific cases.

This is being strengthened with regular casework liaison between WLDC Enforcement Officers and the Police. Monthly meetings take place to discuss the selective licencing area, to share information and agree actions. These meetings have already resulted in better shared knowledge, coordinated and proactive enforcement action and a joint approach to a landlord who had a number of properties causing concerns.

3.2 The working links and connections extend to include connecting public sector partners with key community groups.

3.2.1 Members will be aware that a motion to Full Council was raised on 5 July 2017 by Cllr Young and Cllr Rainsforth as shown above in 1.3.2. As a result of this, WLDC coordinated and hosted a multi-agency strategic

meeting to explore the evidence base surrounding these concerns and to discuss the partnership approach and opportunities more generally. Key representatives at this meetings included the Headmaster of Benjamin Adlard Primary School, Police, Addaction, WLDC Officers and Elected Members. The meeting was considered positive and has led to continued collaboration and consideration of partnership opportunities. These include:

- WLDC has coordinated a number of positive partnership meetings between Benjamin Adlard Primary School, WLDC, x-Church and Police. Supportive links have been established.
- A commitment from Lincolnshire Police to establish a 'Mini PCSO' project in partnership with the Benjamin Adlard Primary School. Partners are actively seeking to implement this. Within this initiative children will be encouraged to act as 'mini police officers' including having the chance to wear 'Mini PCSO' uniforms. The initiative is intended to educate young people, give them the opportunity to engage in community projects and achieve rewards. Successful projects are currently being delivered elsewhere in Lincolnshire.
- A commitment to support and increase diversionary activities for young people at evenings and weekends. This is being explored by the primary school and X-Church, supported by WLDC.
- An offer for the Primary School to be represented on the X-Church board
- Shared training offered by the Primary School for staff and volunteers at X Church to support their safeguarding policy and procedures
- WLDC has enabled free access to Lincolnshire Safeguarding Children Board training for X-Church staff and volunteers and has also ensured that a safeguarding policy is in place
- Commitment between Police, X-Church and Primary School to establish data sharing agreements
- WLDC has been working with local partners including a charitable organisation specialised in supporting children of drug and alcohol users to encourage a bespoke partnership approach that could be implemented to support Gainsborough SWW, With safeguarding and wellbeing embedded within its model, the well-established provider specialises in supporting children and young people with their resilience, confidence and ability to cope.
 - A business case is currently being developed and will be taken through the Councils governance processes with recommendations for approval to implement this specific initiatives in response to the risks and challenges facing the Gainsborough SWW community. It is proposed that the initiatives are funded from an existing Ear Marked Reserve to

support Vulnerable Communities. Subject to Management Team approval, the proposed initiatives will be presented to the Councils Prosperous Communities Committee and recommended for approval before implementation.

- 3.2.2 West Lindsey DC Officers from across the relevant departments regularly attend the community group South West Improvement Group (SWIG) meeting to discuss projects and problems within the community, and build links and knowledge about what we do. Four officers attended the last meeting including ASB, housing enforcement and empty property officers. Attendance to update on Selective Licencing is expected at the next meeting. This has been received positively by the attending residents, but would benefit from increased awareness and representation from the community and other stakeholders. This will be a focus of the work to build community confidence and awareness moving forward.

- 3.3 LEAP are an experienced charitable organisation who provide supported accommodation within Lincolnshire. They have established a subsidiary called HATS ('Housing and Tenancy Support') which provides direct support to individuals at risk of homelessness. HATS currently lease properties from West Lindsey DC as well other landlords. The Council is currently working with HATS to actively bring some of the empty properties back in to use within SWW. These properties will provide additional, well managed, supported accommodation in the area.

HATS currently provides supported housing to people with low incomes and support needs with a view to helping them move into independent accommodation. The company is also in the process of transforming a business unit on Trinity Street into a public access hub to become more involved in the local community.

- 3.4 Led by the Senior Home Choices Officer, WLDC co-ordinates a West Lindsey Supported Housing Providers Network. By their very nature the supported housing providers work to support the most vulnerable people within our district and play an important homelessness prevention role.

The work plan agreed by this group is included within this report at Appendix D.

- 3.5 To fulfil its Statutory Homelessness & Temporary Accommodation requirements, West Lindsey DC has a contract with Framework Housing Association for the provision of 5 self-contained flats (located within Gainsborough SWW), within which low level support is provided to assist with managing during the temporary accommodation period and to move on successfully. Although demand has continued to rise leading to a need for additional provision in the future, the Temporary Accommodation model has been successful, has prevented WLDC from using Bed and Breakfast accommodation by default, and has assisted us with our statutory duties and moving people into permanent accommodation with positive and sustainable outcomes.

- 3.6 Between 1st October 2016 and 30th September 2017, WLDC staff have raised 58 safeguarding and wellbeing concerns to safeguarding officers using the Councils reporting mechanism, representing 20% of the overall safeguarding and wellbeing concerns raised by staff during that period.

23 of the 58 concerns raised resulted in onward referral into statutory services, with lower level support provided to the remaining cases as required.

4.0 Implementing measures, support and enforcement to drive up standards.

- 4.1 WLDC is committed to ensuring that it has in place schemes and measures to drive up standards especially in vulnerable communities. This is supported by the structures and resources being put in place and the inter connections with our partners as illustrated in this report above.

- 4.2 Schemes are in place or being developed to help drive up standards.

- 4.2.1 The council introduced selective licensing in July 2016 in certain parts of Gainsborough to improve property standards and management and reduce ASB. All landlords need to apply for a licence for each rental property they own. Andy Gray, Housing and Environmental Enforcement Officer provided an update report on the scheme to Prosperous Communities 24 October 2017. A link to the report is provided in Appendix A.

The enforcement activity is both proactive and successful. The press release from a recent prosecutions is detailed below:

4 landlords have successfully been prosecuted, the first to be done so as part of the Council's Selective Licensing Scheme. Across 15 selective licensing offences, fines totalling £213,000 were issued along with 10 year Criminal Behaviour Orders.

The largest fine was given to Jagdish Singh (59) of Southernhay Road, Leicester. He pleaded guilty to "failing to licence" 8 of his properties, receiving a fine of £13,500 per offence. It is believed to be the largest fine issued to one landlord in relation to the failure to licence. Singh also pleaded guilty to three offences relating to the failure to comply with improvement notices and fined a further £4,500 for each offence and ordered to pay costs of £2,000.

The other three defendants who also live on Southernhay Road, Leicester, jointly own several of the unlicensed properties with Singh. Gurjit Singh and Balbir Kaur had previously been found guilty for two 'failure to licence' offences each. They were both fined £15,000 for two offences each and ordered to each pay costs of £1048.56, plus £170 surcharge. Harpal Bindra Singh previously had three 'failure to licence' offences heard and determined in his absence and was fined £15,000 per offence. He was also found guilty for one failure to comply with an improvement notice and given the maximum £5,000 fine and ordered to pay costs of £1048.56, plus £170 surcharge.

West Lindsey District Council successfully applied for Criminal Behaviour Orders on all the defendants which imposes conditions on the letting and management of any properties owned within the district for a period of ten years.

- 4.2.2** It is recognised that landlords also need support from WLDC to seek suitable tenants and support them to sustain a tenancy. In addition to proposals to implement direct support to landlords (see 2.2), a Tenant Passport Scheme has been developed for the Selective Licensing Scheme area. The policy for this was approved by the Council's Prosperous Communities Committee on 24th October 2017. A link to the report is provided in Appendix A.

The Tenant Passport is designed to support landlords and aims to help achieve sustainable tenancies. If successful, options to extend it to other areas in the district will be considered.

- 4.2.3** A scheme to deal with abandoned Trolleys is being developed.

Elected Members will be aware of rising concern in the area in regard to abandoned trolleys. This issue is now being proactively tackled. Local Authorities do have powers to enact a formal scheme to seize trolleys and charge the owner.

A West Lindsey DC proposed scheme, including draft process and charges, has been developed and will be ready for consultation with affected stakeholders over the next few weeks.

The scheme will involve the seizing of any trolleys found abandoned, and charging the supermarkets for their return, or if not claimed we would charge them for the seizure, storage and disposal of the trolley. In other areas of the Country, this scheme has had a huge impact on numbers of abandoned trolleys.

Timescales are an adoption of Schedule 4, the part of the legislation that give us the powers to do this scheme so a necessary precursor, by the end of 2017. New charges in force as of 1 April 18. The intended start date of the scheme.

Whilst we work towards this formal arrangements, a voluntary proposal about how trolleys would be dealt with, and what we expect the supermarket concerned to do to prevent trolleys being taken and to recover those abandoned in the town has been presented to the company. This is under review currently as to its success.

- 4.2.4** A Public Space Protection Order is in place to ban the drinking of alcohol in the grounds of the Trinity Arts Centre and pocket park on Cleveland St. is in place. Those breaching the order can be fined £75, rising to £100 in April 2018.

- 4.2.5** A West Lindsey Operational Environmental Action Plan is being developed to capture work areas and projects being delivered. It will allow for monitoring against key work areas. The action plan will outline our approach towards the following across the District:

- Abandoned vehicles
- Fly tipping
- Early presentation of waste

- Dog fouling
- Commercial waste
- Training, delegations and enforcement (Council, Parish Council's and Town Council's)

In the last 6 months in the SWW:

- 1 formal Community Protection Notice has been served
- 13 Community Protection Notice Warnings have been sent
- 53 early presentation warning letters have been sent
- 1 first warning letter has been sent
- Unacceptable behaviour warnings have been sent
- Fly tipping warning letters have been sent

Key actions members should see in the near future from this focused action plan will be press releases and information relating to our approach to fly tipping and early presentation, followed by signage which will be a precursor to some targeted enforcement activity.

- 4.3** In addition to the Selective Licensing Scheme in the South West Ward the Housing and Community Safety Enforcement team are ensuring that the legislative powers we have as an Authority are being proactively used. Appendix C provides an overview of the delegated powers of a Local Authority to address issues of poor quality housing.

These powers are being implemented to good effect in the South West Ward area, where the Selective Licensing Scheme has accelerated our awareness of issues. Case work examples of their work, in conjunction with our partners, is attached in Appendix B.

5.0 Recommendations

- 5.1** That progress and achievements are noted and that members recommend the following for decision by Prosperous and Communities:
- 5.1.1** That coordination of the required work programmes to further support the Gainsborough SWW is now managed as part of an overall 'Place Based Regeneration strategy, subject to approval of the Strategy by Prosperous Communities Committee
- 5.1.2** Given that a significant amount of activity is progressing and is now integrated into the service delivery across a range of Council service areas; that the SWW work is now considered 'business as usual'. That it is coordinated by the Councils Senior Community Action Officer, and overseen by Wellbeing and Health Manager as a work programme of an overall 'Place Based Regeneration Strategy' (in line with recommendation 2)
- 5.1.3** That the 'Placed Based Regeneration' Strategy and its associated work programmes is subject to annual scrutiny by the Council's Challenge and Improvement Committee.
- 5.1.4** That a quarterly information update is provided in the form of a newsletter for stakeholders and Elected Members.

Appendix A Challenge and Improve Committee 14 November

Prosperous and Communities Committee 24 October 2017

6f - Selective Licensing Scheme Update and Tenant passport Scheme

Link to reports page

<https://www.west-lindsey.gov.uk/my-council/decision-making-and-council-meetings/meetings-agendas-minutes-and-reports/prosperous-communities-committee/prosperous-communities-committee-reports/>

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Progress Report: SWW - 6 month review

CASE STUDIES

The Housing and Communities Team offer a number of services. The Enforcement Team is actively involved in proactive and reactive work and has strong links with partners. Whilst some of the private tenants are problematic, the landlords themselves range from uneducated to criminal. There are some examples below which highlight the work the team is involved with on a daily basis.

1. Uneducated resulting in formal prosecution: Prohibition Order

Mr A is the owner of a few properties in the South West Ward. He was served a Prohibition Order for No1 Street preventing anyone from staying there until the required works had been completed and the Council had revoked the order. Unfortunately Mr A did some works to cover the damp issues rather than dealing with them and then re let the property without the Council's knowledge. Mr A's defence was that the tenants were vulnerable, had mental health issues and he wanted to help them out. Unfortunately his breach of the order was progressed to court and he was found guilty and fined.

2. Council Assistance: Problematic Tenants

No.2 Street is managed by Agent A and the landlord was first told there was disrepair when the Police did a raid on this property which resulted in the tenant being arrested. An officer was involved as the property was in serious disrepair and the tenants had prevented the letting agents from arranging works. The immediate works were carried out to prevent serious injury to the tenants and their children. Agent A took their time with the repairs due to fear of the tenant and anger against the damage that had occurred. An officer was actively involved in arranging entry and supporting the letting agent with access to ensure the immediate hazards were addressed. Enhanced support in the very beginning would have ensured the immediate repairs were carried out in a more acceptable time.

3. Council Assistance: Failure of the landlord to action their legal rights

When a disrepair complaint is brought to our attention and we have spoken to the landlord and/or letting agent about this, a popular response is that the tenants have damaged the property. Within our team we understand the importance of educating the landlord and informing them of their legal rights. There are a number of vulnerable tenants within Gainsborough who are involved in criminal activity or are a victim of criminal activity. This impacts on housing and the landlords feel they should be supported. Unfortunately, the law states that should there be damage caused by a 3rd party, the property is maintained by the landlord. They can recoup costs back off the tenant which is not always a viable option. The only way a landlord can address this is by going to court and obtaining a possession order. Some landlords refuse to do this as there is a cost, however, the alternative is a cost to do the necessary repairs and this is not sustainable for the tenant or the landlord.

4. Council Assistance: Illegal Eviction

No.4 Street was a property in serious disrepair and the landlord was struggling to cope with the damage being caused. A notice was served on the tenant prior to him going into prison. The legal process is to apply for possession through the courts following a notice being served to the tenant. The landlord failed to follow this procedure and locked the property to prevent access. The tenant then came out of prison and attempted to get back into his house. He smashed the house up and damaged the radiator so a water leak occurred.

The managing agents were understandably upset, given the damage, however, preventing access is an offence and the managing agent should have followed the correct legal process. As a result of the leak and damage, the property was uninhabitable and the team had to make an Emergency Prohibition Order for which the owner was charged. The owner appealed the charge, however, it was not upheld.

Home Choices team became involved and secured temporary housing for the tenant and he is still undergoing intensive support from more than 1 external partner. Housing will always ensure a close link with Home Choices and the external partner agencies that work with Home Choices to provide support to our vulnerable tenants are an integral part in sustaining future tenancies and reducing incidents of anti-social behaviour as a result of substance misuse.

5. Partnership working: Social Service Referral

No.3 Street was in serious disrepair and there were safeguarding concerns. The property was being damaged by the tenant's children and Mum was struggling to cope. The landlord had been called out to the boiler and to check leaks to the toilet over 50 times in a year prior to WLDC involvement. Once an officer was involved, the ceiling in the dining room collapsed due to the water leaks and the landlord was concerned with repairing the ceiling when the leak from the toilet (he believed was as a result of the children) was continuing. It would not be cost effective for him.

The ceiling did get repaired with the assistance of WLDC officers and additional support from other services. Had the landlord been able to come to us for support earlier and explain the situation rather than suffering in silence for 12 months, the disrepair could have been addressed before it was serious and the family would have received additional support sooner.

6. Domestic Abuse/Fire

I was called to a property via the fire service. The tenant's boyfriend had set fire to the kitchen and locked her inside. She managed to escape by smashing the front window, however there wasn't adequate fire protection. The landlord said he had had problems with the tenant's partner smashing things in the house previously.

The house had to be prohibited as an emergency for which there is a charge. The landlord is not allowed to re let unless works are completed and is not sure where to start. He requires support and knowledge of the legislation to ensure when he does re let, the property is in good condition and compliant with the relevant legislation.

7. Hoarded Property

I was alerted to a property that the Council had been previously involved with. The tenants are living in extremely cramped conditions due to their hoarding. Other partners cannot get involved because the tenants will not give permission and hoarding itself is not recognised as a mental health issue so the safeguarding referral has not been addressed by the Mental Health Team.

The tenant has been in the property for 20 years and it is impossible for the contractors to gain entry to carry out gas checks and to fix the damp in the bedroom. The tenants did not want the landlord to know as they are fearful that they will be asked to leave and then the hoarding situation will go elsewhere and not be resolved.

The only option currently is for the landlord is to evict them. Further intervention and time spent would ensure that the support is available for the tenants and the tenancy sustained long term. Since the introduction of the Selective Licensing Scheme the landlord has been able to obtain entry and is working closely with the family to resolve the issue of hoarding. This is being carried out in a supportive manner and without a requirement for robust enforcement which in this case would not benefit the tenant's long term, nor allow for a sustainable tenancy.

8. Illegal HMO and conversions

I was alerted to a property which was seriously overcrowded, by the fire service. The team have a great working relationship with Lincolnshire Fire and Rescue and work closely to protect occupants given the differing authorities each officer has. A coordinated approach with Police, Immigration, Fire, Building Control and the Interpreting Service was initiated by the Housing Team and inspections under the Housing Act 2004 were carried out under warrant.

The complexity of the issues found and the coordination of services was difficult, however, the result benefitted the family and a criminal landlord was investigated and is now facing prosecution. Further details are withheld at this time to protect the parties involved, however, there is a strong case for the landlord to answer and the benefit of strong partnership links with internal and external partners is key to a successful approach to problematic areas of the district.

9. Current Prosecution

As a result of the Selective licensing Scheme and Enforcement working together a known landlord to the council has been prosecuted for the following offences:

- 9 offences of operating a property without a licence
- Failure to comply with a S.11 and S.12 Improvement Notice under the HA2004
- Failure to comply with a S.11 Improvement Notice
- Benefit fraud – In that the Landlord is asking couples to apply for single benefit claims in the same property so that rental income of £500 is obtained
- Illegal Eviction and Harassment under the Protection from Eviction Act 1977

Author: Sarah Cattell, Senior Housing and Communities Officer.

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Local Authority delegated powers in relation to poor quality Housing.

The Enforcement Team have the in place and are using the following tools to address poor housing conditions and apply the legislation in the district of West Lindsey as a whole.

The Housing Act 2004

Inspections are carried out using the Housing Health and Safety Rating System to ensure properties within the private rented sector are free from Category 1 hazards. These hazards have serious health implications to the occupants of the properties.

The Housing Team can

1. Serve an Improvement Notice for which the owner of the property will be charged administrative costs
2. Make a Prohibition Order to prevent occupation of the dwelling until remedial works have been carried out
3. Make an Emergency Prohibition Order to prevent occupation of the dwelling due to an imminent risk to health of the occupants
4. Carry out Emergency Remedial Works to carry out works which are required to prevent serious harm to the occupants. The owner is charged for these works and officer costs

Should the owner of the property not comply with the notice or order, legal action in the form of a prosecution may be taken and works in default of the notice carried out for which the owner will be charged.

There are other pieces of legislation that the team have delegated powers to enforce:

- Environmental Protection Act 1990 – This is used in instances of dangerous electrics or lack of hot water in a property. The timescale for compliance can be as little as 48 hrs
- Building Act 1984 – This is used to address drainage issues and the usual timescale for compliance is 9 days
- Protection from Eviction Act 1977 – This is used to address harassment issues and illegal evictions. The offence, if proven is an either way offence, therefore a custodial sentence can be given.

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Appendix D C and I Nov 17 - Working Document Supported Providers Action Plan

Issue	Intended outcome	Actions to be taken/ taken so far	Person/Agency Responsible	Priority	Date to be completed
DWP to receive a list of supported housing projects within West Lindsey	To make assessment of benefits easier for DWP when looking at addresses	<ul style="list-style-type: none"> All supported accommodation projects in West Lindsey to send a list of all addresses of their properties to Rachel Parkin 	Kala Woodwiss (HATS) Andrea Norton (Nacro) Katrina Swan (MR House)	Med	31 st August
Lack of furniture/household items for persons moving in to accommodation on low incomes	<p>To create a facility to have starter packs for tenants</p> <p>To map current provision across West Lindsey and assess if this needs to be carried further</p>	<ul style="list-style-type: none"> Rachel to contact different providers to establish what is available and what can be done. All named people to send Rachel names of schemes within their area that they currently use 	Adelle Moore (Acis) Catriona Paton (Peer Link) Darren Wilson (P3) Rachel Parkin (WLDC) Katrina Swan (MR House) Karen Ratcliff (Addaction)		30 th September
Newsletter to be created	To update all agencies of events, new schemes within their area	<ul style="list-style-type: none"> Template to be created Agencies to provide information to Rachel 	Rachel Parkin	High	30 th September
Mapping community support	For all agencies to be aware of what is available within their area. To form part of the newsletter	<ul style="list-style-type: none"> All attendees to send Rachel a list of organisations/schemes that are happening within their area 	Adelle Moore (Acis) Andrea Norton (Nacro) Catriona Paton (peer Link) Darren Wilson (P3) Kala Woodwiss (HATS) Katrina Swan (MR House)	High	30 th September

			Sharon Walker (framework) Shayleen Towns (WLDC)		
More accessible private rented sector	To make it more affordable for those on low incomes to move in to private rented sector	<ul style="list-style-type: none"> Rachel to speak with private sector team re possibility or other appropriate initiatives. 	Rachel Parkin	Med	31st October
Better links with agencies and probation	Key list of contacts to be made. To be included within the newsletter	<ul style="list-style-type: none"> Attendees to provide a contact email address and phone number for their service and ways to refer in to service 	Adelle Moore Andrea Norton Catriona Paton Darren Wilson Kala Woodwiss Katrina Swan Sharon Walker	High	30 th September
Better links with employment services/ training opportunities	To look at opportunities for our client group who are able to work or undertake training	<ul style="list-style-type: none"> To improve access to events held by voluntary centre To speak with Employment Advisor at WLDC to look at employment opportunities 	Heather Arnatt (VCS) Rachel Parkin (Amanda Boutell - WLDC) Riverside Training – Debbie Stacey/Damon Parkinson	Low	31st October
Improved support for move on services	To understand what need is missing	<ul style="list-style-type: none"> Support providers to raise concern with commissioners Each agency to monitor gaps and feedback to 	All commissioned support providers Rachel to feed back to county group	Low	ongoing

		group with specifics of what is the main issue. This can then be fed back in to county homeless group			
Market Rasen house is too remote and has too many people with high support needs	To support people in MR House effectively	<ul style="list-style-type: none"> To address with commissioners re need of persons being referred 	Katrina Swan	Med	
More support for hoarders	To establish a need and provide appropriate support	<ul style="list-style-type: none"> Agencies to look at what are the most needs of their client group. Monitor over 1 quarter. Sep 17- Dec 17 	Adelle Moore Andrea Norton Catriona Paton Darren Wilson Kala Woodwiss Katrina Swan Sharon Walker	Low	Nov 30th
Open door hub for customers	Customers to be able to access services in 1 area	<ul style="list-style-type: none"> Rachel to work with customer services on how to improve perception of Guildhall and make less intimidating Agencies to provide examples of incidents 	Rachel Parkin Catriona Paton Darren	High	Sept 30th

		and look in the future to be part of a working group	Wilson Karen Ratcliff		
To make members of West Lindsey council aware of Universal Credit	To make members aware of the impact on the community and residents	<ul style="list-style-type: none"> • Rachel to work with Cllr Bibb 			
DWP to increase awareness of Universal Credit	All agencies to be aware of full impact of Universal Credit	<ul style="list-style-type: none"> • DWP to conduct sessions with support providers re impact of UC • DWP to be given list of support providers 	Mark Barker (DWP)	Med	Ongoing
To create a recovery centred community	To enable recovering addicts to be better equipped and be surrounded by positive influences to assist recovery.	<ul style="list-style-type: none"> • Addaction to provide examples of where this has worked and of how this could link • This to be linked with possible existing services and identify possible gaps. 	Karen Ratcliff Catriona Paton	Med	30 th November

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.

All Committees									
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 update	-	-	17/04/18	-	-	-	-
Annual Audit Letter	Tracey Bircumshaw	To present the Annual Audit Letter	-	-	07/11/17	-	-	-	-
Members Allowances	Alan Robinson	To inform the work of the Remuneration Panel prior to them making recommendations to Full Council	-	-	07/11/17	-	-	-	-
Certification of Grants and Claims	Tracey Bircumshaw	To present the Certification of Grants and Claims report	-	-	16/01/18	-	-	-	-
Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution	-	-	17/04/18	-	-	-	-
Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen	-	-	-	09/11/17	-	-	05/12/17
Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity	-	-	-	-	-	-	20/03/18
Leisure Contract Procurement	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor	-	-	-	11/01/18	-	-	-
Brattleby Neighbourhood Plan	Daniel Evans	To formally adopt the Brattleby Neighbourhood Plan	-	13/11/17	-	-	-	-	-
DWG Update Report to Parent	Alan Robinson	To consider an update report on the work of the DWG over the previous	09/01/18	-	-	-	-	-	-

Committee		6 months							
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	-	-	17/04/18	-	-	-	-
Review Disciplinary Rules Procedure	Emma Redwood	To review and update the Disciplinary Rules Procedure for the council	-	-	-	14/12/17	-	23/11/17	-
Review of Flexi-Time Policy	Emma Redwood	To review the council's Flexi-Time policy and update accordingly	-	-	-	14/12/17	-	23/11/17	-
Review the Relocation Policy	Emma Redwood	To review the Council's Relocation Policy	-	-	-	14/12/17	-	05/10/17	-
Scotter NP	Daniel Evans	To approve the plan for referendum and adoption at council	-	22/01/18	-	-	-	-	24/10/17
Lea NP	Daniel Evans	To approve the plan for referendum and adoption at council	-	22/01/18	-	-	-	-	24/10/17
Review of the Effectiveness of Internal Audit	James O'Shaughnessy	Report from the Statutory Officers relating to Review of the Effectiveness of Internal Audit	-	-	07/11/17	-	-	-	-
Internal Audit Plan - Period 2 Monitoring Report	Tracey Bircumshaw	To present the Internal Audit plan for Period 2 Monitoring Report	-	-	07/11/17	-	-	-	-
AGS Monitoring Report - Period 1	James O'Shaughnessy	To present the AGS Monitoring Report for Period 1	-	-	07/11/17	-	-	-	-
Internal Audit Monitoring Report - Period 3	James O'Shaughnessy	To present the Internal Audit Monitoring Report for Period 3	-	-	16/01/18	-	-	-	-
Draft Annual Treasury Management Strategy	Tracey Bircumshaw	To present the Draft Annual Treasury Management Strategy Report	-	-	16/01/18	-	-	-	-
Accounting Matters 17/18 Closedown actuarial ass	Tracey Bircumshaw	To present the Accounting Matters 17/18 Closedown Report and actuarial assumptions	-	-	13/03/18	-	-	-	-
AGS Monitoring Report - Period 2	James O'Shaughnessy	To present the AGS Monitoring Report for Period 2	-	-	16/01/18	-	-	-	-
Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.	09/01/18	-	-	-	-	-	30/01/18

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	-	-	-	-	-	-	30/01/18
Managed Workspace: Revised Proposal	Joanna Walker	Seeks member support for a revised proposal for managed workspace on an alternative site in Saxilby.	-	-	-	14/12/17	-	-	05/12/17
Combined Assurance Report 17/18	James O'Shaughnessy	To present the Combined Assurance Report	-	-	13/03/18	-	-	-	-
Draft Internal Audit Plan 18/19	Tracey Bircumshaw	To present the Draft Internal Audit Plan 18/19	-	-	13/03/18	-	-	-	-
External Audit Plan 17/18	Tracey Bircumshaw	To present the External Audit Plan 17/18	-	-	13/03/18	-	-	-	-
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	13/03/18	-	-	-	-
Internal Audit Q4 Monitoring	Tracey Bircumshaw	To present the final quarter monitoring report	-	-	17/04/18	-	-	-	-
outcome of development management audit	Matthew Waller	to present the finding of the audit into development management	-	-	07/11/17	-	-	-	-
Accident Procedure	Emma Redwood	Provide information on Accident Procedure and support from JSCC	-	-	-	-	-	18/01/18	-
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.	-	-	-	09/11/17	-	05/10/17	-
P AND D PERIOD 2	Mark Sturgess	To present p and d progress as at end of quarter 2	14/11/17	-	-	09/11/17	-	-	24/10/17
p and d period 3	Mark Sturgess	to present p and d position as at end of q3	20/02/18	-	-	08/02/18	-	-	30/01/18
p and d - period 4	Mark Sturgess	to present the year end position for p and d	22/05/18	-	-	10/05/18	-	-	01/05/18
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	-	-	-	14/12/17	-	-	-

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	-	-	-	09/11/17	-	-	-
Local Council Tax Support Scheme 18/19	Alison McCulloch	To determine the local council tax support scheme for 18/19	-	22/01/18	-	14/12/17	-	-	-
Election Result	Alan Robinson	To receive the result of the Scotter by-election	-	04/09/17	-	-	-	-	-
Period 2 Budget and Treasury Monitoring	Tracey Bircumshaw	To provide forecast out turn position, approve any new budgets or approval to spend capital.	-	-	-	09/11/17	-	-	-
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	-	-	-	08/02/18	-	-	-
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	-	-	-	14/06/18	-	-	-
Council Tax Base and Council Tax Surplus	Tracey Bircumshaw	To to approve the Council Tax base and distribute the Council Tax surplus 18/19	-	22/01/18	-	-	-	-	-
Medium Term Financial Strategy 18/19 to 2022/23	Tracey Bircumshaw	To approve the Medium Term Financial Strategy and the 18/19 Revenue and Capital Budget and Treasury Management Strategy	-	05/03/18	-	08/02/18	-	-	-
Draft Fees and Charges 18/19 - CP&R	Tracey Bircumshaw	To review and recommend to Council the Fees and Charges 18/19	-	-	-	09/11/17	-	-	-
Draft Revenue Budget - Prosperous Communities	Tracey Bircumshaw	To review and recommend to C&R the Committee's revenue budgets	-	-	-	-	-	-	30/01/18
Discretionary Rate Relief Policy Review - Charity	Alison McCulloch	To review the Discretionary Rate Relief Policy for charity and non profit making organisations	-	-	-	09/11/17	-	-	-
Revised Housing Assistance Policy	Andy Gray	To put in place revised Housing Assistance Policy for member approval	-	-	-	-	-	-	30/01/18
Decision on Future Delivery	Ady Selby	To make a decision regarding the future delivery of the garden waste	-	-	-	14/12/17	-	-	05/12/17

of Garden Waste		service, following consultation.							
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 17. 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;	20/02/18	-	-	-	-	-	20/03/18
Medium Term Financial Strategy Mid Year Update	Tracey Bircumshaw	To provide Members with an update of the Medium Term Financial Plan and future assumptions	-	-	-	09/11/17	-	-	-
Housing Strategy (following Consultation)	Diane Krochmal	To seek approval to adopt the housing strategy	-	-	-	-	-	-	30/01/18
Adoption of the CIL for West Lindsey	Rachael Hughes	Recommendation that PCC support the progression of CIL Charging Schedule for adoption at Full Council	10/10/17	13/11/17	-	-	-	-	24/10/17
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 17.	-	-	-	-	-	-	05/12/17
Appointment of External Auditors 18/19	Tracey Bircumshaw	To accept the appointment of Mazar's as the Councils External Auditor from 1 April 18 for a period of 5 years	-	13/11/17	13/09/18	-	-	-	-
The Customer First Programme	Mark Sturgess	To set out the new procedures	-	-	-	11/01/18	-	-	05/12/17
Concerns re drug use in SW ward	Michelle Howard	Report needed to explore concerns raised about drug use in SW ward as per motion to Council on 3 July 17.	-	-	-	-	-	-	30/01/18

Wellbeing Service Procurement Report	Michelle Howard	<p>A report to Prosperous Communities Committee on 5th December 17 will provide a further update ahead of contract award and (subject to a successful bid outcome) and will seek approval of a recommendation to enter into a partnership agreement (sub-contract) with ELDC. It is proposed that the recommendation will propose that delegation be granted to the Director of Resources to enter into this agreement, subject to robust due diligence and legal support and also approval from WLDC's Policy & Resources Committee.</p> <p>A report to Policy & Resources Committee on 14th December 17 will provide details and assurance in respect of the financial position, resource implications, risk management, and contract management implications. This will report will seek approval of a recommendation to enter into the partnership agreement with ELDC. It is proposed that the recommendation will propose that delegation be granted to the Director of Resources to enter into this agreement, subject to robust due diligence and legal support.</p> <p>extract from mins of mtg 21/3/17: - (c) a report on the final arrangements be submitted to the Prosperous Communities Committee for approval prior to implementation;</p> <p>(e) an update report be submitted to Prosperous Communities Committee at the end of the PQQ phase and at key milestones</p>	-	-	-	14/12/17	-	-	05/12/17
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		<p>thereafter, agreed in consultation with the chairman of the Prosperous Communities Committee; and</p> <p>(f) Subject to being shortlisted, following the outline solution stage, a further report be submitted to the Prosperous Communities Committee in July 17 for approval to progress formally to the competitive dialogue stage.</p> <p>Extract from mins of meeting 18/7/17: if the bid is successful, Officers be requested to bring a further detailed report for approval by Prosperous Communities Committee, before accepting a contract.</p>							
Update to Committee on PSPOs	Kathryn Hearn	To update members on the successes or challenges relating to the Public Space Protection Orders made in 17 over the first 6 months of them being in force, and to note any lessons learned or best practice.	-	-	-	-	15/03/18	-	-
Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.	22/05/18	-	-	-	-	-	05/06/18
Monitoring of Sickness Absence April - Nov 17	Emma Redwood	To present an update on levels of sickness absence for WLDC for the period April - November 17	-	-	-	-	-	18/01/18	-
Food Waste	Ady Selby	Food Waste Collection Pilot	-	-	-	-	-	-	20/03/18
Gainsborough Market - Final Proposals	Ady Selby	Final Proposals to introduce a subscription based garden waste collection service	-	-	-	-	-	-	05/12/17
Hemswell Cliff Land & Estate Management WLDC Offer	Shayleen Towns	<p>To seek support for a Land and Estate Management project for Hemswell Cliff.</p> <p>The aim is for WLDC to provide an Estate Managed service to redress</p>	-	-	-	-	-	-	05/12/17

		the current decline. This is an interim measure whilst this private mismanaged area achieves adoption.							
FEZ	Marina Di Salvatore	TO BE CONFIRMED	-	-	-	-	-	-	20/03/18
Gainsborough Marina - Final Approvals	Elaine Poon	to determine whether to proceed in light of funding outcome	-	-	-	-	-	-	20/03/18
Homelessness Service	Michelle Howard	Identified as a key theme from Progress & Delivery. Need to scrutinise approach to housing and homelessness in the wake of increases both locally and nationally.	09/01/18	-	-	-	-	-	-
Acis & WLDC Partnership Working	Michelle Howard	To review partnership working with ACIS and demonstrate positive ways of working and plans / opportunities for the future. Paul Woollam (Acis) to attend committee.	20/02/18	-	-	-	-	-	-
Lincolnshire Homelessness Strategy	Michelle Howard	Approval of Lincolnshire Homelessness Strategy	-	-	-	-	-	-	05/12/17
Safeguarding Compliance (Section 11 Assessment)	Michelle Howard	To provide members with an overview of the outcome of the safeguarding self assessment and external moderation carried out in 17, demonstrating effective compliance and good practice in line with the requirements of Section 11 of the Children Act 2004.	-	-	-	-	-	-	30/01/18
Presentation by Lincolnshire Police (TBC)	Ele Durrant	Lincolnshire Police representatives to attend C&I Cttee re crime stats in WL.	03/04/18	-	-	-	-	-	-
Staff Engagement Group - Progress Update	Emma Redwood	To update the JSCC on the progress of changes made as a result of the staff survey.	-	-	-	-	-	18/01/18	-
Staff Engagement Group - Progress Update	Emma Redwood	To update the JSCC on the progress of changes made as a result of the staff survey.	-	-	-	-	-	31/05/18	-

Proposed Revision to Public Realm Timescales	Grant White	To review the ToR and Scope and Focus for the working group on the public realm work programme. The intention is to extend the time allowed for completion with an interim report to be presented in early 18.	09/01/18	-	-	-	-	-	-
Interim Report: Progress of the Public Realm W.G.	Grant White	To provide an update to Committee on the progress to date on the public realm work programme.	20/02/18	-	-	-	-	-	-
Question Preparation for ACIS	Michelle Howard	Questions to be prepared for ACIS attendance at February committee. To be discussed / confirmed at January committee.	09/01/18	-	-	-	-	-	-
Discussion Paper - Mental Health at Work	Emma Redwood	To discuss mental health at work and consider the council's current arrangements	-	-	-	-	-	23/11/17	-
Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure	-	-	-	10/05/18	-	29/03/18	-
Review of Career Break Scheme	Emma Redwood	To review the Career Break Scheme	-	-	-	10/05/18	-	29/03/18	-
Review of Equality Policy	Emma Redwood	To review the Equality Policy	-	-	-	14/06/18	-	31/05/18	-
Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy	-	-	-	26/07/18	-	05/07/18	-
End of Year Absence Review 17-18	Emma Redwood	To review absence for 17-18	-	-	-	-	-	31/05/18	-
Information paper - national pay award	Emma Redwood	To provide information on the national pay award	-	-	-	-	-	29/03/18	-

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CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 3 NOVEMBER 2017

Challenge and Improvement			
Date	Title	Lead Officer	Purpose of the report
09/01/2018	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.
	Homelessness Service	Michelle Howard	Identified as a key theme from Progress & Delivery. Need to scrutinise approach to housing and homelessness in the wake of increases both locally and nationally.
	Proposed Revision to Public Realm Timescales	Grant White	To review the ToR and Scope and Focus for the working group on the public realm work programme. The intention is to extend the time allowed for completion with an interim report to be presented in early 2018.
	Question Preparation for ACIS	Michelle Howard	Questions to be prepared for ACIS attendance at February committee. To be discussed / confirmed at January committee.
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;
	Acis & WLDC Partnership Working	Michelle Howard	To review partnership working with ACIS and demonstrate positive ways of working and plans / opportunities for the future. Paul Woollam (Acis) to attend committee.
	Interim Report: Progress of the Public Realm W.G.	Grant White	To provide an update to Committee on the progress to date on the public realm work programme.
03/04/2018	Presentation by Lincolnshire Police (TBC)	Ele Durrant	Lincolnshire Police representatives to attend C&I Cttee re crime stats in WL.
22/05/2018	p and d - period 4	Mark Sturgess	to present the year end position for p and d
	Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.

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