

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

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

Challenge and Improve Committee
Tuesday, 20th February, 2018 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 Bruce Allison
- Councillor David Bond
- 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 - 7)
held on 9 January 2018
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 8 - 9)

Matters arising schedule setting out current position of previously agreed actions as at 12 February 2018.

5. **Presentation Item - Acis Group Ltd & WLDC Partnership Working** (PAGE 10)

Presentation by Paul Woollam from Acis Group Ltd regarding provision of housing within West Lindsey and working in partnership with West Lindsey District Council.

6. **Public Reports**

a) Progress and Delivery - Period 3 Monitoring Report (PAGES 11 - 56)

b) Pre-Scrutiny Item: Planning Enforcement Policy (PAGES 57 - 76)

7. **General Work Items**

a) Forward Plan (PAGES 77 - 82)

b) Committee Workplan (PAGE 83)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Monday, 12 February 2018

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 9 January 2018 commencing at 6.30 pm.

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

Councillor Bruce Allison
Councillor David Bond
Councillor Mrs Jessie Milne
Councillor Roger Patterson
Councillor Mrs Diana Rodgers
Councillor Mrs Lesley Rollings
Councillor Thomas Smith
Councillor Mrs Anne Welburn

Councillor Mrs Gillian Bardsley
Councillor Mrs Sheila Bibb
Councillor Michael Devine
Councillor Mrs Pat Mewis
Councillor Mrs Maureen Palmer

In Attendance:
Mark Sturgess Chief Operating Officer and Head of Paid Service
Michelle Howard Wellbeing and Health Manager
Grant White Enterprising Communities Manager
Ele Durrant Democratic and Civic Officer

Apologies: Councillor Malcolm Parish

55 CHAIRMAN'S WELCOME

The Chairman commenced the meeting by welcoming all in the room including Officers and several visiting Members. He also welcomed Mr Jonny Goldsmith, Operations Manager for P3 in Lincolnshire, who was joining Michelle Howard, Wellbeing and Health Manager, for the presentation on homelessness in the district.

The Chairman also wished all present a very happy New Year.

56 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 14 NOVEMBER 2017

RESOLVED that the minutes of the meeting held on 14 November 2017 be approved and signed as a correct record.

57 MEMBERS' DECLARATIONS OF INTEREST

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

58 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 28 December 2017.

The Democratic and Civic Officer advised Members that of the outstanding items, the matter concerning the response to the housing consultation had since been completed.

RESOLVED that the Matters Arising Schedule as at 28 December 2017 be received and noted.

59 PROPOSED REVISIONS - PUBLIC REALM WORKING GROUP

The Enterprising Communities Manager presented a report to Members regarding the ongoing work of the Public Realm Working Group. He explained that at the meeting of the group on 14 November 2017, Members had discussed the key approaches and methods to be used to complete the rural public realm report and a Delivery Plan 2018-2019 had been endorsed by the group at this meeting. The Enterprising Communities Manager also explained that the group had agreed to recommend a number of changes to the Terms of Reference to reflect the nature of this work and to provide updated and achievable timescales. Members were asked to agree the updated version of the Rural Public Realm Task and Finish Group Terms of Reference and to agree the Delivery Plan 2018-2019. The Head of Paid Service noted that the final report would make recommendations to the relevant policy committee for possible implementation or inclusion in council policies and it was important that the timescales for completion of this work were realistic in order to be able to make informed and relevant recommendations to that policy committee. This would be in accordance with good practice in the operation of overview and scrutiny committees.

A Member of Committee enquired about whether there was any scope to look at aspects of towns and villages that incorporated such things as public artwork or fountains. It was suggested that these could be looked at as street furniture or as part of the overall street scene. It was highlighted that the purpose of the Working Group was to look at provision of services but that it might be possible to undertake a separate piece of work to look specifically at grants available for improvement of area through public artwork or installations. It was requested that this be noted as a future work point.

The Committee agreed that this was an opportunity to engage with the district and to

ascertain where improvements could be made. It was explained that there would be a comprehensive survey distributed to all Town and Parish Councils and it would be important to have the support of Members in order to maximise the response rate. The Enterprising Communities Manager assured Members there would be further communication with them about the survey in due course.

Following further discussion about consideration of regeneration as well as tackling persistent issues such as dog fouling and grass cutting, it was

RESOLVED that:

- a) the updated version of the Rural Public Realm Task and Finish Group Terms of Reference be agreed; and
- b) the Delivery Plan 2018-2019 for the Rural Public Realm Task and Finish Group also be agreed.

60 PRESENTATION ITEM - HOUSING AND HOMELESSNESS SERVICE

Members were introduced to a presentation about homelessness in the district. The Wellbeing and Health Manager explained that the presentation had been designed to inform Members about the increasing demand on services, subsequent pressure on performance targets and the legislative change in April 2018 which would have significant impact on services. The presentation had been shared with Members at the start of the meeting and Members were invited to ask questions as they arose.

The presentation focussed on three areas of interest: Home Choices Service Demand and Performance, Implementing the Homelessness Reduction Act 2017 and Strategic Direction. Members were given specific details of numbers of requests made to the Home Choices Service and reasons behind why this might be. It was explained that where people were facing housing difficulties because they had been asked to leave their property, the reasons for this would be explored in detail with them so as to resolve any issues that might make this a recurring problem. It was also highlighted that a significant amount of work was undertaken with landlords to help address issues before they reached a point of asking a tenant to leave and Jonny Goldsmith, Operations Manager for P3 in Lincolnshire, explained that there were also other support services involved who worked closely with the Home Choices Service in such cases to ensure individuals accessed other areas of help such as for substance misuse or mental health problems.

A Member of Committee asked whether there was an issue with people presenting in other areas such as Lincoln, so although not homeless or rough sleeping in West Lindsey, they would otherwise be accessing services in the district. It was explained that the team in West Lindsey worked very closely with the other services in the area and that it was not a coincidence that homeless statistics are lower than in other areas. It was highlighted that there were several ways of reporting though to the team if Members or Officers felt there was someone sleeping rough in the district and this was also open to the public to report, for instance through social media. Members congratulated the Wellbeing and Health Manager on this work and the efforts put in across the board.

With regards to the legislative change in April 2018, the Wellbeing and Health Manager explained there would be a significant increase in demand on the service and this would generate significantly larger workloads within the team. She explained that the team in West Lindsey had been working to the moral standard of the new legislation, that is to say, working above and beyond the existing legal responsibility of the Council, but the main impact would be significantly higher numbers of people eligible for this level of help under the new Act. To assist with the increased workload, it was explained that the staffing structure was under review and new staff were being employed to take on other responsibilities.

The Committee enquired specifically about housing difficulties for those who had left the Armed Forces and also those who had been released from prison. It was explained that despite significant enquiries across the district there did not appear to be any individuals accessing support who were ex-forces personnel and this was not an area of concern within West Lindsey. With regards to those who had been released from prison, it was acknowledged that there were often difficulties such as not having an address to return to or prison services not notifying housing services of the individual being released. As a visiting Member, Councillor Bibb explained that the matter had also been discussed at the Lincolnshire Safety Partnership and she agreed to take forward the concerns of the Committee about lack of information on prison releases back to the Lincolnshire Safety Partnership.

At the end of the presentation, the Chairman thanked the Wellbeing and Health Manager, and Mr Goldsmith, for their work across the district and the dedication of their teams. He noted the importance of investing in people and the need to create homes for people, not simply provide housing, and congratulated the teams on their approach.

61 FORWARD PLAN

The Democratic and Civic Officer presented a report setting out the items of business due to be considered through the committee system. The Chairman noted that items identified by the Challenge and Improvement Committee for scrutiny had been incorporated into the workplan for the Committee.

RESOLVED that the Forward Plan be noted.

62 COMMITTEE WORKPLAN

The Work Plan for the business of the Challenge and Improvement Committee was presented. The Democratic and Civic Officer informed Members that following the agreement of the amendments to the Public Realm Terms of Reference, the Work Plan for Committee would be updated to reflect the extended timescales. Members were also advised that there would be a scrutiny training session prior to the committee meeting on 20 February 2018. The Head of Paid Service explained that there had been an APSE report distributed to Members at the beginning of the committee which set out amongst other things some of the principles which underpinned the operation of overview and scrutiny committees. The planned training would build on this best practice and give members of the committee enhanced and additional skills in carrying out the overview and scrutiny function

for the council.

RESOLVED that the Work Plan be noted.

63 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

64 PREPARATION FOR SCRUTINY OF PARTNERSHIP WORKING ARRANGEMENTS

Note: Before discussion commenced, Councillor J. Milne declared that she sat as a representative for West Lindsey District Council with Acis Group Ltd. Councillor Bibb also declared her role as West Lindsey District Council representative with Acis Group Ltd.

Members were advised that as there would be a representative from the Acis Group Ltd at the Committee in February, it would be useful to assemble a list of questions from Members to share with the representative in advance of their attendance. The Head of Paid Service highlighted that these would act as a prompt in the first instance and would not preclude Members from asking other questions on the night to test the answers it was being given. The main purpose of providing questions in advance was to allow the representatives of the organisation to come prepared so the committee could make the most of the opportunity. It was discussed that there needed to be a certain level of scrutiny of the services provided across the district and Members were encouraged to use examples from constituents if appropriate. There was discussion about what expectations there were of housing providers and the need to balance commercial requirements versus social responsibilities. The Wellbeing and Health Manager suggested that a second representative from the Group be invited in order to respond to some of the more case specific queries.

Based on the questions circulated to Members it was

RESOLVED that the questions presented be used as a guide for Members to then ask supplementary questions as they wished.

The meeting concluded at 8.20 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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	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.		31/01/18	Diane Krochmal
	Distribute Public Realm Delivery Plan	Email all Members of C&I with delivery plan for Public Realm Working Group		12/01/18	Grant White
	Scrutiny Training	Training to be confirmed and communicated to Members. To be noted that Public Realm Working Group is due to meet 20 Feb at 4.30pm.	Confirmed to take place 20 Feb and communicated to all Members.	09/02/18	Alan Robinson
	Invite to Committee to be extended within Acis Gp	Invite to C&I Cttee on 20/02/2018 to be extended to second representative from Acis Group Ltd in order to address some more case-specific queries raised by Members.	Second attendee confirmed.	16/02/18	Michelle Howard
Green					
	P&D Working Group	To arrange the first meeting of the P&D Working Group (as agreed C&I Cttee 14/11/17)	Members: Cllrs Bond, Milne & Rollings UPDATE: Email invitation sent for meeting to be held 14 March at 3pm. Pending responses.	23/02/18	Mark Sturgess
	Improvement to street scene across the district	Work item requested by C&I cttee. Extract of mins 09/01/2018: "A Member of Committee enquired about whether there was any scope to look at aspects of towns and villages that incorporated such things as public artwork or fountains. It was suggested that these could be looked at as		06/04/18	Mark Sturgess

		street furniture or as part of the overall street scene... [it was suggested that] ... it might be possible to undertake a separate piece of work to look specifically at grants available for improvement of area through public artwork or installations. It was requested that this be noted as a future work point."			
	Concerns to be shared w/ Lincs. Safety Partnership	Concerns about housing issues for those released from prison to be shared with the Lincolnshire Safety Partnership. Cllr S Bibb undertook to do this.	Extract from minutes of C&I Cttee 09/01/2018: "With regards to those who had been released from prison, it was acknowledged that there were often difficulties such as not having an address to return to or prison services not notifying housing services of the individual being released. ... Councillor Bibb explained that the matter had also been discussed at the Lincolnshire Safety Partnership and she agreed to take forward the concerns of the Committee about lack of information on prison releases back to the Lincolnshire Safety Partnership."	06/04/18	Ele Durrant

Agenda Item 5

Challenge and Improvement Committee

Proposed Questions for Acis Group Ltd (Post Chairs Briefing Update)

1a	Growth and Development	As the largest housing association operating across West Lindsey, do Acis feel that they could play a more prominent role in the regeneration of some of the more deprived parts of the town?
1b		How might the WLDC housing strategy assist Acis to progress future development and regeneration opportunities across the district?
1c		Are there opportunities to work innovatively in partnership with WLDC to introduce create affordable housing options for young professionals?
1d		Gainsborough South West Ward is a key focus for WLDC. How can Acis support efforts in this area in respect of housing related regeneration?
2a	Meeting Housing Need	What plans do Acis have in respect of the future development and provision of older persons housing?
2b		Does Acis see a future role for traditional sheltered housing models / how might the existing sheltered housing provision change in the future?
2c		How does Acis propose to work with WLDC to help deliver the statutory responsibilities arising from the Homelessness Reduction Act 2017?
3a	Supporting Vulnerable People	Given the strain on the private rented sector and the increasing levels of support required for tenancies to be sustained, what policies do Acis have in place to ensure that their tenants are supported to sustain their tenancies effectively and how does this work in practice?
3b		Please provide an overview of your pre eviction protocols and arrangements?
3c		How do Acis deal with problems experienced by tenants and those in housing need in the more rural areas of the District? How does this compare with, and what is the extent of these challenges relative to those experienced in Gainsborough?
4a	Managing the implications of welfare reform	The rollout of Universal Credit across the local area is now underway. Whilst the rollout for claimants of the Gainsborough area job centre has been delayed, we understand that a number of residents across the district are in receipt of Universal Credit. What strategies do Acis have to manage and mitigate the impacts of welfare reform / are you experiencing any challenges / how do you propose to mitigate any adverse impacts of the changes? What customer engagement and awareness is planned in respect of these changes?
5a	Voids and Repairs	We are aware that over the last twelve months, Acis has brought its voids repairs service back in house and that the initial months were problematic leading to delays. Have these now been resolved and can you provide an overview of the current performance particularly in terms of void properties being ready to let?
6a	Future Partnership Working	How can WLDC and Acis Group work more closely and effectively together as strategic partners to best meet the housing and growth needs of the district?
6b		How do Acis' interests outside of the West Lindsey district impact on or benefit the service that Acis provides to its residents in West Lindsey?



**Challenge and Improvement
Committee**

20 February 2018

Subject: Progress and Delivery – Period 3

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

RECOMMENDATION(S):

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

IMPLICATIONS

Legal: None

Financial:

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

Call in and Urgency:

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

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

Yes

No

x

Key Decision:

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

Yes

No

x

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

Appendix 1

Extract from the Corporate Policy and Resources Committee Meeting held on 6 February 2018

To Follow

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on 30 January 2018

90 PROGRESS AND DELIVERY - PERIOD 3 MONITORING REPORT

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, and those areas where there was a risk to either performance or delivery.

Areas described as performing well included:

- Local Land Charges: sustained improvements now being shown
- Cost of waste collection per head of population
- Income from trade waste
- Trinity Arts: audience figures, cost per user and surplus generated
- Management of assets: void rates.
- Complaints

Those areas described as risks included:

- Homelessness
- Enforcement
- Benefits Service - the cost per live claim
- Street Cleaning Income
- The award of grants

Further information was given on each of the above particularly of the work undertaken in respect of complaints, homelessness and enforcement.

Debate ensued and the report and general direction of travel was welcomed.

With regard to Revenues and Benefits, Members made reference to the recently approved Council Tax Support Policy and the phased introduction of Universal Credit across the District which, for a period, would result in two systems being in operation at a single time, and sought indication as to whether this posed any risks.

In response Officers advised, from a Homelessness perspective, an impact was already being seen. Again this was a national trend, however assurance was offered that this was being monitored closely and responded to accordingly. Furthermore the Challenge and Improvement Committee had, at their most recent meeting, received a full briefing on the situation within the Homelessness Service and the

action plans which were in place to mitigate and address the challenges the service currently faced.

In respect of complaints, in response to a Member's question, Officers confirmed that more in depth data was being collected, in order that trends and patterns could be identified, both in terms of services and common themes, offering examples. This was within the role of the new Customer Experience Officer. It was further noted that a report of this nature and detail was submitted annually to the Governance and Audit Committee.

The performance and continued success and development of the Trinity Arts Centre was again praised. Congratulations were also paid to the Land Charges Team and Waste Collection Teams.

It was clarified that the air testing, referred to on page 32 of the report, related to an additional service offered by the Building Control department, in respect of a dwellings efficiency Air Testing in terms of air quality within the environment, was a function undertaken by the Environmental Protection Team. The District Council did have some responsibilities in regard to this, along with a number of other agencies, and testing did take place across the District, queries and concerns in respect of this should be directed to the Environmental Protection Team in the first instance.

It was confirmed that the newly installed CCTV cameras at Hemswell Cliff had assisted in monitoring 16 incidents during October, November and December. This was a relatively new installation and it was intended to provide usage statics on this going forward.

Following much discussion 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.

Appendix 3



**Corporate Policy and
Resources Committee**

Date: 06 February 2018

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

Report by	Executive Director Operations and Head of Paid Service
Contact Officer	Mark Sturgess Executive Director Operations and Head of Paid Service mark.sturgess@west-lindsey.gov.uk 01427 676687
Purpose/Summary	The third quarter performance management information (progress and delivery) for Members to examine and challenge.

RECOMMENDATION(S):

1. To assess the performance of the Council's services and key projects through agreed performance measures and recommend areas where improvements should be made having regard to the remedial measures suggested in the report.

IMPLICATIONS

Legal: None

Financial: None from this report
Fin Ref: FIN/46/18/TJB

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**

Key Decision:

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

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Introduction

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




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

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

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

How to use this report

RAG Performance Indicators

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

Direction of Travel

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

Executive Summary

Overview of performance

This is the third period report for 2017/18 and clear trends are now emerging for the year. Areas which have been performing well in previous periods are, in general, continuing to do so and those areas which are experiencing challenges are continuing to record performance which is below target.

Above Target Performance.

Complaints:

Complaints is an area where considerable work has taken place over the past year. We are moving from simply reporting the number of complaints to assessing the customers' satisfaction with how their complaints are dealt with and identifying patterns in the complaints we receive so that we can tackle the major causes of complaints. New measures to cover this area will be introduced in the 2018/19 year.

As a start we have put in place a new complaints policy (known as the customer experience policy) and addressed the time taken to resolve complaints. This has been managed by a new "Customer Experience Officer" who has been in place since the autumn of 2017. As a result of this initial work the time taken to resolve complaints has dropped from performance in the previous period of 11 days to performance in this period of 6 days (against a target of 10 days).

Other areas which are worthy of note in terms of their above target performance are:

- Local Land Charges: sustained improvements now being shown (target 8 days, actual for the period 3.7 days)
- Cost of waste collection per head of population
- Income from trade waste
- Trinity Arts: audience figures, cost per user and surplus generated
- Management of assets: void rates.

Areas at Risk

At this time of the year clear patterns are starting to emerge.

Homelessness has been an issue all year and was the subject of a report to Challenge and Improvement Committee. Therefore the measures around number of nights in bed and breakfast accommodation, temporary accommodation and housing the most vulnerable are all below target. The team are taking action to address this by working with partners.










Enforcement is still showing performance which is below target. However, following the restructure in the autumn, new recruitment is taking place to address the capacity problems which had given rise to the below target performance.

In the Benefits Service the cost per live claim has risen. The service consider this to be a one off and will be managed so that the end of year report will see the targets met.

Street cleaning is showing that the income for the service is below target for the period, but overall the income for the year is on target.

Finally the award of grants is below target however the Team Manager expects to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed prior to end of March.

Section 1: Corporate Health Measures

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Compliments	Monthly	43	54		↓	85			Received a total of 43 compliments in quarter 3. This is a drop on previous quarters but as customer demand drops it is expected to see a corresponding drop in compliments.	The Customer Experience Officer has recently rewritten the customer feedback procedure and has laid out a new way of capturing compliments and how these will be dealt with internally. During the coming few months she will be putting in place internal processes around promoting and logging of compliments
Staff absenteeism	Monthly	0.64	0.70		→	0.28			n/a	n/a
Perspective: Financial										
Overall Council budget forecast outturn	Quarterly	Not available								
Tax Base Growth	Quarterly	0.50%	0.50%		→	1.61%			Growth above target. Reduction is an impact of settled appeals	Continue to undertake National Fraud Initiative, and encourage housing development

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Time taken to pay invoices	Quarterly	10 days	30 days	★	→	13 days	★	★	n/a	n/a
Perspective: Quality										
Service and system availability	Quarterly	Not available							Continued pro-active monitoring ensures continued service	Pro-active monitoring being carried out

Table 1: Corporate Health measures

Section 2: Project and Programme Delivery

Programme	RAG	What is affecting delivery?
Crematorium	Amber	Project delivery is on track
Customer First	Amber	Project delivery is on track
Housing	Amber	Project delivery is on track
Land and Property	Amber	Project delivery is on track
Leisure	Amber	Project delivery is on track
West Lindsey Growth	Amber	Project delivery is on track

Table 2: Programme Delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

Over 130 Freedom of Information requests were received in the period, with all replied to within the statutory deadlines. During the next quarter a review of the process will be undertaken to ensure it is as efficient as can be and also as much information as possible is made externally available. Generally demand for face to face and telephone services has dropped as normal during this period due to the festive period and closure of offices.

We saw an increase in online activity mainly due to the Green Garden Waste Consultation event in October which resulted in double the amount of online forms being used than in previous months. This demonstrates that if teams are willing to work with the Customer Services Team we can positively move customers to using online services.

Dealing with Complaints still continues to take up the majority of time of the Customer Experience Officer, but this level of control is enabling us to take a much more in-depth view of what is happening with complaints and put in place learning and challenge in order to change the behaviours of staff where it is that behaviour that has led to the complaint being logged.

Compliments have decreased in this period but the Customer Experience Officer has been tasked with looking at how to improve this area during Q4.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Average time taken to resolve a complaint	Quarterly	6	10	★	↑	11	●	★	The average time to respond to complaints in October was 6.0 days. The average time to respond to complaints in November was 7.2 days. I am unable to report December figures at this stage as we have a complaint still in progress and not due to be closed until 22 January 18. This is an improving picture as since early 2017 there has been a focus on improving the response to complaints. This has involved the recruitment of a dedicated Customer Experience Officer and the development of customer experience policy which aims to ensure that all services see themselves from the customer's point of view.	n/a

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Table 3: Customer Satisfaction measure exceptions

Benefits

The Benefits Team have been incredibly busy in Quarter 3 hosting the DWP audit team and the sign off of the 2016-17 subsidy claim, Universal Credit Full Service has gone live in 2 of the 4 jobcentres that cover the district and the claim changes being received from the Department for Works and Pensions have proved to be erratic for which they have apologised. The number of live claims administered by the team continues to fall very slowly (reduced by 62 in Q3) as single claimants claim their housing costs through Universal Credit.

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	£7.28	£5.83	●	↓	£6.31	▲	▲	Additional overtime funded by the DWP has been carried out in this quarter, a one-day training course was funded for the whole Benefits Team and extra resource was purchased to check the annual HB subsidy claim in Q3	Monitor to see what annual outturn is as Q3 has been an expensive quarter but the HB02 budget is still showing an underspend
Perspective: Quality										
End to end processing times	Monthly	7.4	5.0	●	↓	5.8	▲	●	Information that was received from HMRC on a number of Housing benefit claims has been processed in November - the data was downloaded in July 2017 and has taken until November for resource to be available to process the changes. This data has now been processed in full so the average processing times should return to 'normal from December.	Monitor
Claims older than 30 days	Monthly	15.0	25	★	↑	22.8	▲	★	The assessment team have addressed the issue of all claims approaching 30 days in a timely manner	n/a

Table 4: Benefits measure exceptions

Council Tax and NNDR

Council tax collection rates are on target to meet expectations with over 7,000 customers paying by 12 monthly instalments and 79% of council taxpayers paying by direct debit. Business rate collection has slightly increased this quarter meaning it is also now on target to meet expectations. Public house relief, small business rate capping and the additional discretionary relief awarded by central government has been awarded to all businesses who have applied and further action will be taken to ensure all businesses who have not yet applied do so by early March to ensure that as much of the relief allocated to West Lindsey is awarded to local businesses.

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										
Properties on tax base (FTE ratio)	Monthly	6,925	5,000	★	↑	5,948	★	★	Team have carried 2 full time vacancies since the end of October but these have now been filled and expected start dates early January 2018.	Training of new staff will take up to 1 year however there should be a noticeable difference for the rest of the team within 3 months. The actual total will decrease for Period 4 once new staff members start. No further action currently to be taken

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Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf			
NNDR £ collected	Monthly	£13,513,183	£13,820,112	★	↓	£1,312,481	★	★	NDR customers instalments are becoming due and are now being paid following properties being brought into the list by VOA during late 2017	Monitor monthly collection
Perspective: Quality										
Council Tax in year collection rate	Monthly	84.29%	84.97%	●	↓	56.70%	★	⚠	Increase in number of customers paying by 12 instalments however amount of council tax collected has also increased. In comparison to December 2016 an increase of £1,586,816 has been collected in December 2017.	No action required.

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			
									All indications from previous months show collection should be above target towards the end of the financial year	
NNDR in year collection rate	Monthly	81.87%	81.54%	★	↑	58.28%	●	★	3 new reduction schemes have now been awarded to qualifying businesses – public house relief, new discretionary rate relief and small business rate capping the increase payable following the revaluation of business rates. 450 letters were issued in respect of the new discretionary rate relief scheme and 119 have been returned and, to	Regular meetings with CoL/NKDC partnership.

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			
									date, a total of £35,459 has been awarded in relief.	
Cost of service per property tax base	Monthly	£6.53	£9.10	★	↑	£6.19	★	★	The team have been carrying 2 vacant full time posts which have now been recruited to and start dates agreed for January therefore the actual total will increase for period 4 but will still be on target for year end.	No action required

Table 5: Council Tax measure exceptions

Building Control

The building control team has continued to face significant challenges over the last few months and market share has fluctuated between 63% and 89% over the quarter, however the overall market share for the year to date still remains on track at 78% on average for the quarter and 78% for the year to date. Income has also been sporadic, but remains above target for the point in time, with the year-end target looking achievable without concern. The team has reduced in size following the reduction of the senior building control officer position but moral stays strong with performance at a good level whilst operating with a smaller team. The additional services have taken a back seat and the service is concentrating first and foremost of maintaining market share for core business with any additional service requests that fall out of the core business being seen as a bonus and contributing to the councils bottom line. It should be noted that the air testing services is seeing on average one request a month, with the SAP/EPC service picking up (although not being fully delivered due to sickness within the services)

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Number of building regulation applications received	Monthly	281	153	★	→	331	★	★	Target exceeded due to separate applications for window/door replacements.	n/a
Perspective: Financial										
Cost of the Building Control service to the council	Monthly	£32,328.83	£28,323	●	↓	£46,101.38	★	●	Income below target in October due to reduced number of applications	n/a

Table 6: Building Control measure exceptions

Local Land Charges

As can be seen below the cost of the service to the Council has seen a substantial reduction in terms of the actual service costs. A major factor affecting the reduced costs are due to salary savings from vacant posts due in part to reducing the number of staff providing the service. Despite the reduction in staff, the turnaround of searches received are now being processed much more quickly when compared to the previous 3 years, which is a fantastic achievement.

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 the Land Charges service to the Council	Monthly	£1,825.06	£19,050	★	→	- £4,278.83	★	★	Savings on salaries due to vacant posts within service.	N/A
Perspective: Quality										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Time taken to process a search	Monthly	3.7	8	★	↑	5.8	★	★	This huge reduction in the turnaround of search applications is a fantastic achievement by the reduced number of staff within this service!	N/A

Table 7: Local Land Charges measure exceptions

Development Management

During Period 3 Development Management have continued to exceed targets for all planning application types, major applications continuing their 100% record. Appeals remain within target with only three appeals allowed during the period. Income is above budget target due to large major applications being received during the period. Overall Development Management are maintaining excellent performance and this is expected to continue with the team growing stronger with new appointments.

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 from planning and pre-app fees	Monthly	£295,290	£243,648	★	↑	£237,070	●	★	3 major planning applications	n/a
Perspective: Quality										
Majors planning applications determined	Quarterly	100%	70%	★	→	100%	★	★	Excellent work 100% achieved	Excellent work 100% achieved

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
within national targets										
Non-major planning applications determined within government targets	Monthly	99%	80%	★	→	97%	★	★	Extension of time requests refused for Listed building and Full planning application	Continue to request extensions of time when necessary.
Appeals allowed as a percentage of all decisions issued by the Council	Monthly	2%	5%	★	→	1%	★	★	19 appeal decisions, 3 allowed	n/a

Table 8: Development Management measure exceptions

Enforcement

There continues to be a high demand for service across all areas of enforcement. Additional resources have been agreed within the Planning and Housing work areas and these will come into effect in January 2018. Within planning enforcement the number of cases is nearer to 150 and this will need to be reduced when the additional resource comes into effect. It should be noted that over 50% of cases closed in December achieved compliance due to intervention from WLDC.

Housing enforcement continues to take effective action in relation to poor quality accommodation and the number of cases open continues to be consistent. The proportion of cases from the South West Ward remains high, in the main due to the effective intelligence being gained via the selective licensing scheme. Prosecutions for selective licensing are underway and a number of cases are now in the pipeline. The number of licensed landlords continues to increase and the focus remains on dealing with the unlicensed and non-compliant landlords.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Open planning enforcement cases	Monthly	138	120	●	↓	112	▲	▲	The number of cases has increased due to the initial additional resources reducing.	Expected to decrease from February when additional resources in place
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	171	90	●	→	172	●	●	Large number of complex and high priority cases within caseload	Permanent resources agreed. To commence in January 18
Time taken to resolve a planning enforcement request	Monthly	191	150	●	→	184	●	●	High number of complex cases. Additional resources agreed and will commence at the end of January 18	n/a

Table 9: Enforcement measure exceptions

Regulatory Services

The performance of this work area continues to be effective, the number of food inspections has increased, except for in the month of December when you would expect it to be lower. There continues to be a high demand within the environmental protection work area and performance has continued to be good, despite a short term reduction in resources. From February 18 a revised staffing structure will be in place and this is expected to enhance the service delivered.

Licensing

The licensing service has performed well again within Period 3 with the number of applications received showing a 25% increase against the target set. The service continues to receive excellent customer satisfaction feedback. Our Members continue to be involved with licensing matters on a regular basis and are not afraid to make difficult decisions where necessary.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Number of licensing applications received	Monthly	245	195	★	↑	263	⚠	★	Applications received this period has exceeded the set target, however as the service is demand led, this in the main is beyond our control.	N/A

Table 10: Licensing measure exceptions

Street Cleansing

The excellent start to the year within the Street Cleansing Service has continued throughout period 3 with all measures within challenging parameters. Street cleansing costs each household just £10-42 last year, this was the lowest of all authorities benchmarked through APSE and currently this trend is in-line to continue. Income generation is below target for period 3 however overall income generation is ahead of target, business and marketing plans continue to be 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 ups throughout the year. Once again compliments for period three for the service far exceed complaints. 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	£5,881	£9,000	●	↓	£18,313	★	★	Below target - slow down of income generation work	Continue to promote

Table 11: 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 52%, (above target) which is expected at this time of year due to green waste collections finishing towards the end of the qtr. 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 (dropping by a third as the green waste collections stop for the winter shut down). The cost of service is now £41.65 per household, still under target but with rising wages (especially the with the rising agency prices to fall in-line with the AWR) 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 and now has over 300 customers. Over the last quarter complaints have dropped and compliments are now well out weighing complaints. (Which is a sign of an appreciation of the service and the excellent work being done in the department). Results from last year's citizen's panel are in and 92.8% of those who responded are satisfied with the service and 2.3% dissatisfied with 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: Financial										
Cost of delivering service per household	Quarterly	£41.65	£46.00	★	→	£43.02	★	★	Below target	Round efficiencies and labour efficiencies
Trade Waste income	Monthly	£62,088	£54,396	★	→	£82,323	★	★	n/a	Continue with sales & marketing strategy

Table 12: Waste Collection measure exceptions

Trinity Arts Centre

The audience at Trinity Arts Centre responded well to a popular programme delivering increased footfall, resulting in a cost per user which was better than the target for the quarter. A good surplus has been generated by the artistic programme and the number of users has been increased due to enhanced marketing activity. The average occupancy is slightly reduced due to a larger number of events being programmed. The new Trinity Arts Centre Manager has already improved the centre’s marketing activity, and is looking at further improvements both in marketing and programming for the centre.

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	4,467	2,400	★	→	6,098	★	★	Good response to Christmas programme	Ensure popular programme continues
Perspective: Financial										
Cost of Trinity Arts Centre per user	Monthly	£4.88	£5.50	★	→	£4.91	★	⚠	Good audience numbers bolstered by improved marketing.	Continue to improve programming and further enhance marketing techniques.
Received surplus	Monthly	£18,694	£10,500	★	→	£20,135	★	★	Good surplus from popular Christmas programme	Continue to improve programming and marketing.

Table 13: Trinity Arts Centre measure exceptions

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CCTV

The service has been busy over the Christmas period with increases in shoplifting and anti-social behaviour. High demand is typically expected at this time of year especially as shoplifters target stores in the weeks running up to Christmas. We continue to review and produce footage in support of police investigations. More high profile cases during this period have included theft of lead and metal from properties in Market Rasen. Our footage has been used on social media to help track and identify suspects as part of on-going police investigations. There continues to be sporadic violence incidents occurring during night time economy in Gainsborough. This is typically on Saturday nights. We continue to work closely with the police and regularly review violence incidents and share information with police licensing officers.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
CCTV Income generation	Not available									

Table 14: CCTV measure exceptions

Enterprise and Community Services

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	£9,599	£55,000	●	→	£5,684	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	Expect to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed and normal increase in Cllr Fund applications prior to end of March.
Successful grant applications	Quarterly	0%	60%	●	→	0%	●	●	n/a	n/a
Perspective: Financial										
External community funds levered by WLDC	Quarterly	£24,264	£177,598	●	→	£9,616.80	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	n/a

Table 15: Enterprise and Community Services measure exceptions

Cluster: Democratic and Business Support

Democratic Services

The service has been engaged in the delivery of workshops for Parish and Town Councils across the District to present the Council's revised Code of Conduct. Arrangements have been made for these bodies to advise the Council as to which Code of Conduct they will be adopting from May 2018 (the Council's Code or the NALC Code) and on-going monitoring of the effectiveness of local arrangements will be undertaken. Training for Members has been held on the topics of Procurement, Media awareness and Modern.gov (a system to enable the electronic collation; despatch and issue of Committee papers and reports). Additionally a number of awareness sessions and workshops have been held with Members to discuss significant matters the Council is involved with. Two civic events have been held during the period in the form of the commencement of the Mayflower 400 commemorations held in Gainsborough and the Civic Carol Service held in Market Rasen. Both were well attended and well received. Progress has been made on the replacement of the civic car, with purchase imminent.

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										
Satisfaction With Development and Training Events	Quarterly	98%	90%	★	↑	92%	▲	▲	Training held on media awareness, procurement and modern.gov	N/A

Table 16: Democratic Services measure exceptions

Financial Services

Over the quarter the Finance Team have been busy progressing supporting the Management Team and Budget Managers in preparation of the 2018/19 Budget and 2018/19 to 2022/23 Medium Term Financial Plan which also incorporates the review of the Capital Programme, the Capital Investment Strategy and the Treasury Management Strategy.

In addition we are ready to launch a number of e-learning courses as part of our Finance Matters project which aims to provide financial training and guidance to staff within the organisation. Course topics are; Local Government Finance, Financial Management, Value for Money, Prudential Borrowing, the Closedown process and Counter Fraud in addition we have developed a Budget Managers handbook as a quick and easy reference tool.

With the earlier Statement of Accounts deadline (31 May rather than 30 June) we are also preparing for the year end closedown process.

We continue to achieve investment interest above our benchmark target and creditor payments within our 30 day 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										
Return on Council's Capital investment	Quarterly	1.16%	1.00%	★	↑	1.03%	⚠	★	Continuation of fixed term investments to generate higher rate, however liquidity need for capital programme investment has been barrier to higher returns	Work with services to provide better profiling of capital expenditure

Table 17: Financial Services measure exceptions

Contracts Management

During Q3, an audit has commenced into the Council's procurement procedures and the Contracts Team is working closely with the auditor on this. The report is due in Q4. Contracts that have been finalised include car park enforcement, extension to existing car park provision, consultancy to support digital transformation, ecological studies in support of regeneration projects and a replacement IT system to support choice based lettings/homelessness service. It is hoped that refresher training and forward awareness training for officers will take place in Q4.

Cluster: Economic Development and Neighbourhoods

Economic Development

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

- **Hemswell Cliff FEZ** – Following our successful funding bid, a full delivery plan for phase 1 is in the final stages of being developed (with land owner/developer and prospective occupiers). The final due diligence will get underway from February 2018 to enable the release of funding and commencement on site, expected later in 2018;
- **Gainsborough Growth Fund** – A review of the scheme and recommendations for future intervention has been carried out and will be presented to Committee in January/February 2018. The scheme so far has generated 129 gross and 63 net new jobs, contributing £3.5m to the local economy. A further Shopfront Improvement Scheme has also been launched in July 2017;
- **Commercial Loans and NNDR** – in conjunction with Finance and Revenues, the Team is developing policies on commercial loans and potential for rate relief to assist business growth, development and long-term revenues for the Council. This is due to be considered by Committee in March/April 2018;
- **West Lindsey Development Partner** – The process is now at Detailed Solutions stage and clarifications are being sought by Officers prior to formal evaluation and final tender stage. A report will be presented to Committee on 6th February and subject to this, final tenders will be invited with the process expected to conclude by May 2018. £4m secured from the GLLEP in support of this programme;
- **Housing Infrastructure Fund (HIF)** – bid submitted in support of infrastructure costs to unlock the Southern SUE development and further clarifications submitted prior to Christmas break. An announcement is expected on the national HIF programme in January 2018;
- **Gainsborough Green Corridor** – A further detailed ERDF bid has been submitted for 'green' network improvements across Gainsborough. This follows the unsuccessful Gainsborough Marina bid and advice taken from the ESIF committee to resubmit for a revised proposal. A

decision on the outline bid is expected in January and if successful, a detailed bid will be prepared and submitted. Detailed bid submitted for EU funding to support the delivery of this project, following successful expression of interest;

- **Market Street Renewal** – Work is now underway on first refurbishment of three properties on Market Street including the development of 4 residential dwellings, all of the works are planned for completion in April 2018.
- **Place Board** – 100 delegates attended an event organised by Gainsborough Place Board at The Old Town Hall, delegates were presented with a series of tips for motivating your workforce and how to become great leaders. A series of promotional drinks mats have been developed showcasing factoids about the town. #investgainsboro has generated additional followers and continues to develop creative tweets.
- **OPE** – outline work on feasibility of public sector hub and Caistor South Dale completed; Asset Challenge workshop held and working with LCC on proposals to take forward workspace development at Foxby Lane, Gainsborough;
- **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; Careers events being developed for the schools and local community; Engineering Consortium are developing an Apprenticeship programme with Gainsborough College; Mentoring initiative at Benjamin Adlard School; Mental Health in the Workplace event for employers/employees planned for March.
- **Market Rasen** – partnership working with the Town Council to develop an Action Plan;
- **Lea Road Station** – A business case is being developed in parallel with planning process for improved facilities (including car-parking) at the station, options of acquisition of land are being explored.
- **Heritage Lottery Fund (HLF)** – Round 1 funding bid submitted for Gainsborough Townscape Heritage Initiative this included full scheme plan and a range of supporting documents. A decision will be made on 21 May 2018, there will be a visit to the town by the funders in the spring.
- **Lindsey Action Zone** – To date £453,000 funding levered into the District to support local businesses with projects worth £1m through this fund
- **Footfall** – new data monitoring system installed in Gainsborough (x 6 sensors), Market Rasen (x 2 sensors) and Caistor (x1 sensor).

Community Safety

The number of new complaints has reduced during the period and the team continues to effectively ensure compliance as required. The South West Ward of Gainsborough continues to generate a high percentage of cases in proportion to the rest of the district, this is expected due to the proactive work of officers within the area which is generating cases for investigation. Other proactive projects are also underway in relation to Public Space Protection Orders, Trolleys and waste (commercial and residential)

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has slightly increased through December due to the run up to Christmas however this is still below target, in period 2 there had been a small increase in stalls taken up by traders on the Saturday Market, this trend has stayed constant throughout Period 3, stall take up for the Saturday Market is slightly above target. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in Dec 2017, no final decision was made, further clarity around options is required 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: Customer										
Average number of stalls on a Saturday	Monthly	24	20	★	→	23	★	▲	Market review and options appraisal currently underway. Slight increase in traders due to the run up to the Christmas period.	Market review and options appraisal currently underway.
Average number of stalls on a Tuesday	Monthly	53	60	●	→	45	●	●	Market review and options appraisal currently underway.	Market review and options appraisal currently underway.

Table 18: Markets measure exceptions

Cluster: Housing and Regeneration

Assets and Facilities Management

Rental income from assets continues to achieve targets as voids remain low. RPI rent increases, upward reviews and dilapidation monies have helped recover some of the lost revenue from our voids. Car park income continues to achieve targets but these may need reviewing in the next financial year as the targets will not reflect the additional car parking offer that we have at Bridge Street and will have at the former Lidl premises.

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										
Rental Income (Assets)	Monthly	£154,531	£125,000	★	→	£168,585	★	★	Overall YTD income (inc services charges and contributions) exceeds P&D targets for same period	n/a
Rental Income (Car Parks)	Monthly	£53,646	£50,125	★	→	£52,124	★	★	Performance is ahead of P&D targets	n/a
Perspective: Process										
Voids Management	Monthly	2%	12%	★	→	8%	★	★	n/a	n/a
Perspective: Quality										
Planned and Response Maintenance	Quarterly	73%	70%	★	↑	70%	⚠	★	Ratio remains on track at 73 planned/27 unplanned works costs	n/a

Table 19: Assets measure exceptions

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Housing

The delivery of Disabled Facilities Grants continues to perform well and the Council is ensuring that all of its funding in relation to this is spent in line with the legislation and local policy. The level of customer satisfaction remains at 100%, which is in line with the timescales for delivery continuing to be on target. An additional resource has been brought into the work area during this period to ensure that all funding can be spent. Alongside this a revised Policy is being developed to broaden the scope for utilising the funding. This will be considered by Committee in March 18.

The number of long term empty properties remains at a consistent level, which is enabling the focus to be on the worst and longest term empty properties, which are having the highest impact. During this period one Compulsory Purchase Order has been progressed and a further three have been considered. We continue to be proactive in our management of empty properties.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Average cost of DFGs	Monthly	£5,067	£4,500	●	↑	£5,328	●	●	No issues noted	n/a
Perspective: Process										
Long term empty properties brought back into use through Council intervention	Quarterly	29	25	★	↑	8	●	⚠	Commenced proactive letters	Continue proactive work
Perspective: Quality										
Number of properties where the condition has improved as a	Monthly	15	50	●	→	39	●	●	Currently recording number of licensed properties	Specific measures to be developed for this 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.			
result of being in the selective licensing area										

Table 20: Housing measure exceptions

Home Choices

The service continues to experience a high level of demand and is currently managing with reduced staffing capacity. This is actively being addressed by the service, with additional capacity being brought in through the appointment of an apprentice, a support officer and acting up arrangements within the service. Homelessness prevention continues to be a key focus for the service, and this target is being exceeded. Below target performance areas have been reviewed and are attributed to delays with complex cases and matters outside of the Councils control (including flood within a move on property). Service staffing capacity has also had an impact on moving people on from temporary accommodation. The cold weather during December 2017 triggered the Council's SWEP provision to prevent rough sleeping and the Council continues to accommodate some individuals at our discretion in order to minimise rough sleeping in the district. This is currently placing increased demand on B&B use but is considered a necessity. The service is actively preparing for the introduction of the Homelessness Reduction Act and has, during the last quarter, procured a new IT system which will be implemented during March 2018. Scrutiny of the Home Choices service, homelessness demand and readiness for the Homelessness Reduction Act was a key agenda item for the January meeting of the Challenge & Improvement Committee. A follow up audit of the service (following a limited assurance outcome in 2016) has demonstrated significant improvements in the risk areas identified. The follow up audit has provided a substantial level of assurance Note: draft, pending sign off].

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	Do T	Actual	Perf.			
Perspective: Customer										
Homeless prevention	Monthly	238	200	★	→	227	★	⚠	89 DHP, 55 HR, 32 DFG	n/a
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	Do T	Actual	Perf.			
Bed and Breakfast Nights	Monthly	74	0	●	→	72	●	●	21 due to SWEP and accommodating pending ACTION Lincs (1 household). Christmas bank holidays delayed action for move on	n/a
Perspective: Quality										
Average length of stay in temporary accommodation	Monthly	46	28	●	↓	22	▲	▲	One household 66 days due to waiting for Action Lincs property. 21 nights due to SWEP	n/a
Average time for a person in the highest category of housing need to be re-housed	Monthly	73	28	●	→	58	●	●	182 days due to delays in 1 property and then withdrawn due to flooding in the property. 4 households in Band 1 accommodated	n/a

Table 21: Home Choices measure exceptions

Safeguarding

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties. A compliance check in the form of a self-assessment and peer moderated audit by the Lincolnshire Safeguarding Children Board (LCSB) is carried out every three years.

A self-assessment and moderation was completed during December 2017. It provided assurance that WLDC's policies, processes and practices are compliant with all requirements of Section 11 and that WLDC has a proactive approach to safeguarding and promoting wellbeing. A report was presented to the Council's Prosperous Communities Committee on 30.01.18.

Healthy District

The leisure contract continues to perform well with customer satisfaction remaining high. The last two months of the calendar year typically result in low usage and low numbers of new customers being attracted. This has also had an impact on the cost per user, however, industry trends usually demonstrate above average use in the first two months of any calendar year so this is not of major concern at this time.

Throughput and marketing activity to attract new users is monitored through monthly monitoring meetings with the leisure contractor.

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	Do T	Actual	Perf.			
Perspective: Customer										
Customer satisfaction of leisure facilities & activities	Monthly	95%	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	345	600	●	↓	908	★	▲	Numbers down due to seasonal trends. Typically there is an update of new users in the New Year	Continue to monitor through contract monitoring
West Lindsey leisure facilities usage	Monthly	68,914	78,750	●	↓	105,592	▲	▲	Usage numbers in line with what is expected due to seasonal trends	Continue to monitor and ensure uplift in January
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.94	£1.10	★	→	£0.83	★	★	Usage low in December in line with industry trends	Monitor to ensure usage rises in January in line with historical

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	Do T	Actual	Perf.			
										information and industry trends

Table 22: Healthy District measure exceptions

Cluster: Organisational Transformation

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 and problem management	Monthly	103%	90%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Change management	Monthly	94%	75%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Perspective: Quality										
Service and system availability	Monthly	100%	98%	→	★	99%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out

Table 23: 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 upgrade of some corporate systems, and carrying out normal system development work. 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 last year. 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	99%	98%	★	→	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Number of electronic forms developed and integrated into the website	Monthly	205	195	★	↓	261	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Number of electronic forms completed and submitted on the website	Monthly	9,564	6,000	★	→	10,372	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Perspective: Process										



**Challenge and
Improvement Committee**

20th February 2018

Subject: Local Enforcement Plan (Planning Enforcement)

Report by:

Head of Paid Service
Mark Sturgess

Contact Officer:

Andy Gray
Housing and Environmental Enforcement
Manager

Purpose / Summary:

To provide Committee, as part of its pre-scrutiny, an updated version of the Planning Enforcement Policy, now titled "Local Enforcement Plan".

RECOMMENDATION(S):

Elected Members are asked to:

- a) Note the responses given in regards to the planning enforcement audit
- b) Provide pre-scrutiny comments on the Local Enforcement Plan as set out in appendix 1

IMPLICATIONS

Legal:

The legal framework within which the Council operates its planning enforcement function is set out in the policy. The following guidance and legislation applies:

- The Town & Country Planning Act 1990 (as amended)
 - The Town & Country Planning (Use Classes) Order 1987 (as amended)
 - Planning (Listed Buildings & Conservation Area) Act 1990
 - Planning & Compensation Act 1991
 - Planning & Compulsory Purchase Act 2004
 - Localism Act 2011
 - National Planning Policy Framework (March 2010)
 - National Planning Practice Guidance (March 2014)
- <https://www.gov.uk/guidance/ensuring-effective-enforcement>

Financial : FIN/144/18/SL

There are no financial implications within this report.

Where works in default may be carried out as part of the enforcement process, a capital budget is already in place. Any works in default are then recovered via the enforcement or civil debtor process,

Report agreed at Management Team – FIN/MT/64/18

Staffing :

There are no staffing implications within this report.

Equality and Diversity including Human Rights :

There are not expected to be any adverse impacts on any of the specific user groups in relation to this policy being implemented.

The Policy itself sets out the approach that will be taken and the options available to the Council. Within each specific case

An Equality Impact Assessment has been carried out and is included as Appendix 2.

Risk Assessment :

Out of Date Policy: the existing policy requires updating to reflect the current legislative framework and priorities that are in place. The risk is mitigated with the development and approval of a new policy.

Audit: a risk is presented in regards to the “limited assurance” received by Planning Enforcement as part of the wider Development Management audit. This report and subsequent policy mitigates immediately some of the actions identified and proposes actions for addressing the remaining actions.

Climate Related Risks and Opportunities :

None noted

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

Existing Planning Enforcement Policy:

<https://www.west-lindsey.gov.uk/my-services/planning-and-building/planning-enforcement/>

Call in and Urgency:

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

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

Yes

No

X

Key Decision:

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

Yes

X

No

1. Introduction

- 1.1. This report contains an updated version of the Council's Planning Enforcement Policy, which moving forward will be known as the Local Enforcement Plan. This sets out the approach that is taken when dealing with planning enforcement matters.
- 1.2. The report also provides information in response to the development management audit report completed in September 2017, within which the planning enforcement service received limited assurance.

2. Development Management Audit

- 2.1. The development management audit report completed in September 2017 included within its scope an audit of the planning enforcement work area. The service was given limited assurance as part of the audit.
- 2.2. The audit clearly identifies that the service are makes effective decisions, evidenced by the upholding of appeals and takes a proportionate, policy based approach to the matters that it deals with.
- 2.3. The audit found that the service was not meeting performance targets for a number of reasons, including a disparity between the resource available and the service offered.
- 2.4. The audit identified the following actions and alongside these actions are the steps taken by officers to ensure the actions progressed and completed.

	Audit Action	How Addressed
1	The Council reviews its long term plan for the enforcement service. There is an opportunity to increase resource on a permanent basis and address the backlog of work and performance issues.	<ul style="list-style-type: none">- Increased resources agreed. New officer post advertised and in post from 22/01/18- Overall case review to ensure that any backlog is reduced. To take place during Summer 2018.- Review of performance measures in line with audit recommendations for progress and delivery in 18/19
2	Alternatively the enforcement policy could be reviewed with a view to and reduce the priority of cases that the Council currently actions.	<ul style="list-style-type: none">- Policy review underway.
3	Reporting case by priority to add some context to reports.	<ul style="list-style-type: none">- Review of performance measures to be undertaken for progress and delivery in 18/19
4	Reporting by year to add some context to reports.	<ul style="list-style-type: none">- Review of performance measures to be undertaken for progress and delivery in 18/19
5	Closing down old cases or inactive cases to produce a more accurate relevant performance picture.	<ul style="list-style-type: none">- Policy amended to reflect this recommendation- Customer Charter to be updated prior to policy implementation to reflect new policy timescales.
6	Defining the process for when cases can be closed off in the policy review.	<ul style="list-style-type: none">- Process for closure of cases amended in line with the policy review.
7	Service and policy review to address performance.	<ul style="list-style-type: none">- Policy review undertaken

2.5. The audit actions, subject to the Local Enforcement Plan being approved, will now become business as usual and embedded within the day to day work of the service.

3. Local Enforcement Plan

3.1. The National Planning Policy Framework (NPPF) recommends that local planning authorities publish a local enforcement plan to manage planning enforcement proactively and in a way that is appropriate to their area. The plan should set out how the Council will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.

3.2. The Local Enforcement Plan will replace the previous Planning Enforcement Policy. The principles of the plan and our approach to enforcement are still in line with the overall corporate enforcement policy.

3.3. The proposed Local Enforcement Plan for West Lindsey District Council is attached at appendix 1.

4. Feedback from Elected Members and Parish Councils

4.1. In September 2017, Parish and District Councillors attending training on planning enforcement at the Guildhall. The training was aimed at providing information in regards to the scope of planning enforcement and to seek feedback on the service.

4.2. The main points to note from this training were as follows:

- It was felt that communication needed to be improved to ensure that customers were up to date with what was happening and subsequently kept up to date.
- The policy position in relation to planning enforcement was not clearly understood. The revised plan will be sent to all Parish and Town Councils and District Councillors subject to approval.
- Further information was required in regards to the actions that may or may not be taken by the Council. The revised plan reflects this and the revised customer charter which will be produced prior to the plan coming into effect will contribute to this area being addressed.

5. Proposed Policy Amendments

5.1. The overall approach to enforcement has not been altered within this policy. The main changes that members should note are as follows:

- **Priorities** – reference to “priority” has been removed from the policy, the previous policy contained 4 priorities. These priorities are now referred to in relation to “impact”, of which there is High, Medium and Low impact. Lowest and low priority have been merged and are referred to as low impact.
- **Site Visits** – the proposed plan is clear that where a matter is deemed to be low impact, the approach to dealing with it will reflect this. Site visits will not be carried out as a matter of course for low impact cases.

- **Timescales** – revised timescales for responses, site visits and initial assessment have been added. These are aimed at ensuring resources are focussed on the highest priority cases and to reflect the customer first approach.
- **Powers** – detailed information on each power has been removed and the customer will be directed to the planning guidance on this matter or sent alternative information by officers when their complaint leads to formal action being taken.

6. Policy Approval

6.1. The Local Enforcement Plan has been considered and commented on by Management Team and has been requested for pre-scrutiny by Challenge and Improvement Committee .It will then be scheduled for approval by Prosperous Communities Committee in March to come into effect on the 1st of April 2018.

7. Recommendations

Elected Members are asked to:

- a) Note the responses given in regards to the planning enforcement audit
- b) Provide pre-scrutiny comments on the Local Enforcement Plan as set out in appendix 1



Local Enforcement Plan

1. Introduction

- 1.1. The National Planning Policy Framework (NPPF) recommends that local planning authorities publish a local enforcement plan. The plan should set out how the Council will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.
- 1.2. This Local Enforcement Plan sets out the Council's priorities for investigation, explains what will be investigated and what will not and the priorities for responses to complaints and the timescales for these responses. Planning enforcement is not statutory and is a discretionary power of Local Planning Authorities. It is not illegal to build something without the benefit of planning permission.
- 1.1. Paragraph 207 of the NPPF sets out that effective enforcement is important as a means of maintaining public confidence in the planning system, that planning enforcement action is discretionary, and that Local Planning Authorities should act proportionately in responding to suspected breaches of planning control.
- 1.2. This plan replaces the West Lindsey District Council Planning Enforcement Policy, last revised in 2010.

2. Legislation and Guidance

- 2.1. Planning enforcement matters are covered within a broad range of guidance and legislation. The most relevant are as follows:
 - The Town & Country Planning Act 1990 (as amended)
 - The Town & Country Planning (Use Classes) Order 1987 (as amended)
 - Planning (Listed Buildings & Conservation Area) Act 1990
 - Planning & Compensation Act 1991
 - Planning & Compulsory Purchase Act 2004
 - The Planning Act 2008
 - Localism Act 2011
 - National Planning Policy Framework (March 2010)
 - National Planning Practice Guidance (March 2014)

<https://www.gov.uk/guidance/ensuring-effective-enforcement>
- 2.2. The above guidance and legislation provide the scope for the Council to take action, where expedient against breaches of planning legislation. More information on the legal framework can be found here <http://planningguidance.planningportal.gov.uk/>

3. Approach to Enforcement

- 3.1. The general approach taken to enforcement by the Council is set out in its Corporate Enforcement Policy, this plan operates in conjunction with the policy. As an overview,

decisions that are made in relation to enforcement will be consistent, balanced, proportionate and fair and relate to the relevant legislation and consider public interest. The Council's approach is relevant to the risk caused and ensures that we focus on the issues that cause the highest harm.

- 3.2. Within planning enforcement consideration is also given to "expediency". When determining whether or not to take enforcement action the Council has to decide whether or not it is expedient to do so (Section 172 (1) (b) of the Town and Country Planning Act 1990). The key test being whether the breach of planning control would unacceptably affect public amenity.
- 3.3. It would not normally be expedient to take enforcement action where a breach of planning control occurs but where there is;
 - (i) No significant conflict with national or local policy; or
 - (ii) A reasonable prospect that planning permission may be granted, subject to conditions; or
 - (iii) No significant or immediate harm to the amenity or safety of residents or to the environment or areas of acknowledged importance,
- 3.4. These considerations ensure that the Council are not taking enforcement action in regards to matters which are "not expedient" or in regards to matters which are minor or technical which cause no harm to amenity.
- 3.5. The Council will always attempt to persuade an owner or occupier of land to voluntarily remedy any harmful effects of unauthorised development, subject to reasonable timescales. The Council will use its formal enforcement powers as necessary should a voluntary resolution not be forthcoming.
- 3.6. The Council has a power of entry to investigate planning matters provided for under the provisions of Sections 196A of The Town and Country Planning Act 1990 (as amended). Officers can enter land specifically for enforcement purposes. This right is limited to what is regarded as essential, in particular circumstances, for effective enforcement of planning control.

4. The Planning Enforcement Service

- 4.1. Prior to reporting suspected breaches, customers should refer to the Council's website and/or the Planning Portal to ascertain whether the matter is something that can be investigated. The Planning Portal can be accessed via <http://planningguidance.planningportal.gov.uk/>
- 4.2. Any reports of suspected breaches should be made to the Council via its online reporting system. This ensures that all the relevant information needed to initially consider the breach is provided. It will also enable the Council to determine at the earliest opportunity whether it is a matter that it can deal with. Reports can be made via www.west-lindsey.gov.uk

- 4.3. Once a report is received the Council will determine its impact level and investigate accordingly within set timescales (see section 6). All initial reports will be acknowledged. For any case that is not high impact it is our aim to inform customers of our likely course of action within 20 working days of receiving a report.
- 4.4. Confidentiality for complainants is paramount and the Council will ensure that this will be respected at all times in accordance with the relevant data protection legislation.
- 4.5. The Council will not pursue reports of the following;
- Boundary disputes
 - Neighbour disputes
 - Legal covenants
 - Damage to property
 - Devaluation to property
 - Unsafe structures
 - Trespass
 - Parking disputes
 - Cars for sale on the public highway
 - Internal alterations (unless a listed building)
 - Heights of hedges and trees (can be pursued under other legislation)
 - External security lights fixed to property (can be pursued under other legislation)
 - Fences and walls in rear gardens (Unless they are considered to have a substantial detrimental effect on residential amenity and/or visual amenity)

The Council will advise, where appropriate, if it can refer the matter to another agency or whether it has any other legislative power to enable it to address the issue. Customers should seek their own legal advice for civil or private matters.

- 4.6. The Council will also not pursue any enforcement complaints that are anonymous or vexatious or complaints which are non-specific or vague in their nature. The Council will attempt to further understand complaints such as this, but will not log them for investigation until the relevant information is obtained. If complaints such as this are received they will only be acted upon in circumstances where there may be an immediate criminal offence or a threat to public safety.

5. Breaches of Planning Control

- 5.1. Enforcement action is necessary to ensure the integrity of the Development Management process and the Council recognises the importance of establishing effective controls over unauthorised development.
- 5.2. A breach of planning control is the carrying out of development without the granting of planning permission from the Council, or deemed permission by a Government Order.

Development is defined by Section 55(1) of the Town and Country Planning Act 1990 (as amended) as

‘the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land’.

5.3. The type of matters that can be considered as breaches of planning control are as follows:

- Failure to comply with any condition or limitation attached by a planning permission
- Unauthorised advertisements
- Unauthorised works to protected trees, trees in a conservation area or protected hedgerows
- Unauthorised building works and/or engineering operations
- Works to a listed building without consent
- Land or buildings that are untidy or in poor condition and affecting the amenity of an area
- A change of use to land or building that has occurred without planning permission

5.4. Any matters that relate to time limits for taking enforcement action will be considered in line with Section 171B of the Town and Country Planning Act (1990).

5.5. In 2018 the Council will be introducing its Community Infrastructure Levy (CIL), in line with the CIL Regulations 2010. The enforcement of the requirements of CIL regulations will be approached in a manner consistent with the Local Enforcement Plan.

6. Level of Impact

6.1. To ensure the most effective use of resources all reports that are investigated are assessed for impact and then prioritised. The impact determines the speed within which the case will be investigated and includes the assessment of the type and extent of the harm caused.

6.2. There are three levels of impact;

High – i.e. where significant or irreversible harm is likely to be caused if the Council do not act immediately. For example;

- Unauthorised works to listed buildings
- Unauthorised works to trees covered by a Tree Preservation Order (TPO) or in a Conservation area
- Development that causes irreversible demonstrable harm
- Development of an access that could cause significant risk to the public

Medium – i.e. where there is significant public concern or where there is potential for significant harm to be caused. For example;

- Breaches of planning conditions
- Unauthorised developments or uses
- Unauthorised advertisements that affect highway safety

Low – i.e. smaller scale infringements which do not result in significant or irreversible harm. For example;

- The erection of unauthorised advertisements
- Unauthorised building of walls or fences
- Unauthorised development, which is likely to be permitted development, receive planning permission or has minimal or no impact on local amenities

6.3. For any case that is not high impact it is our aim to inform customers of our likely course of action within 20 working days of receiving a report. Our standards for responding to each level of impact are shown below;

Task	Impact		
	High	Medium	Low
Register and Review	Immediately	Within 3 working days	Within 5 working days
Site Visit	Within 24 hour (excluding weekends)	Within 7 working days (only if necessary)	Within 15 working days (only if necessary)
Customer informed of course of action	Within 2 working days	Within 20 working days	Within 20 working days

6.4. As any investigation commences the impact level of a case may change and we will endeavour to ensure that customers are kept up to date for the duration of the case. After the Council has informed the customer of the initial course of action, the regularity of update will be proportionate to the action that is being taken.

6.5. The level of investigation undertaken for matters that are low impact will be in proportion to the risk that is presented and the quality of information and evidence received. Site visits will only be undertaken where it is necessary to obtain further evidence before determining a course of action. We will not as a matter of course visit all sites and will initially assess all low impact reports in line with the criterion set out in 3.3.

6.6. Where formal enforcement action commences the customer and the land owner will be provided with specific information in relation to the action in order to ensure they understand what action is being taken and the timescales attached to this. These timescales will vary and reflect the impact level given to the specific matter.

- 6.7. When an investigation is closed, the customer will be advised and the reasons for closure will be explained to them.
- 6.8. The Council will record and monitor performance in relation to the above timescales alongside other key measures. These will be included within the corporate performance reporting process.

7. Interventions and Powers

7.1. There are a variety of formal powers available to the Council in relation to planning enforcement. The Council will, where appropriate, seek to resolve any breaches voluntarily in the first instance.

7.2. When formal powers are used to address specific circumstances the timescales and requirements for these vary depending on the power used. Specific guidance on the powers available can be found on the Councils website and when a specific power is used within a case, the customer will be provided with information in relation to that power. Some of the powers available to the Council are as follows ;

- Planning Contravention Notice (PCN)
- Enforcement Notice
- Breach of Condition Notice (BCN)
- Stop Notice
- Temporary Stop Notice
- Injunction
- Section 215 Notice
- Section 330 Notice
- Listed Building Enforcement Notice
- Repairs Notice
- Discontinuance Notice
- Removal Notice
- Prosecutions in relation to advertisements and TPOs

7.3. For more information on the specific power, related timescales and rights of appeal please refer to <https://www.gov.uk/guidance/ensuring-effective-enforcement> .

7.4. As part of the formal process the Council will also consider carrying out works in default or direct action to directly resolve any breaches that relate to a S215 Notice or an enforcement notice that have not been complied with. The Council will then take steps to recover these costs from the land or property owner.

8. Feedback on Our Service

8.1. The Council encourages and welcomes feedback on its services. If you wish to provide feedback you can do so by visiting:
www.west-lindsey.gov.uk/feedback

Further Information

Housing and Environmental Enforcement Team

West Lindsey District Council

The Guildhall

Marshall's Yard

Gainsborough

DN21 2NA

Phone : 01427 676676

E – Mail: enforcement@west-lindsey.gov.uk

Website: www.west-lindsey.gov.uk

Appendix 2

Part 1: Equality Impact Screening/Pre-Assessment¹

Name of Policy/Function/Strategy to be assessed: Local Enforcement Plan (Planning Enforcement)	Section/Directorate: Housing & Environmental Enforcement
Name of person responsible for assessment: Andy Gray	Date of Screening: 12/12/17
Policy Aims	
What is the purpose of the policy/function/strategy? What are its intended outcomes?	
<p>The local enforcement plan provides an update to the Planning Enforcement policy from 2010. The plan sets out to customers our approach to planning enforcement and provides information on the relevant legislation, what types of matters will be considered for action and the powers that are available to us.</p> <p>The policy will face scrutiny via the Challenge and Improvement Committee and then be presented to Prosperous Communities Committee for approval.</p>	
Who are the main stakeholders in relation to the policy/function/strategy?	
<p>The main stakeholders are as follows:</p> <ul style="list-style-type: none">• Residents• Land and Business Owners• Councillors• Parish and Town Councils• Planning Agents	

¹ Part 1 should be completed by the Lead Officer and signed by the Service Manager. Refer to the [Internal EIA Guidance](#) for more information on what EIAs are, why they are important, when they should be completed, who should be involved, and how they should be done.

Do the identified stakeholders stand to be positively or negatively affected by the policy/function/strategy?

Positively affected. The plan provides a framework for the Council to ensure that the relevant development management controls are adhered to and sets out how we will address situations where the controls are not.

A robust policy and approach to enforcement ensures that the development management process retains its integrity and helps to protect that natural and built environment.

Where formal action is taken, it will demonstrate to the stakeholders that the Council are using their formal powers to address situations where regulations are not adhered to.

Does this policy/function/strategy support the Council's stated equality objectives? (see overleaf.) Does it serve to impede them? Please explain.

The plan does not seek to negatively impact upon any specific equality strand. It is designed to ensure that the relevant legislation is adhered to. The main objective that it contributes is objective 4, to promote safe and secure communities by fostering good relations between different groups of people.


The plan provides an objective and fair approach to regulation, which will benefit all parties including those that have identified the potential breach of planning and those that may be subject to enforcement action.

Preliminary Impact Assessment

	Yes	No	Unsure
1. Will this policy or function have an impact on:			
a. How services are delivered to the public?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Human Resources Policies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Have any aspects of your policy/strategy already been covered by other EIAs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. If yes, please indicate which ones and the dates. Also indicate which new/additional aspects would be covered under this EIA.			

If you answered Yes or Unsure for question 1 please proceed to Part 2 of the EIA, which is to be completed with a small team of people.

Otherwise, if you are satisfied that there would be no additional benefit to completing a full impact assessment (noting that many issues with no apparent relevance may have hidden impacts) then please have your Service Manager sign and date this sheet to indicate that the EIA has been fully completed at this stage.

<p>Manager's Signature: </p>	<p>This document may be published on the website <input checked="" type="checkbox"/></p>
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Equality Objectives

1. Improve access to public services and basic amenities for elderly and disabled people through more efficient provision of Council services to sustain and improve their quality of life
2. Improve opportunities for youth to effectively engage in the community and to develop employment skills
3. Reduce mental and physical health inequalities within the district by providing support and promoting an active and healthy population
4. Promote safe and secure communities by fostering good relations between different groups of people.
5. Ensure participation and community engagement from all sectors of society for an accessible and connected district

Part 2: Equality Impact Assessment²

Identifying Potential Equality Issues

Use the information in Part 1, any other supporting documents, and the questions below to aid the group's discussion on the presence of potential equality issues.

- What do you know already about equality impact or need?

As the proposed plan is one that is required in order for the Council to carry out its duties in relation to planning enforcement no considerations have been made in specific relation to equality in its production.

- Is there any indication that particular features of this policy/function will create problems for specific groups?

No

- Is there any indication that particular features of this policy/function will benefit specific groups or advance equality between different groups of people?

No

Evidence³

It is difficult to achieve an effective EIA without good evidence. Answer the questions below about the evidence relating to the project/policy/function.

What are the existing sources of evidence and mechanisms for gathering data?

The existing planning enforcement policy has been in place since 2010 and evidence is gathered in relation to its effectiveness on a monthly and annual basis.

It is important that users of the revised plan can understand the Council's approach to enforcement in order to ensure that they recognise what can and cannot be achieved by it. The plan itself will be made as accessible as possible and officers working to the plan will ensure that customers are provided with clear information in relation to it.

Is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy or function?

In most cases there will be a complainant and a land owner. Both have different needs and the plan helps to ensure that the approach we take is consistent and that it ensures that we understands both points of view prior to proceeding with any action, where appropriate.

Is there any evidence, or other reason to believe, that there is a higher or lower level of participation or uptake among different groups?

None

² Part 2 should be completed by the Policy/Project Lead with the help of a team of people invited to assist.

³ See the "Evidence Collection and Data Use" section of the [Internal EIA Guidance](#).

Does this policy/project impact a particular area of the District? Have there been any demographic changes or trends locally?

The plan covers the whole district and ensures that the same approach to enforcement is taken across the whole area.

Is there any informal feedback from managers, staff or voluntary organisations?

Informal feedback from Parish and District Councillors provided evidence to enable the policy to be updated. This was mainly in regards to timescale for the taking of formal action and the communication of updates in regards to cases.

Are there gaps in the data or our knowledge? What further evidence is needed to understand the impact upon equality?

Information relating to equality groups is not collected as part of the reporting process. This could potentially be worked into the customer first programme. It is not believed that this would change the approach to enforcement as the breach of regulations will not consider equality aspects in regards to the proposed course of action.

Impact
 Based on the identification of potential equality issues and the supporting evidence, the team can try to determine the impact of the policy/project/service/function on different groups.

Does the data show different impact upon different groups?

Yes No

If yes, which groups are affected?

Group	May particularly benefit	May adversely impact	No impact anticipated
People from different ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Maternity/pregnancy impact	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disabled people or carers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
People from different faith groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Lesbian, gay or bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older or younger people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

People in rural locations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Married people or people in civil partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Group cont'd	May particularly benefit	May adversely impact	No impact anticipated
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please explain the potential benefits or adverse impacts listed above.

Recommendations

Please select a recommended course of action and, where appropriate, explain your choice.

No major change needed

Adjust the policy

Adverse impact but continue

Stop and remove the policy

Future actions:

Ensure plan is reviewed annually and any amendments required are made

Ensure plan is available in a variety of formats

Lead Signature:



Date⁴:12/12/17

⁴ What happens next? – See the “Understanding the EIA process” section of the [Internal EIA Guidance](#).

Forward Plan for all Committees

Purpose:

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

Recommendation:

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

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
Annual Health and Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety	-	-	-	14/06/18	-	31/05/18	-
Audited Statement of Accounts	Tracey Bircumshaw	The 2017/18 Statement of Accounts is presented for scrutiny and adoption.	-	-	24/07/18	-	-	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	To present the 6 monthly update	-	-	17/04/18	-	-	-	-
Annual Fraud Report	Tracey Bircumshaw	To review the number, type and results of investigations made by the Council during 2017/18	-	-	24/07/18	-	-	-	-
Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution	-	-	17/04/18	-	-	-	-
Member Champions	James Welbourn	To inform Members of the work that has been carried out on the current Member Champions and to document the next steps that will be taken for future appointments.	-	-	13/03/18	-	-	-	20/03/18
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
ISA 260 report	Tracey Bircumshaw	The purpose of the report is for our Auditor to present their Report to those charged with Governance (ISA 260 Report) in relation to the Statement of Accounts and Annual Governance Statement 2017/18	-	-	13/09/18	-	-	-	-
Accounting Matters 2017/18 Closedown actuarial ass	Tracey Bircumshaw	To present the Accounting Matters 2017/18 Closedown Report and actuarial assumptions	-	-	13/03/18	-	-	-	-
Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.	20/02/18	-	-	-	-	-	20/03/18
Gainsborough Growth Fund	Marina Di Salvatore	to present a Review of the GGF Scheme, its performance over the last 3 years and any	-	-	-	10/05/18	-	-	30/01/18

Review		recommendations going forward							
Combined Assurance Report 2017/18	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	-	-	17/04/18	-	-	-	-
Internal Audit Q4 Monitoring	Tracey Bircumshaw	To present the final quarter monitoring report	-	-	17/04/18	-	-	-	-
Accident Procedure	Emma Redwood	Provide information on Accident Procedure and support from JSCC	-	-	-	-	-	31/05/18	-
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
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	-	-	-
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	-	-	-
Revised Housing Assistance Policy	Andy Gray	To put in place revised Housing Assistance Policy for member approval	-	-	-	10/05/18	-	-	20/03/18
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;	03/04/18	-	-	-	-	-	01/05/18
AGS 16/17 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 2016/17	-	-	17/04/18	-	-	-	-
Update to Committee on PSPOs	Kathryn Hearn	To update members on the successes or challenges relating to the Public Space Protection Orders made in 2017 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.	13/11/18	-	-	-	-	-	04/12/18

Monitoring of Sickness Absence April - Nov 2017	Emma Redwood	To present an update on levels of sickness absence for WLDC for the period April - November 2017	-	-	-	-	-	29/03/18	-
Food Waste	Ady Selby	Food Waste Collection Pilot	-	-	-	-	-	-	20/03/18
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	-	-	-	-	-	-	Being scoped
Presentation by Lincolnshire Police	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.	-	-	-	-	-	29/03/18	-
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	-
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.	22/05/18	-	-	-	-	-	-
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 2017-18	Emma Redwood	To review absence for 2017-18	-	-	-	-	-	31/05/18	-
Information paper - national pay award	Emma Redwood	To provide information on the national pay award	-	-	-	-	-	29/03/18	-
Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	to reviewing the car parking charges in Market Rasen to come into effect April 2019. as resolved by Cttee in October 18	-	-	-	-	-	-	23/10/18
Selective Licensing 12 month review	Andy Gray	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017	-	-	-	-	-	-	23/10/18
Future Communication Options	Julie Heath	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017	-	-	-	-	-	-	20/03/18

Gainsborough Green Corridor	Elaine Poon	After the unsuccessful bid to ERDF for the Gainsborough Blue Green Corridor (including the marina) as DCLG is not supportive of a commercial marina, officers have packaged up the green elements of the bid and resubmitted it for the same funding. The outline application was submitted on 31/10/17 and officers have been invited to submit a full application. Additional funding required to carry out technical studies and match funding required.	-	-	-	12/04/18	-	-	-
Closedown - approval of the accounts	Tracey Bircumshaw	Approve the 2017/18 SoA	-	-	24/07/18	-	-	-	-
AGS 2017/18	James O'Shaughnessy	Final review and approval of the AGS 2017/18 and Action Plan	-	-	24/07/18	-	-	-	-
Draft AGS 2017/18	James O'Shaughnessy	Present the draft AGS 2017/18 and action plan	-	-	19/06/18	-	-	-	-
Voice of the Customer/Annual feedback report 17/18	Lyn Marlow	Advise members on all customer interactions and feedback for 2017/18	-	-	19/06/18	-	-	-	-
West Lindsey Commercial Loan Policy and Framework	Marina Di Salvatore	to consider the viability of a Commercial Loan Policy and Framework that would allow the local authority to lend money to third party organisations	-	-	-	12/04/18	-	-	20/03/18
Corporate Enforcement Policy	Andy Gray	To provide elected member with an updated version of the corporate enforcement policy	-	-	-	-	-	-	20/03/18
Housing Act Civil Penalties Policy	Andy Gray	To ask elected members to consider and approve a policy to enable the Council to issue civil penalties for Housing Act offences	-	-	-	-	-	-	20/03/18
Data Protection Policy - GDPR Revision	Steve Anderson	To request CP&R to approve and adopt a revised GDPR-compliant Data Protection Policy.	-	-	-	12/04/18	-	29/03/18	-
Privacy Notice - GDPR Revision	Steve Anderson	To request CP&R approve and adopt a revised GDPR-compliant Privacy Notice for general publication	-	-	-	12/04/18	-	29/03/18	-
Investment Property Portfolio	Ian Knowles	In April's CPR it was agreed that Members receive an annual report on the Investment Property Portfolio from the Director of Resources.	-	-	-	12/04/18	-	-	-
Review of Corporate Plan 2016-2020	James O'Shaughnessy	To present an update on progress against corporate priorities and work to be completed in the remainder of the Plan's	-	05/03/18	-	-	-	-	-

		lifetime.							
Hemswell Cliff PSPO - recommendation	Kathryn Hearn	To make a recommendation to Regulatory Committee, based on the results of consultation, as to whether or not a PSPO should be made at Hemswell Cliff. Provide information to allow decision.	-	-	-	-	15/03/18	-	-
Market Rasen 3 Year Vision & Strategy	Amanda Bouttell	To introduce the 3 Year Vision and Strategy for Market Rasen and to request approval of 200k capital towards project costs subject to the conditions outlined.	-	-	-	12/04/18	-	-	30/01/18
AGS 16/17 Monitoring Report (Q4)	James O'Shaughnessy	To present to Members details of progress against the actions contained in the AGS 16/17 Action Plan	-	-	24/07/18	-	-	-	-
Internal Audit Report	Tracey Bircumshaw	This report gives the Head of Internal Audit's opinion on the adequacy of the Council's, governance, risk and control environment and the delivery of the Internal Audit Plan for 2017/18	-	-	19/06/18	-	-	-	-
Discretionary Housing Payments Policy Review	Angela Matthews	To review and accept the updated WLDC Discretionary Housing Payments policy	-	-	-	10/05/18	-	-	-
Annual Review of Whistleblowing Policy	Alan Robinson	Annual review of whistleblowing.	-	-	24/07/18	-	-	-	-
Periodic Review of AGS	James O'Shaughnessy	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	06/11/18	-	-	-	-
NNDR - Growth Businesses	Amanda Bouttell	To propose a policy of discretionary rate relief for Growth Businesses	-	-	-	10/05/18	-	-	20/03/18
Revoke superseded WLDC Affordable Housing SPD	Rachael Hughes	Following the adoption of the Central Lincolnshire Developer Contributions Supplementary Planning Document, it is necessary to revoke WLDCs existing Affordable Housing SPD.	-	-	-	-	-	-	01/05/18
Commercial Ventures - visit by Director	Eve Fawcett-Moralee	The Chairman of G and A asked that the Commercial and Economic Growth Director attend March's Governance and Audit committee to talk about commercial ventures.	-	-	13/03/18	-	-	-	-
Gainsborough Market Events Programme	Ady Selby	To ask Members for funding for events to support and complement Gainsborough Market in 18	-	-	-	12/04/18	-	-	20/03/18
Update on developments within commercial portfolio	Tracey Bircumshaw	This was proposed by Ian at the G and A meeting in January	-	-	-	10/05/18	-	-	-

Investment and Commercial Rental portfolio perf	Gary Reevell	Description to be added by Gary	-	-	-	10/05/18	-	-	-
Proposed Gainsborough Cemetery Extension	Gary Reevell	To agree the level of support to be provided by West Lindsey DC for the preparation and delivery of land identified as extension land for Gainsborough's General Cemetery.	-	-	-	14/06/18	-	-	-
Community Lottery	Grant White	To propose the introduction of a community lottery in West Lindsey	-	-	-	10/05/18	-	-	01/05/18
Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017	-	-	-	08/11/18	-	-	-
Corporate Sustainability Policy	Saul Farrell	This report gives detail of the proposed corporate sustainability policy for West Lindsey District Council, which contains a series of corporate commitments towards protecting the local environment and advocating it within the local community.	-	-	-	12/04/18	-	-	20/03/18
Surestaff and WLDC Staffing Services Business Plan	Tracey Bircumshaw	To approve, as sole shareholder, the Business Plan 18-19 to 2020-21 of Surestaff Lincs Ltd and WLDC Staffing Services	-	-	-	12/04/18	-	-	-
Councillor Initiative Fund	Grant White	To present Members with an update on the Councillor Initiative Fund and give options for it's continued delivery after March 2019.	-	-	-	08/11/18	-	-	23/10/18
Business Plan - JVcO	Eve Fawcett-Moralee	Recommendation 3 of the Japan Road paper that went to committee on 06/02/18 stated that a further report would be brought to the Committee in April with a proposed Business Plan of the JVCo and the financial investment implications for West Lindsey District Council.	-	-	-	12/04/18	-	-	-
Challenge & Improvement Annual Report	Ele Durrant	To provide an overview of the work undertaken by the C&I Cttee as constitutionally required	03/04/18	14/05/18	-	-	-	-	-

CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 12 FEBRUARY 2018

Challenge and Improvement			
Date	Title	Lead Officer	Purpose of the report
03/04/2018	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;
	Presentation by Lincolnshire Police	Ele Durrant	Lincolnshire Police representatives to attend C&I Cttee re crime stats in WL.
	Challenge & Improvement Annual Report	Ele Durrant	To provide an overview of the work undertaken by the C&I Cttee as constitutionally required
22/05/2018	p and d - period 4	Mark Sturgess	to present the year end position for p and d
	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.
13/11/2018	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.