

AGENDA

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

Challenge and Improvement Committee
Tuesday, 22nd May, 2018 at 6.30 pm
Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members: To All Members

Committee Membership to be appointed at Annual Council on Monday 14 May, 2018

1. Apologies for Absence

2. Minutes of the previous meeting

- a) Meeting of the Challenge and Improvement Committee (PAGES 3 - 7)
held on 3 April 2018
- b) Meeting of the Challenge and Improvement Committee (TO FOLLOW)
held on 14 May 2018 (at the conclusion of Annual Council)

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 (PAGE 8)

Matters arising schedule setting out current position of previously agreed actions as at 14 May 2018.

5. Public Reports

- a)** Customer Complaints Handling (PAGES 9 - 16)
- b)** Enforcement Cases - Benchmark for Timescales (PAGES 17 - 22)
- c)** Progress & Delivery Period 4 (PAGES 23 - 60)

6. General Work Items

- a)** Forward Plan (PAGES 61 - 67)
- b)** Committee Workplan (PAGE 68)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Monday, 14 May 2018

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 3 April 2018 commencing at 6.30 pm.

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

Councillor David Bond
Councillor Mrs Jessie Milne
Councillor Mrs Diana Rodgers
Councillor Thomas Smith
Councillor Mrs Anne Welburn
Councillor Mrs Judy Rainsforth

Councillor Mrs Sheila Bibb
Councillor Michael Devine
Councillor Jeff Summers

In Attendance:
Mark Sturgess Executive Director of Operations and Head of Paid Service
Ele Durrant Democratic and Civic Officer

Apologies: Councillor Bruce Allison
Councillor Malcolm Parish
Councillor Roger Patterson
Councillor Mrs Lesley Rollings

74 CHAIRMAN'S WELCOME

The Chairman commenced the meeting by welcoming visiting Members and Chief Inspector Stuart Brinn, who was invited to Committee to provide a six month update on behalf of Lincolnshire Police.

75 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 20 FEBRUARY 2018

RESOLVED that the minutes of the meeting held on 20 February 2018 be approved and signed as a correct record.

76 MEMBERS' DECLARATIONS OF INTEREST

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

77 COMMITTEE MATTERS ARISING

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 22 March 2018.

The Democratic and Civic Officer advised Members that of the three items on the report, only one was outstanding and this would be carried forward to the new Civic Year.

RESOLVED that the Matters Arising Schedule as at 22 March 2018 be received and noted

78 HEALTH COMMISSION REVIEW

The Chairman invited Councillor Mrs Sheila Bibb to address Committee. Councillor Bibb explained that she wished to give an overview update of the progress of the Health Commission over the past six months and there would be a report presented to Committee in the coming months.

Councillor Bibb advised Members that the Wellbeing Service had gone live that same day and the Health Commission had played a significant role in shaping and scrutinising service. Members were told about a round table event that had been held to introduce the Wellbeing Service to other agencies and Councillor Bibb stated that there had been highly positive feedback and the event had provided much needed inter-agency contact.

The Committee was advised that there was still limited representation on the Health and Wellbeing Board, although the Health Commission had requested for greater representation across the county, however West Lindsey did provide a representative for the Housing Board which had proved worthwhile. Councillor Bibb also highlighted that the concept of health and wellbeing had been embedded into the work ethos of West Lindsey District Council and was one of the central considerations for many areas of work.

To conclude, Councillor Bibb explained there would be a full report presented to Committee in June 2018 and that, considering the dynamic and fast-moving nature of the work, it would be necessary for the Terms of Reference for the Health Commission to be revisited and to evaluate the changes that had occurred over recent months.

RESOLVED that the verbal update about the Health Commission be received and noted.

79 PRESENTATION ITEM - LINCOLNSHIRE POLICE

The Chairman introduced Chief Inspector Stuart Brinn and welcomed him again to the meeting. Chief Inspector Brinn thanked the Committee for the invite and explained that if

there were any areas of concern he was not able to address, he would find out the relevant information and feedback to Members in the following days.

The Committee heard that overall, the trend lines in regards to crime and antisocial behaviour in West Lindsey were going in the right direction. CI Brinn stated that there had been a lot of work accomplished by neighbourhood policing teams and this was reflected in the level of issues being reported to the police.

CI Brinn acknowledged the concerns that had been raised approximately twelve months ago in relation to drugs and antisocial behaviour issues in two specific areas of West Lindsey. He explained there had been a meeting between the police and West Lindsey District Council and in the time since those concerns were raised, significant work had gone into both areas with a view to improving the neighbourhoods. Committee heard that CCTV installed in the Hemswell Cliff area had made a marked impact. It was acknowledged there were still improvements to be made but the difference already was noticeable.

With regards to concerns raised about the South West Ward in Gainsborough, CI Brinn stated that through proactive police work and work from West Lindsey District Council for example through tenancy schemes, there had been significant changes in the area. CI Brinn explained that through the course of these improvements, there were reduced reports of criminal or antisocial activity and police were able to act swiftly on information that did come through.

The Committee heard that West Lindsey had been hit by reduced staff numbers, either through retirement or transfers out of area, and this meant it was necessary to focus police time for maximum effect. CI Brinn highlighted that there was a focus on recruiting new police officers, or receiving transfers from other forces, but it was necessary to consider where to focus police time. He gave the examples to Committee of the increase in cybercrime, modern day slavery and the focus on child sex exploitation, all of which was very different to the issues being faced by police 10 years previously.

CI Brinn explained to Members that a significant amount of police time was used to assist NHS workers dealing with patients who had mental health issues and were potentially violent. It was acknowledged that the pressures on the NHS meant there were limited resources also however this then had an impact on police resources, for example attending hospital with patients.

There was discussion regarding the impact of such pressures on police officers and how the force supported their officers to avoid burnout or time off work with stress. Committee heard there was an excellent support network available for officers and the importance of maintaining wellbeing was emphasised within the force.

NOTE: Councillor T Smith declared a non-pecuniary interest in that his sister was a police officer in another police force.

Councillor J Milne therefore declared that her son was in the Metropolitan Police.

In response to Members' questions as to whether WLDC could assist in anyway, CI Brinn stated that there was limited action to be taken as the issues were due to a significant

reduction in funding.

A Member of Committee enquired about the focus on rural crime and what could be done to stay on top of it. CI Brinn explained that police staff had visited every farm in Lincolnshire and they were working closely with farmers to develop information systems and alerts to help the community to manage the risks associated with rural crime such as the theft of vehicles and fuel supplies. The issue of hare coursing was discussed and CI Brinn stated that because of measures put in place by the police, those involved with hare coursing were beginning to avoid Lincolnshire. It was acknowledged that the needs of urban areas compared with rural areas were very different.

The Leader of the Council enquired about particular areas with a rural junction where there had been frequent accidents leading to significant road closures. CI Brinn explained he had researched the area the Leader talked about and it would be looked at in greater detail to identify any improvement to be made. CI Brinn also confirmed he was happy to work with the council in relation to traffic management and planning issues to help reduce incidents in this area.

CI Brinn confirmed to Committee that police forces across the areas were working closely together and that over the coming months Members would see a higher level of collaboration across the counties. It was hoped this would help assist with crimes that have a cross border impact, such as the rural crimes mentioned previously.

The Chairman thanked CI Brinn for his time and thorough responses to the areas of concern presented by the Committee. It was acknowledged that the police are working under straitened measures and support from the council was offered where possible. CI Brinn thanked Committee for their support and agreed that joint working had proved beneficial in areas of West Lindsey and there would no doubt be future collaboration in coming months and years.

80 C&I ANNUAL REPORT

The Chairman introduced the Challenge and Improvement Annual Report to the Committee and invited comments or additions from Members. A Member of Committee commented that it was heartening to see the achievements of the Committee over the previous twelve months and felt the report captured the work of the Committee in a nutshell.

Following the issues highlighted by Chief Inspector Brinn with regards to dealing with individuals with health issues, and coupled with the comments from Councillor Mrs Bibb relating to the work of the Health Commission, it was suggested that further work could be done in the coming year to support these areas. This could be achieved through the invited guests, such as the East Midlands Ambulance Service or LIVES and would be reviewed in line with the work plan in the new Civic Year.

There was further discussion regarding the work covered by the Committee over the past year and it was subsequently

RESOLVED that:

- a) Members noted the content of the draft annual report; and
- b) Members supported this Annual Report being submitted to Annual Council; and
- c) any comments made through the course of debate be further considered by the Head of Paid Service and Chairman of the Committee prior to the finalised report being submitted to Annual Council in May 2018.

81 FORWARD PLAN

The Democratic and Civic Officer presented a report setting out the items of business due to be considered through the committee system over the next 12 months. It was noted that items for scrutiny would be reviewed by the Challenge and Improvement Committee in coming months.

RESOLVED that the Forward Plan be noted.

82 COMMITTEE WORKPLAN

The Work Plan for the business of the Challenge and Improvement Committee was presented. It was noted that there may be changes as the Committee moved into the new Civic Year.

RESOLVED that the Work Plan be noted.

The meeting concluded at 7.33 pm.

Chairman

Challenge and Improvement Cttee Matters Arising Schedule

Purpose:

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

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

Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Green					
	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 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."	Date extended for consideration in 2018/19 committee work plan	01/06/18	Mark Sturgess



**Challenge and
Improvement Committee**

Tuesday 22nd May 2018

Customer Complaints Handling Report

Report by:

Mark Sturgess, Executive Director of Operations

Contact Officer:

Natalie Kostiuk
Customer Experience Officer
01427 676685
Natalie.kostiuk@west-lindsey.gov.uk

Purpose / Summary:

To update Members on the current status of customer complaints and the new complaints handling process. Member request for Challenge and Improvement Committee.

RECOMMENDATION:

That Members note the content of this Customer Complaints Handling report.

IMPLICATIONS

Legal:
None arising directly from this report.

Financial: FIN/29/19
None arising directly from this report.

Staffing: HR055-4-18
None arising directly from this report.

Equality and Diversity including Human Rights:
N/A

Risk Assessment:
N/A

Climate Related Risks and Opportunities:
N/A

Title and Location of any Background Papers used in the preparation of this report:
Customer Experience Policy 2018/19 – located on the WLDC website.

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

Executive Summary

To provide an update to Members on the current state of customer complaints and the new complaints handling process contained within the Customer Experience Policy 2018/19. Request made by Members of the Challenge and Improvement Committee.

Historically complaints have been the main focus of customer feedback. However, as an authority we have recognised that all feedback from customers including compliments and comments is important, not just complaints.

1. A brief explanation of the complaints process, prior to 2018

Prior to 2018, the Councils complaints process consisted of three different stages.

Stage 1	Informal complaint resolved by the service.
Stage 2	Formal complaint investigated and responded to by the service Team Manager.
Stage 3	Escalated complaint investigated and responded to by an independent Senior Officer.

This complaints process was time consuming and confusing for customers as several people may have dealt with the complaint at the different stages, and sometimes have expressed different views. Standards and consistency in complaint responses were variable and there was no evidence of learning from the feedback to implement changes and improve our services. The target response time under that policy was 10 working days for each stage, although this was not always met.

Historically two different IT systems were used for the different stages of a complaint. This made reporting difficult and the system had been set up in such a way that it related to departments rather than service and transaction specifics making accurate reporting and learning difficult. This system also calculated response times in 'actual days' as opposed to the policy target of 10 working days, which meant that target reporting was not robust.

2. A brief overview of the new Customer Feedback Policy and system (Implemented 1st Jan 2018)

The new Customer Experience Policy covers all types of feedback from customers including complaints, compliments and comments.

The Customer Experience Officer is the main contact for all customer feedback ensuring consistency in how feedback is handled, responded to, recorded and reported on.

Complaints

The complaints process has been revised to a one stage process for dealing with all complaints. Complaints are investigated and responded to by the Customer Experience Officer who is independent to all services.

Customers are kept informed and up to date at all times throughout the process whilst their feedback is being dealt with. The new process has extended the target response time for complaints to 21 days, which enables time for thorough investigation and helps to manage customer expectations.

A Quality Monitoring Board has also been established for complex complaints or complaints where the council is at fault, comprising of Mark Sturgess (Chief Operating Officer), Michelle Carrington (Customer First Strategic Lead), Lyn Marlow (Customer Strategy and Services Team Manager) and Natalie Kostiuk (Customer Experience Officer).

Compliments and Comments

Under the new policy Compliments and Comments are also recorded and responded to within set timescales. Compliments will receive an acknowledgement or response within 5 days and comments will receive a response within 14 days, if required.

Feedback gathered from different sources including customer satisfaction surveys are now being recorded as compliments and comments and reported on.

IT System

A new IT system has been built to capture all complaints and customer feedback. This means they are now all recorded and managed in one central place making reporting more efficient and accurate.

The new system allows feedback and complaints to be categorised not only into departments but also into services and specific transaction types. This detailed reporting and analysis allows us to identify and pin point issues, and makes it easier to learn from feedback and make improvements to the way we work and services we provide.

This system reports response times in 'actual days', and therefore the policy response time has been altered to reflect this to allow more accurate reporting of how long it takes for complaints to be responded to.

The new system also allows easier identification and reporting of every upheld complaint where the council is at fault. Learning and improvement actions are reported for each of these upheld complaints that are fed back into the services and teams for implementation.

Customer Satisfaction Surveys are being sent to complainants following the complaint investigation and response to measure satisfaction of complaint handling.

Surveys carried out under the previous complaints policy indicated that customers felt that there were too many stages in the process and that it took too long to deal with complaints.

A number of surveys have been sent to complainants that have been through the new complaints process and early indications show that customers are more satisfied with the time taken to investigate their issues and respond to their complaint. There is an increased satisfaction rate with the process in general.

3. Customer Feedback Statistics from the 2016/2017 period

Complaints 182
Compliments 169
Comments 35

See appendix for month by month breakdown.

4. Customer Feedback Statistics from the latest 2017/2018 period

Complaints 168 (14 less than previous year)
Compliments 402 (233 more than previous year)
Comments 79 (44 more than last year)

See appendix 1 for month by month breakdown.

Complaints where the council were at fault = 84
(50% of all complaints received)

See appendix 2 for more detailed information on upheld complaints.

Average number of days to respond = 8.7days
(Across the whole year April 2017 to March 2018)

Average number of days to respond = 9.8 days
(Under the previous policy April 2017 to December 2017)

Average number of days to respond = 5.8 days
(Under the new policy January 2018 to March 2018)

5. Local Government Ombudsmen Complaints

There has been a total of 15 enquiries to the Local Government Ombudsman (LGO) which is double the amount of referred complaints in 2016/17. Eleven of the cases have been investigated and closed with four still under investigation.

Below shows the outcome of the 15 referred complaints.

Not investigated	4
Not found to be at fault	4
Found to be at fault	3
Still under investigation	4

The complaints referred to the LGO were raised against the following service areas:

Planning & Development Management	8
Revenues	3
Property Services	1
Tree Conservation	1
Anti-Social Behaviour	1
Planning Enforcement	1

It should be noted that a number of complaints escalated to the LGO for Planning and Development Management relate to historical decisions on planning applications that were decided prior to improvements being made and the Peer Review that took place in 2016.

The outstanding investigations with the LGO are in relation to Property Services (sale of land), Revenues and two for Planning.

When a complaint is escalated to the Local Government Ombudsman there is no cost to West Lindsey.

Appendix 1

Customer Feedback Statistics April 2016 – March 2017

	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	March 2017	Totals
Complaints	17	20	21	11	11	12	11	14	5	8	21	31	182
Compliments	9	12	17	12	8	8	15	10	14	8	20	36	169
Comments	5	6	7	5	1	2	2	1	2	3	1	0	35

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Customer Feedback Statistics April 2017 – March 2018

	April 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	March 2018	Totals
Complaints	11	13	19	10	14	10	13	18	5	15	20	20	168
WLDC at Fault	7	9	11	3	9	5	6	8	2	8	9	7	84
Days to respond	9.4	8.6	6.9	12.2	12.4	11.5	6.0	7.2	13.6	6.8	4.6	6.0	-
Compliments	21	29	29	22	15	19	31	19	15	55	66	81	402
Comments	3	3	9	1	8	5	2	2	3	10	20	13	79

*April 2017 to December 2017 – complaints dealt with under the previous policy (Average days to respond = **9.8** days)

*January 2018 to March 2018 – complaints dealt with under the new policy (Average days to respond = **5.8** days)

Appendix 2

Upheld complaints per Service

Upheld Complaints	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total	
Waste Services	4	4	6	1	5	3	3	3	1	3	5	4	42	50 %
Home Choices		1											1	1 %
Planning Enforcement	1	2	1		3	1	1		1	2		1	13	15 %
Electoral Registration	1	1	1										3	4 %
Environmental Protection			1										1	1 %
Council Tax	1							1			1		3	4 %
Anti Social Behaviour			1										1	1 %
Customer Services							1	2		1	1	1	6	7 %
Trinity Arts		1											1	1 %
Development Management			1		1					1		1	4	5 %
Housing				1		1							2	2 %
Food Health and Safety				1							1		2	2 %
Benefits							1	2		1			4	5 %
Leisure											1		1	1 %
													84	100 %



**Challenge and
Improvement Committee**

22nd May 2018

Subject: Planning Enforcement Benchmarking

Report by:

Executive Director Operations
Mark Sturgess

Contact Officer:

Andy Gray
Housing and Environmental Enforcement
Manager

Purpose / Summary:

To provide elected members with an overview of the current performance position within the planning enforcement work area.

RECOMMENDATION(S):

Elected Members are asked to:

- a) Note the current position in regards to performance within the work are and the positive steps being taken to ensure performance is enhanced in the future.

IMPLICATIONS

Legal:
None noted

Financial:
None noted

Staffing:
None noted

Equality and Diversity including Human Rights:
None noted

Risk Assessment:
None noted

Climate Related Risks and Opportunities:
None noted

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Introduction

- 1.1. On the 20th February 2018 Challenge and Improvement Committee received a draft of the revised Local Enforcement Plan (Planning Enforcement) prior to it being approved at Prosperous Communities Committee.
- 1.2. At this meeting, members of C & I requested additional information in regards to case timescales as it has been noted previously within Progress and Delivery that the performance within this area was not satisfactory and reassurances were sought in regards to future performance.
- 1.3. This report sets out some of the contextual performance information and in doing so seeks to provide assurance in regards to future performance timescales.

2. Current Position

- 2.1. The revised Local Enforcement Plan came into effect in March 2018 and is the policy framework within which decisions relating to planning enforcement will be made.
- 2.2. In January 2018 an additional full time resource was allocated to the work area to provide a permanent staffing solution. Previously temporary measures had been in place and these were not effective in the long term due to the ongoing demand being place on the service. There are 2 FTEs working within this area, previously there has been 1 to 1.5 FTE intermittently.
- 2.3. The audit carried out in 2017 raised a number of points which were covered within the committee reports and the service has set out how it intends to make the necessary improvements.
- 2.4. A variety of measures relating to these points are provided within the Progress and Delivery reporting process.

3. Revised Policy Position

- 3.1. It has been agreed that the following timescales (Table 1) will be adhered to within the revised policy. Internal systems are currently being updated to reflect this and to enable the relevant monitoring to occur.

Table 1: Local Enforcement Plan Timescales

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

3.2. It should be noted that many cases will take longer to resolve than the above timescales and the revised performance measures will seek to ensure that long standing cases, where the timescales are out of the Council's and the officers' control, are separated. This will provide a more accurate picture of the day to day workings of the work area and reflect the different types of work that occur.

3.3. Within the measures below, that show previous years' performance, all cases are included. This can make the data available less informative for various reasons. For example, if a case is open and a notice is served, which is subsequently appealed, the timescales for the appeal are not within the Council's control. This could mean that the case stays open for a much longer period and when closed, the number of days will be significantly higher than the average. The audit report approves this approach to monitoring.

4. Previous Performance

4.1. The information shown in appendix 1 sets out how the service has performed over the previous years.

4.2. Since January 2018, satisfaction surveys have been piloted within the Council for cases which are closed on the system. During this period, 16 surveys have been returned in relation to planning enforcement and 64% of customers were satisfied with the initial contact. Further recording of this measure will help the service to improve.

4.3. During 17/18 there were 19 complaints logged regarding planning enforcement and 10 of these were upheld. The vast majority of upheld complaints relate to the timescales in which it has taken the Council to make a decision or progress the matter reported by the customer. The revised policy and timescale commit to address this issue. The performance in regards to complaints in this work area is in line with the overall corporate position.

5. Moving Forward

- 5.1. 18/19 will be used to review and improve the overall delivery within the service area. This will include review and improvement of the internal processes and in turn an improvement of the timescales achieved for the non-complex case work.
- 5.2. In turn, we would expect to see an improvement in the overall customer service provided and will be able to demonstrate how the initial acknowledgement and handling of cases has performed. This will not be comparable to previous years as it has not been recorded previously.
- 5.3. As the additional officer within the team becomes more competent and confident, we would expect the long standing and more formal cases to be progressed in a quicker fashion. This information will also be recorded as part of the overall review of measures.

6. Conclusion

- 6.1. It has been requested that information be provided in regards to the overall performance within the work area, this report contains this information and provides an overall context to the demand and activity within it.
- 6.2. Qualitative and quantitative information is now available within the work area, which will be expanded upon in 18/19. This, combined with the revised policy approach and additional resources within the work area, should provide assurance that performance will move in a positive direction.
- 6.3. It is hoped that elected members welcome this change in delivery and the response to the audit observations and support the policy and its approach moving forward.

7. Recommendations

- 7.1. Elected Members are asked to;

Note the current position in regards to performance within the work are and the positive steps being taken to ensure performance is enhanced in the future.

Appendix 1 - Planning Enforcement Performance Information

Measure	13/14	14/15	15/16	16/17	17/18	18/19
Open Cases						
Average number of open planning enforcement cases		84	97	151	129	133
Number of open priority 1 cases					16	
Number of open priority 2 cases					35	
Number of open priority 3 cases					63	
Number of open priority 4 cases					14	
Demand						
Number of planning enforcement requests received	231	267	248	223	231	
highest volume of open cases		74	122	154	160	
Timescales						
Average no. of days taken to determine all planning enforcement requests closed during this month		58	130	196	184	
Average no. of days taken to determine all planning enforcement requests closed in the year to date	102	62	73	186	185	
Closure Reasons						
No breach identified					84	
Breach rectified					45	
Planning application submitted or conditions discharged					20	
Not Expedient					35	
Outcomes						
Volume of notices served	21	7	4	11	12	
Successful appeals against the service of a planning enforcement notice	0	0	0	0	0	
Percentage of cases closed where WLDC action has resulted in compliance					33%	



**Challenge and Improvement
Committee**

22 May 2018

Subject: Progress and Delivery – Period 4

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**

Key Decision:

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

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

Appendix 1

**Extract from the Corporate Policy and Resources Committee Meeting held on
10 May 2018**

To Follow

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on 1 May 2018

123 Progress and Delivery (Period 4)

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:

- Benefits – Customer Satisfaction
- Revenues
- Local Land Charges
- Licensing
-

Those areas described as risks included:

- Overall Complaints
- Enforcement
- Street Cleaning Income
- Markets
- Home Choices

Further information was given on each of the above.

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

Whilst complaints overall were up, Members commented that this was an improved position in light of the fact that complaints were now being more accurately recorded, and as such was to be expected.

Making reference to Waste Services and the reduced recycling rate, a Member referenced that he had previously made enquiries of Lincolnshire County Council as to what potential penalties could be levied against the Authority if the target was not met and under what legislative basis, however the position had been unknown. The Member sought indication as to whether the position had yet been clarified and Officers undertook to further investigate this.

Members commented on the difficult winter the Market Traders had endured and it was suggested that maybe initiatives such as that seen at Cottingham whereby traders were only charged for 9 months of the year should be investigated, with the Council offering support sooner rather than later due to the recent bad weather.

In response Officers outlined the previous decisions Members had made with regard to the Market, alongside this a raft of improvements were being implemented including the introduction of a dedicated Markets Manager and £25k events programme. The suggestion would be taken back to Officers concerned for consideration, however the importance of not conflicting with the good work currently being undertaken was stressed.

Volunteer litter picks were to be encouraged wherever possible and in response to Members' questions Officers outlined how income was generated through the street cleansing service.

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.



**Corporate Policy and
Resources Committee**

Date: 10 May 2018

Subject: Progress and Delivery Report – Quarter 4 (2017/18)

Report by	Executive Director Operations
Contact Officer	Mark Sturgess Chief Operating Officer mark.sturgess@west-lindsey.gov.uk 01427 676687
Purpose/Summary	To consider the Progress and Delivery Report for Quarter 4 of 2017/18

RECOMMENDATION(S):

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

IMPLICATIONS

Legal: None

Financial: FIN/22/19/CC

There are no financial implications as a direct result of this report.

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. The reports 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 those that 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. This is to demonstrate to members that the 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

1.0 Introduction

1.1 This report is the Quarter 4 performance report for 2017/18. The report also highlights performance across service areas by exception where performance is either above or below target.

1.2 The executive summary is intended to highlight those areas that are performing above expectation; those areas where there is a risk to either performance or delivery and those areas where further work is required for next year's report.

2.0 Overall Summary of Performance

2.1 A summary of service based performance for Q4 is presented in the table below. It should be noted that information is not currently available for 13% of the measures. The Performance and Programmes Team will continue to work with Team Managers to ensure that all performance information is provided in a timely manner with explanatory comments where necessary.

	Number	Percentage
Red performance measures	28	25%
Amber Performance measures	24	22%
Green performance measures	45	41%
Missing performance measures	14	13%

2.2 The table below provides a summary of direction of travel for those performance measures where comparable information is available for Q4.

	Number	Percentage
Indicators where performance has improved from below target to on target or exceeding	10	11%
Indicators where performance has remained static	72	78%
Indicators where performance has fallen below target	10	11%

3.0 Performing Well

3.1 Areas described as performing well are as follows:

- Benefits – Customer satisfaction levels are high, despite the changes to the service from the introduction of Universal Credit and a continued staffing vacancy. All performance measures for the service are performing either on or above target.
- Revenues – Although the target for Council Tax in year collection rate has not been met, the total amount collected for 2017/18 is actually £2 million more than for 2016/17. Collection rates for NNDR have exceeded the target set.

- Local Land Charges – the service continues to perform well overall with all but one of the measures performing above target. Turnaround time for completing searches continues to perform well above target, despite a reduction in staff numbers.
- Licensing – Customer satisfaction is high at 100%. The number of applications received remains on target and 100% of applications are being processed within the target time. Income received continues to remain on target for the quarter.

3.0 Risk Areas

3.1 Areas described as at risk are as follows:

- Overall complaints – the number of overall complaints have risen meaning that performance is below the target set for this corporate health measure. This is due to the introduction of a dedicated Customer Experience Officer meaning that complaints are now logged in a more consistent manner. A learning log has been implemented and relevant officers will be working with the Quality Assurance Board to identify how improvements can be made.
- Enforcement – The number of open planning enforcement requests and the time taken to resolve planning enforcement requests continue to perform below target. This is due to a continued high level of demand for the service.
- Street Cleansing – the total income received continues to fall below the target and income has fallen further still from Q3. This is due to a continued decline in income generating work. Work is ongoing to continue to promote the service and overall performance for the year is expected to fall within target.
- Markets – overall performance continues to fall below target due to a downturn in trader numbers which has also led to a fall in the amount of income received. A market review and options appraisal are currently underway.
- Home Choices – the number of nights spent in B&B accommodation and the average time taken to rehouse a person in the highest category of need continues to fall below target. Whilst this can be attributed to the Christmas period which meant a lack of move on into social rented accommodation, further joined up working with the ASB Team is underway to ensure performance in this area improves.







4.0 Further Work

4.1 In line with the recommendation made in the Progress and Delivery Internal Follow up Report (March 2018), the Performance and Programmes Team have held 1-2-1 meetings with Team Managers to review and agree a new set of SMART performance measures for 2018/19. The new measure set have been designed to align to Corporate Plan priorities and the 'Customer First' agenda. As a number of the measures are brand new, Q1 will be used to gather baseline data and to identify targets; with reporting against performance to take place from Q2.

4.2 In addition to this, a piece of work is underway to refresh the current Corporate Plan performance measures. At present, the majority of these measures do not have set targets, are not 'SMART' and, in some cases, it is not possible to gather the data necessary

to report on progress. As a result, the current Corporate Plan measures have not been included for the purposes of this report.

Section 1: Corporate Health Measures

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Customer										
Compliments	M	55	51		↓	58		233 	Increase is due to more awareness of compliment recording and also recording compliments received via surveys. This is an excellent increase in compliment performance. We have redesigned the process so it is easier for customers to make a compliment.	Will work with the communications team to promote and make officer generally aware of compliment. These will also feature within the report to G & A committee
Complaints	M	55	36		↓	36		168 	It should be noted that a new reporting system has been in place since 1st January 2018. Planning and Development 11 complaints, Waste Services received 10 complaints, Green Garden Waste received 8 complaints (relating to problems signing up the green garden waste service), Planning Enforcement received 5 complaints, Housing Benefits received 4 complaints, Customer Services received 3	A learning log is being created and the Customer Services Manager and the Customer Experience officer will work with the Quality Assurance Board to identify how improvements will be made. The learning log will be a feature of the annual feedback report

								<p>complaints, Arts and Leisure received 2 complaints, Property Services received 2 complaints, , Home Choices each received 2 complaints. Street Cleansing 2 complaints and Management Team, Council Tax, Housing Enforcement, Growth and Regeneration and Food Health and Safety and Environmental Protection all received 1 complaint. It has been identified that WLDC were at fault in 24 of these complaints. 27 complaints were about the quality of service received, 8 about the GGW process on line, 7 regarding decision made, 6 regarding staff behaviour, 2 were regarding lack of communication, 2 regarding staff communication, 2 regarding missed bins, 1 regarding the process, 1 regarding potential breach of customer information, 1 in relation to quality of information, 1 regarding market operations and 1 was relating to incorrect information being</p>	
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									provided.		
Percentage of complaints where the Council is at fault	Qtr	43%	NTS ¹	NTS	NTS	50%	NTS		Total complaints for this period is 55 and we are at fault in 24 of those complaints	The Customer Services Manager and the Customer Experience officer will undertake a detailed analysis of complaints to understand in more details why 33% of complaints were upheld and will produce and learning action log to be taken to the quality assurance board for discussion and improvement to be made	
Effectiveness of Council Communications	Ann	Not due				68%	★				
Employee satisfaction	Ann	Not due				90%	★				
Digital demand	Qtr	45%	35%	★	↑	37%	●	39%			
Calls answered	Mth	87%	80%	★	↑	76%	●	78%			
Staff absenteeism	Mth	0.65	0.7	●	↓	0.64	★	0.49 ★	Year end performance has exceeded the target set		
Financial											
Audit opinion	Ann	Not due				Un ²	●				

¹ NTS: No target set

² Unqualified

Increase in Net Rates Payable (NNDR)	Ann	Not due				3.68 %	★			
Increase in rateable value in the District	Ann	Not due				0.75 %	★			
Overall Council budget 'forecast outturn	Qtr		5%			MD				
Tax base growth	Qtr		0.5%			0.9%	★			
Process										
Number of health and safety incidents	Mth	12	NTS	NTS	→	12	NTS	69		
Quality										
Service and system availability	Mth	100 %	98%	★	→	MD				Proactive and continuous monitoring being carried out

Table 1: Corporate Health measures

Section 2: Project and Programme Delivery

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

Table 2: Programme Delivery

Section 3: Service Exceptions

Customer First

Customer Services

In the final period of 2017/18, the Council received 182 Freedom of Information requests. All were responded to within the statutory deadline of 20 working days. The total number received over the whole year was 569, with the response time for all bar one request meeting the statutory deadline.

In the final quarter for 2017/18, the Council received a total of 55 complaints and 202 compliments. The average time to respond to complaints was 8 days despite now having 21 actual days in which to respond following the launch of the new complaints process in January 2018.

The Customer Services Team has experienced a peak in demand during this quarter due to the implementation of the Green Garden Waste initiative; and whilst additional resources have been employed to cope with demand for this service, the demand has exceed our expectations and we have received an additional 12,000 telephone calls during this period.

Demand for Customer Services continues to grow as a small incremental change rather than larger changes which are harder to plan for or understand. Work will commence during 2018/19 to understand why demand continues in an upward direction.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Average number of days taken to resolve a complaint	Quar	8	10	★	↓	7	●	8 ★	Overall the average response time is 8 days for the year. The new complaint process which began in January 2018 allows for the Council to respond to customers within 21 actual day. This is due to the fact that we now have 1 officer investigating complaints on behalf of the council.	Continue to monitor to ensure meet target of 21 actual days
Cost of service delivery per customer contact	Quar	£1.21	£2.00	★	↑	£2.17	●	£1.76 ●		

Table 3: Customer Satisfaction measure exceptions

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Benefits

During Quarter 4 processing of New Claims and Changes to claims has reverted to acceptable performance levels, despite the DWP transfer of information to West Lindsey being erratic (a national problem). The Benefits team has been carrying one full time processing vacancy throughout Q4 and it has been decided that this post will be re-advertised as a Benefits Assistant post rather than a full time processing officer. Universal Credit full service is now live in Lincoln Job Centre which covers up to 40% of the West Lindsey area but the majority of Housing Benefit claimants are clustered around Gainsborough which is due to go live on full service Universal Credit on 12 September. All measures have resulted in an end of year performance very close to target which is remarkable given the upheaval that Universal Credit has caused, especially when calculating Council Tax Support claims.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
End to end processing times	Mth	3.6	5	★	↑	7.4	●	5.6 ●		
Claims older than 30 days	Mth	16.7	25	★	↓	15	★	19.0 ★		

										collected.
NNDR in year collection rate	Mth	98.53%	97.34%	★	N/A	81.87%	★	98.53% ★	Collection exceeded target	Regular monthly meetings with CoL/NKDC partnership
NNDR £ Collected	Mth	£16,137,962	£16,438,475	●	N/A	N/A		£43,860,754 ●		

Table 5: Council Tax measure exceptions

Building Control

The building control team has continued to face significant challenges over the last few months and indeed for this financial year in terms of staffing levels and fee earning application work. Market share has fluctuated between 63% at its lowest and 91% at its highest over the year, with the overall market share for the year finishing at 77%. This is a great achievement for the service. LAs in England and Wales have a 69% share of the overall market, meaning West Lindsey is still performing above average in terms of application numbers. Income has also been sporadic, but the target for the year has been exceeded, thanks to a large application for retrospective window and door applications. The team reduced in size following the reduction of the senior building control officer position but morale has stayed 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. The additional services has seen an income of £11,500 for the year, mainly through the air testing and SAP service which has been a great effort from the team members concerned in the circumstances.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Customer satisfaction with the received service	Ann	100%	95%	★	↑	93%	NTS	100% ★	High customer satisfaction levels which is important as Building Control operates in a competitive environment	Customer satisfaction levels will continue to be monitored as the service relies on high levels of repeat business
Cost of the Building Control service to the Council	Mth	£12,189	£28,331	★	↑	£32,329	●	£96,708.93 ★	Vacant Senior Building Control Officer post	Report now approved to resolve vacancy and move to a permanent structure
Total income received	Mth	£51,680	£54,703	●	↓	£52,158	●	£227,534 ★	Target for the year exceeded	

Number of building regulation applications received	Mth	167	153	★	↓	281	↓	976 ★	Applications are above number target for the time of year, a general increase in work often occurs at year end, so this trend is usual.	
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Table 6: Building Control measure exceptions

Local Land Charges

This service has seen a major transformation in terms of the turnaround times of the searches received, which have over the last year massively exceeded the 8 day target resulting in an average for the year of 5.1 days. This has been achieved whilst reducing staff by approximately 50%, which in turn has been reflected in a huge underspend on the service staff and further reflected in the reduced overall cost per capita. The turnaround times for searches is now approaching the performance of Council which operate an automated service. However the service is still vulnerable to loss of key members of staff.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Cost of delivering the service per head of population	Ann	£0.11	£0.84	★	n/a	n/a	n/a	£0.11 ★		
Cost of the Land Charges service to the Council	Mth	£7,097	£19,050	★	↓	£1,826	★	£10,110 ★	Savings on salaries due to vacant posts	
Income received	Mth	£25,196	£29,349	●	↓	£29,429	●	£115,905 ●	Timing of receipts causes over achievement some months and underachievement in other months. Overall income target for the year has been met.	
Local Land Charge searches received	Mth	630	579	★	↑	569	●	2,568 ★	This is determined by the property market. The current figure is above the target overall for the first nine months. Target over exceeded in three out of four quarters this year.	

Market Share	Mth	70%	65%	★	↑	68%	●	68%	★		
Time taken to process a search (days)	Mth	4.0	8	★	↓	3.7	★	5.1	★	Good outurn.	

Table 7: Local Land Charges measure exceptions

Development Management

During period 4 Development Management have continued to significantly exceed targets for all planning application types. Appeals are also within target. Despite the 20% increase in fees and the introduction of the Community Infrastructure Levy in mid-January the number of application received still remains well above target with high volume received over all three months. Overall the income for 2017/18 has exceeded targets as is the case in all areas of Development Management. The risk of the service being designated as underperforming by the Government has now significantly receded.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Received planning applications	Mth	394	345	★	↑	338	●	1,477	●	
% of planning applications	Mth	99%	70%	★	↓	100%	★	99%	★	Maintain 100%

defined as 'majors' determined within national targets										
% of non-major planning applications determined within government targets	Mth	98%	80%	★	↓	99%	★	98%	★	
Number of appeals allowed as a % of all decisions issued by the Council	Mth	2%	5%	★	→	2%	★	2%	★	During Q4, there were a total of 12 appeals. Of these, 8 were dismissed, 2 were allowed and 2 were part allowed/part dismissed

Table 8: Development Management measure exceptions

Part 4
Enforcement

The Council continues to receive a high demand for service across its enforcement work areas. A new staffing structure is in place across the work areas and this is now being embedded alongside the revised corporate enforcement policy. The challenge moving forward is to ensure that resources are focussed on the areas that pose the highest risk to the public. The work areas continue to have positive results in terms of formal action taken within the courts and are utilising the legislative powers that are available. The impact of the new resources on the performance of the Enforcement Service will be tracked and regularly monitored through the Challenge and Improvement Committee.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Time taken to resolve a planning enforcement request	Mth	180	150	●	↑	191	●	185	Demand remains at a high level	
Open planning enforcement cases	Mth	152	120	●	↓	138	●	129	Level of demand remains high	

Table 9: Enforcement measure exceptions

Regulatory Services

A review of the measures within regulatory services will occur during 2018/19. Currently, cases are being dealt with efficiently and effectively and targets are being met locally. Compliments have increased across the work areas and despite a period of absence for one officer the service has continued to perform. This area of work will be fully integrated into the Council's overall enforcement activities during the course of the year.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
External community funds levered by WLDC	Quar	£70,125.54	£177,598		↑	£24,264		£366,386.43	Total external funds levered are still very high based on total amounts awarded. Lower total than in 16/17 but we did have a number of significantly larger projects taking place in the previous year.	
Successful grant applications	Quar	0%	60%		→	0%				

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Licensing

Overall this year the licensing service has performed really well. Customer satisfaction and the turnaround times of applications is reported at 100% and 99% respectively and despite the fact that we have no taxi driver renewal applications this year, due to changes in legislation, the service exceeded the budget by over £14,000. There has been a much higher interaction with our Members because of increased demand for Hearings, due to either contested applications or from the review of licenses. Members continue to make difficult decisions on behalf of the authority and have recently completed another round of in depth training courses.

Street Cleansing

The excellent performance throughout the year within the Street Cleansing Service has continued throughout period four with all measures within challenging parameters. Street cleansing costs per household for this year is just £12.27 this represents a small increase on last year, this is the second lowest of all authorities benchmarked through APSE and currently this trend is in-line to continue. Income generation is below target for period four however overall income generation is ahead of target, business and marketing plans continue to be developed and reviewed to strengthen this area further for 2018/19. 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 four for the

service far exceed complaints. The Street Cleansing Service continues to be valued by residents with a satisfaction rating of 73.6% measured through the Citizens Panel.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Cost of delivering the service per head of population	Ann	£12.27	£10.77		↓	£10.77	NTS		Increased costs due to cost of Waste Management Team being allocated to all cost centres	
Income generation	Mth	£5,271	9,000		↓	£7,316			Slow down of income generation work	Continue to promote the service to those in need.
Volunteer litter picks	Mth	20	15		↑	12			Increase due to promotion of the Great British Spring Clean	Continue to promote

Table 10: 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 has dropped in the last quarter due to the garden waste collection service ceasing over the winter months overall for the year just falling under target (47%), we are working closely with the Lincolnshire waste partnership to be able to offer a more comprehensive recycling collection service and work with LCC to reduce the amount of contamination within the recycling stream. 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 well within target with a 10% decrease on last year's figures which shows that the supervisors and crews are working well together to resolve issues that occur. The cost of service is £43.16 per household which is 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 year 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.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			

Cost of delivering the service per household	Quar	£42.58	£46	★	↓	£41.65	★	★	£43.16		
Trade waste income	Mth	£61,763	£54,396	★	↓	£62,088	★	★	£241,361		
Recycling rates	Mth	28%	50%	●	↓	45%	●	●	47%		

Table 11: Waste Collection measure exceptions

Trinity Arts Centre

Expansion in the number of events has attracted a generally positive response from customers. Overall, an improved financial performance from the events programme has been achieved despite cancelling/postponing six events due to inclement weather. Focus remains to continue improvements to programming and marketing to drive additional events and increased footfall.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Cost of Trinity Arts Centre per user	Mth	£8.98	£5.50	●	↓	£4.88	●	●	Issue with ISS resulted in £4.8k of costs being received in March. In addition we have two weekends of shows cancelled due to the snow and additional payroll costs as a member of staff left	Some of the cancelled shows are rescheduled for April and income will be accounted for accordingly. Effectiveness of the programme to be monitored
Received surplus	Mth	£17,310	£10,500	★	↓	£18,694	★	★	Good result despite the two weekends of shows that have been cancelled/rearranged due to the snow	Continue to offer attractive programme of events and ensure growth in audience and profitability
Audience figures	Mth	4,460	2,400	★	↓	4,467	★	★	Good result despite the cancelled	Continue to market TAC effectively and introduce new

									events due to snow	events where possible
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Table 12: Trinity Arts Centre measure exceptions

CCTV

During Q4 we have continued to experience high levels of shoplifting and anti-social behaviour. Most of the ASB being monitored is low level in Gainsborough Town Centre but the frequency is high with a number of different groups. Income for CCTV Monitoring is below target as a result of some planned installations no longer taking place. New installations are in the pipeline and being explored further during the 2018-2019 financial year. Full annual reporting for CCTV Monitoring shall be published towards the end of April 2018. Member visits have been advertised to allow Members to visit the Control Centre during 2018.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
CCTV income generation	Ann	£12,916.67	£5,000	★	NA	NA	NA	£15,250.00	Shortfall of £4,750 from £20k first full year target. Some intended CCTV installations did not take place during 17/18 which would have realised new income of £3k annually.	Target for 18/19 to be reviewed based on the first full year of CCTV income generation. New target will be based on current market experiences but still represent challenge to achieve growth. A number of new CCTV installations are currently in the pipeline for further consideration and deployment during 18/19 which will achieve new sources of income.

Table 13: CCTV measure exception

Enterprise and Community Services

Our community grant schemes have continued to secure good levels of match funding into the District whilst also supporting a wide range of community projects. The Community Grants Programme will continue in 2018-2019 with the Councillor Initiative Fund, Match Funding Grant and

Community Defibrillator Scheme still being delivered. In addition this service is also currently managing and providing the Neighbourhood Planning Top-up Fund and the Access to Transport Fund.

The Council is moving towards providing land management services at Hemswell Cliff as part of our wider Hemswell Cliff Strategic working. This will see us provide a range of managed services in efforts to normalise how things are managed in this community and improve quality of service received by residents.

Our Rural Transport Programme continues to support a range of initiatives including Call Connect. The Access to Transport Fund has now funded 2 projects with more in the pipeline. With partners the Council is working to identify remaining funding required to employ a Community Rail Partnership officer.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
External community funds levered by WLDC	Quar	£70,125.54	£177,598		↑	£24,264.00		£366,386.43 	Total external funds levered are still very high based on total amounts awarded. Lower total than in 16/17 but we did have a number of significantly larger projects taking place in the previous year.	Continue to deliver the Councillor Initiative Fund and Match Funding Grants to support projects and achieve external match funding into the District.
Total value of community grants awarded	Quar	£70,125.54	£55,000		↑	£9,599.00		£166,627.84 	Value of grants is lower than previous year (16/17) but we have 1 more round of the Large Community Grant which doesn't have the panel meeting until later in April 2018. These figures will be recorded in P&D Q1 18/19.	
Successful grant applications	Quar	0%	60%		→	0%		0% 		

Table 14: Enterprise and Community Services measure exceptions

Democratic and Business Support

Democratic Services

A number of training events were held for Members during the last period of 2017/18. These included Treasury Management; Effective Scrutiny; Licensing (Taxi & Liquor); Commercial Awareness; Member/Officer Protocols and Corporate Planning. The purchase of a replacement civic vehicle was completed and the Council held an event for couples celebrating 60 years of marriage. Planning has progressed for the Council's Community Awards event and the Lincolnshire Show.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Satisfaction with development and training events	Quar	97%	90%	★	↓	98%	★	95% ★	Training held on Treasury Management; Member/Officer Protocols; Licensing (taxi & liquor); Commercial Awareness; Corporate Planning; Effective Scrutiny	

Table 15: Democratic Services measure exceptions

Financial Services

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Cost of delivering the service per head of population	Ann	£7.54	£7.00	●	↓	£6.85			Costs increased due to addition cost of interim Commercial Accountant (agency) - funded however from	Skilled resource required for this key role in supporting financial analysis of business cases and

							★	£7.54 ●	commercial project budgets	financial feasibility of project. Training and development of internal staff or additional capacity required to support those with skills to undertake role
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Table 16: Financial Services measure exceptions

Contracts Management

During the period, the Council has received the draft audit report which focused on Procurement procedures. It has provided a substantial assurance finding and has made a number of recommendations to further strengthen procurement arrangements. We have also updated our Contract Procedure Rules as part of the annual review of the Council's Constitution. Refresher training on Procurement has also been delivered for a large number of staff. Contracts supported include: car parking enforcement; mobile voice and data connectivity; Digital Transformation Strategy; contact centre support and maintenance; pest control service and leisure services provision.

Economic Development and Neighbourhoods

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has decreased throughout period 4, this has mainly been down to adverse weather conditions and traders taking holidays, however overall stall take up for 2017/18 would still have been below 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.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Income received	Quar	£7,766.00	£11,250	●	↓	£11,095.00	●	£36,052.00 ●	A downturn in trader numbers	Review of market operations
Average number of stalls on a Tuesday	Mth	36	60	●	↓	53	●	46 ●	Low turn out of traders due to adverse weather conditions during the quarter and market traders	Market appraisal currently underway to be completed by September 2018.

									taking holiday. Market review and options appraisal currently being undertaken.	
Average number of stalls on a Saturday	Mth	17	20	🔴	↓	24	★	21	Low turn out of traders due to adverse weather. Market review and options appraisal currently underway.	Market review and options appraisal currently underway

Table 17: Markets measure exceptions

Housing and Regeneration

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Assets and Facilities Management

Planned and responsive maintenance continues to perform above target with planned maintenance bolstered by large capital roof works on Gainsborough Leisure Centre combined with backlog maintenance works being undertaken.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Planned and responsive maintenance	Qtr	86%	70/30%	★	↑	73%	★	77% ★		
Rental income- Car Parks	Mth	£57,881	£50,000	★	↑	£53,646	🟡	£246,033.77 ★		
Voids management	Mth	7%	12%	★	→	2%	★	6% ★		

Table 18: Assets measure exceptions

Housing

Disabled facilities grants continue to be delivered effectively and the timescales from end to end have improved during the year. Empty properties remain at a consistent level and this enables the officer to address the higher risk properties as a priority.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Customer satisfaction with DFGs	Mth	93%	100%		↓	93%		98% 	Issue not related to WLDC role	No action required
Number of affordable homes delivered	Quar	4	20		↓	9		31 		

Table 19: Housing measure exceptions

Home Choices

A combination of complex cases, the Christmas period and issues outside the Council's control led to performance falling below target in some areas. This is being remedied through improved joined up working with the ASB Team.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Bed and breakfast nights	Mth	63	0		↑	74		279 	1 complex case lasted for 92 days. 9 nights were as a result of two households fleeing domestic abuse where there was no other accommodation available. Three nights were as a result of a house fire over a weekend. One case from Lincoln approached late in the day and wasn't able to move into temporary accommodation at that time.	More linked up work with the ASB Team. The Christmas break also lengthened stays due to a lack of move on into social rented accommodation.
Average length of time for a person in	Mth	76	28		↓	73		64	Three households all needing	


the highest category of housing need to be re-housed										specific property types.	
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Table 20: Home Choices measure exceptions

Healthy District

Customer satisfaction remains high across the contract and has been consistently above target. It will be important to monitor that this continues as the new contract is implemented and the scheme of refurbishments commence.

Good throughput numbers have provided value for money and the cost per user is below target for the quarter. The levels of new participants attracted through effective programming of activities and marketing campaigns are above target for the quarter.

Quest accreditation has taken place and has resulted in an improved score for West Lindsey Leisure Centre. The rating has gone from Good to Very Good.










Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Customer satisfaction with leisure facilities and activities	Mon	95%	80%		→	95%		96% 	Good levels of customer satisfaction across the contract with no poor scores being recorded	Ongoing monitoring to ensure current performance continues
Cost of leisure management fee per service user	Mon	£0.82	£1.10		↑	£1.08		£0.88 	Good throughput numbers demonstrating value for money	Continue to monitor performance on an ongoing basis and address any issues raised
New participants at West Lindsey Leisure Centre	Mon	698	600		↑	345		2,347 	New users attracted through proactive marketing and a range of activities	Continue to monitor

Table 21: Healthy District measure exceptions

Organisational Transformation

ICT

Performance continues to remain one or above target in this area.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
Incident & Problem Management	Mth	240%	90%	★	↑	103%	★	135% ★		Pro-active and continuous monitoring being carried out
Change Management	Mth	105%	75%	★	↑	94%	★	100% ★		Pro-active and continuous monitoring being carried out
Service and System availability: Secure Network	Mth	100%	98%	★	→	100%	★	100% ★		Pro-active and continuous monitoring being carried out

Table 22: ICT measure exceptions

Systems Development

Performance continues to remain one or above target in this area.

Measure	Freq	Current				Previous		Year End Per.	What is affecting performance?	What do we need to do to improve and by when?
		Act.	Tar.	Per.	DoT	Act.	Per.			
LLPG Standard	Qtr	Gold	National Standard	★	↑	Silver	★	Gold ★	Dedicated officers to fulfil this duty, management now brought back in-house	Maintain current arrangement
Website availability	Mth	99%	98%	★	→	99%	★	99% ★		Pro-active and continuous monitoring being carried out
Number of online customers signing up to the self-	Mth	11,321	600	★	↑	526	🟡	13,511 ★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement

service accounts										
Number of electronic forms developed and integrated into the website	Mth	206	195	★	↑	205	★	802 ★	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	Mth	26,956	6,000	★	↑	9,564	★	51,431 ★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Percentage of street naming and numbering requests dealt with	Mth	75%	50%	★	↓	80%	★	92% ★	Dedicated officers to fulfil this duty	Maintain current arrangement

Table 23: Systems Development measure exceptions

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 & Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety	-	-	-	20/09/18	-	05/07/18	-
Audited Statement of Accounts	Tracey Bircumshaw	The 2017/18 Statement of Accounts is presented for scrutiny and adoption.	-	-	24/07/18	-	-	-	-
Medium Term Financial Plan	Tracey Bircumshaw	The MTFP for 19/20	-	-	-	07/02/19	-	-	-
Member Development	Ele Durrant	To review the Member Development Programme and agree proposed changes for Member training	-	-	19/06/18	-	-	-	-
Review of Gambling Policy	Phil Hinch	To recommend to Council the review of the Gambling policy.	-	12/11/18	-	-	18/09/18	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	6 month update for 18/19	-	-	06/11/18	-	-	-	-
Unaudited Statement of Accounts	Tracey Bircumshaw	To present the unaudited accounts form comment ahead of the final sign off in July.	-	-	19/06/18	-	-	-	-
Annual Fraud Report	Tracey Bircumshaw	To review the number, type and results of investigations made by the Council during 2017/18	-	-	24/07/18	-	-	-	-
Member Champions	Katie Coughlan	Annual item on nominations/appointments for Member Champions for 18/19 year.	-	-	-	-	-	-	05/06/18
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	-	-	24/07/18	-	-	-	-
Gainsborough Growth Fund	Marina Di Salvatore	to present a Review of the GGF Scheme, its performance over	-	-	-	20/09/18	-	-	30/01/18

Review		the last 3 years and any recommendations going forward							
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	15/01/19	-	-	-	-
Accident Procedure	Emma Redwood	Provide information on Accident Procedure and support from JSCC	-	-	-	-	-	31/05/18	-
Write Offs	Alison McCulloch	This report details debts which are irrecoverable	-	-	-	13/12/18	-	-	-
Health Commission Review	Phil Taylor	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;	26/06/18	-	-	-	-	-	05/06/18
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
FEZ	Marina Di Salvatore	TO BE CONFIRMED	-	-	-	-	-	-	17/07/18
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 Cttee on the progress to date on the public realm work programme.	26/06/18	-	-	-	-	-	-
Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure	-	-	-	20/09/18	-	05/07/18	-
Review of Career Break Scheme	Emma Redwood	To review the Career Break Scheme	-	-	-	20/09/18	-	06/09/18	-
Review of Equality Policy	Emma Redwood	To review the Equality Policy	-	-	-	14/06/18	-	31/05/18	-
Review of Recruitment &	Emma Redwood	Review of the recruitment and selection policy	-	-	-	26/07/18	-	05/07/18	-

Selection Policy									
End of Year Absence Review 2017-18	Emma Redwood	To review absence for 2017-18	-	-	-	-	-	31/05/18	-
Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	To review the car parking charges in Market Rasen to come into effect April 19, as resolved by Prosperous Communities in October 2017	-	-	-	08/11/18	-	-	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	-	-	-	-	-	-	23/10/18
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	-	-	-	-
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	-	-	-	-
Annual Review of Whistleblowing Policy	Alan Robinson	Annual review of whistleblowing.	-	-	24/07/18	-	-	-	-
Community Lottery	Grant White	To propose the introduction of a community lottery in West Lindsey	-	-	-	14/06/18	-	-	05/06/18
Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017	09/10/18	-	-	08/11/18	-	-	-
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	-	-	-	14/06/18	-	-	-

Councillor Initiative Fund	Grant White	To present Members with an update on the Councillor Initiative Fund and give options for its continued delivery after March 19.	-	-	-	08/11/18	-	-	23/10/18
Panic alarm procedure - PSH	Laura Hart-Thompson	Advises staff and tenants using the PSH the procedure for activating an alarm and what to do when an alarm is activated	-	-	-	-	-	31/05/18	-
Joint Municipal Waste Strategy for Lincolnshire	Ady Selby	Opportunity for Members to comment on the draft refreshed Joint Municipal Waste Strategy for Lincolnshire during its consultation process	-	-	-	-	-	-	05/06/18
Managing Commercial Activity	Alan Robinson	Paper explaining the management of commercial activity - also to be included in the annual Monitoring Officer's report.	-	-	19/06/18	-	-	-	-
Head of Internal Audit Annual Report	James O'Shaughnessy	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	-	-	-	-
Q1 Review of AGS Action Plan 17/18	James O'Shaughnessy	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	06/11/18	-	-	-	-
Joint Working with ACIS - Japan Road	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.	-	-	-	14/06/18	-	-	05/06/18
Mobile Phone Usage Policy	Jeannette Anderson	Update the existing Mobile Phone Usage Policy to bring into line current legislative changes and trends.	-	-	-	14/06/18	-	31/05/18	-
Update re Customer Complaints	Natalie Kostiuk	To provide an update on customer complaints following	13/11/18	-	-	-	-	-	-

Handling		the benchmark report in May 18.							
Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 18.	13/11/18	-	-	-	-	-	-
Business Plan update for Market St Renewal	Eve Fawcett-Moralee	To bring the next steps for Market Street Renewal to CPR committee.	-	-	-	14/06/18	-	-	-
The Council's IT and Digital Strategy	Michelle Carrington	To follow...	-	-	-	14/06/18	-	-	-
Budget and Treasury Monitoring 1	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 1	-	-	-	26/07/18	-	-	-
Budget and Treasury Monitoring 2	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 2	-	-	-	08/11/18	-	-	-
Budget and Treasury Monitoring 3	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 3	-	-	-	07/02/19	-	-	-
Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4	-	-	-	11/04/19	-	-	-
Annual Treasury Management 2017/18	Tracey Bircumshaw	This annual treasury report is a requirement of the Council's reporting procedures. It covers the treasury activity during 2017/18 and the actual Prudential Indicators for 2016/17.	-	-	-	14/06/18	-	-	-
2017/18 Financial Review	Tracey Bircumshaw	This report provides Members with a financial review of 2017/18	-	-	-	26/07/18	-	-	-
Base Budget 19/20	Tracey Bircumshaw	To set the budget for 19/20	-	-	-	07/02/19	-	-	-
Report on Housing Company	Eve Fawcett-Moralee	Matters arising from Full Council requested a paper to go to prosperous Communities, arising from a motion. EFM has now confirmed the aim will be for this to go by December 18, ahead of Full Council 19.	-	-	-	-	-	-	04/12/18
Committee Timetable 19/20 & beyond	Katie Coughlan	To look at dates for committee for 19/20, and 2020/21.	-	-	-	08/11/18	-	-	-

Certification of Grants and Claims Annual Report	Tracey Bircumshaw	An annual report for 2017/18 from the External Auditor.	-	-	15/01/19	-	-	-	-
Council Tax Support Scheme	Alison McCulloch	For Council to agree the Local Council Tax Support Scheme for West Lindsey DC for 19/20.	-	-	-	13/12/18	-	-	-
Internal Audit Q1 Monitoring	James O'Shaughnessy	Internal Audit to present the monitoring report from the first quarter.	-	-	24/07/18	-	-	-	-
Internal Audit Q2 Monitoring	James O'Shaughnessy	Internal Audit to present the report from the second quarter.	-	-	06/11/18	-	-	-	-
Internal Audit Q3 Monitoring	James O'Shaughnessy	Internal Audit to present an update report from Quarter 3.	-	-	15/01/19	-	-	-	-
Budget consultation 2018	Ian Knowles	To provide Members with the draft system for the budget consultation for 2018	-	-	-	26/07/18	-	-	-
Made in Gainsborough - update paper	Amanda Bouttell	Members requested an update to the paper taken to CPR in April to see how the project was going.	-	-	-	20/09/18	-	-	-
Joint Municipal Waste Strategy for Lincolnshire	Ady Selby	Following closure of the consultation period a decision will be required on the Joint Municipal Waste Strategy.	-	-	-	-	-	-	23/10/18
Customer First	Michelle Carrington	For Members to endorse the Customer First programme.	-	-	-	-	-	-	05/06/18
Market Rasen 3 Year Strategy	Eve Fawcett-Moralee	1. Approve an "in principle" allocation of £200k funding from the Capital Programme towards the delivery of growth projects detailed within the strategy subject to: <ul style="list-style-type: none"> • Consultation and support for the strategy • Setting up of an agreed implementation mechanism i.e. CIO • Suitable financial regulation 2. Approve the recommendation to conclude disposal/transfer of the Area Office to Festival Hall.	-	-	-	14/06/18	-	-	-
Update on Commercial billing	Ian Knowles	At April's G and A, Members asked for an update report on commercial billing to come back to Committee in June as a	-	-	19/06/18	-	-	-	-

		result of the draft internal audit.							
HIF Grant	Joanna Walker	Eve has requested that this goes onto the FP for CPR in June.	-	-	-	14/06/18	-	-	-
Update report re Member Development	Ele Durrant	To update Cttee on the progress of the Member Development Plan and proposed Induction Plan	-	-	06/11/18	-	-	-	-
Anti-fraud, corruption and Money Laundering Policy	Tracey Bircumshaw	The report provides Members with an updated Anti-Fraud, Corruption and Money laundering Policy & Strategy that takes account of recent legislation changes.	-	-	24/07/18	-	-	-	-
NNDR - Govt New Discretionary Rate Relief Scheme	Alison McCulloch	For members to approve a scheme for the distribution of discretionary rate relief from the £300m offered to local authorities by the Government in the Spring Budget	-	-	-	26/07/18	-	-	-
Under 25 Carer Leavers Council Tax Relief	Alison McCulloch	To approve the award of 100% council tax relief to any care leavers under the age of 25	-	-	-	14/06/18	-	-	-

CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 14 MAY 2018

Challenge and Improvement			
Date	Title	Lead Officer	Purpose of the report
26/06/2018	Health Commission Review	Phil Taylor	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;
	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.
09/10/2018	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017
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.
	Update re Customer Complaints Handling	Natalie Kostiuik	To provide an update on customer complaints following the benchmark report in May 2018.
	Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 2018.