

Guildhall Gainsborough

Lincolnshire DN21 2NA

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AGENDA

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

Prosperous Communities Committee

Tuesday, 19th March, 2019 at 6.30 pm

Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members:

Councillor Mrs Sheila Bibb (Chairman)
Councillor Mrs Gillian Bardsley (Vice-Chairman)
Councillor John McNeill (Vice-Chairman)
Councillor Owen Bierley
Councillor Christopher Darcel
Councillor Michael Devine
Councillor Steve England
Councillor Paul Howitt-Cowan
Councillor Mrs Pat Mewis
Councillor Malcolm Parish
Councillor Mrs Lesley Rollings
Councillor Trevor Young

1. Apologies for Absence

2. Public Participation

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

3. Minutes of Previous Meeting

(PAGES 3 - 14)

To confirm and sign as a correct record the Minutes of the Prosperous Communities Committee held on 29 January 2019.

4. Matters Arising Schedule

(PAGES 15 -

Setting out current position of previously agreed actions as at 11 March 2019. 16)

5. Members' Declarations of Interest

Members may make any declarations at this point but may also make them at any time during the course of the meeting.

6. Public Reports

- a)** Customer First 6 Month Update (PAGES 17 - 36)
- b)** Progress and Delivery Period 3 2018/2019 (PAGES 37 - 66)
- c)** Housing Civil Penalties Policy Amended (PAGES 67 - 82)
- d)** Workplan (PAGES 83 - 85)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Monday, 11 March 2019

Prosperous Communities Committee – 29 January 2019
Subject to Call-in. Call-in will expire at 5pm on Monday, 18 February 2019

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Prosperous Communities Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 29 January 2019 commencing at 6.30 pm.

Present: Councillor Mrs Sheila Bibb (Chairman)
Councillor Mrs Gillian Bardsley (Vice-Chairman) and
Councillor John McNeill (Vice-Chairman)

Councillor Owen Bierley
Councillor Michael Devine
Councillor Steve England
Councillor Paul Howitt-Cowan
Councillor Mrs Pat Mewis
Councillor Mrs Lesley Rollings
Councillor Trevor Young

In Attendance:
Mark Sturgess Executive Director of Operations and Head of Paid Service
Eve Fawcett-Moralee Executive Director of Economic and Commercial Growth
Karen Whitfield Communities & Commercial Programme Manager
Ady Selby Strategic Manager Services
Tracey Bircumshaw Strategic Finance and Business Support Manager
Grant White Enterprising Communities Manager
Julie Heath Senior Communications Officer
Diane Krochmal Housing Strategy & Supply Manager
Steve Leary Commercial Waste Manager
Katie Coughlan Senior Democratic & Civic Officer

Also Present: Councillor Tom Smith

Apologies: Councillor Malcolm Parish

Membership: No substitutes were appointed.

61 PUBLIC PARTICIPATION

There was no public participation.

62 MINUTES OF PREVIOUS MEETING

(a) Meeting of the Prosperous Communities Committee – 4 December 2018.

RESOLVED that the Minutes of the Meeting of the Prosperous Communities Committee held on 4 December 2018 be confirmed and signed as a correct record.

63 MATTERS ARISING SCHEDULE

Members gave consideration to the Matters Arising Schedule which set out the current position of all previously agreed actions as at 21 January 2019. It was noted that all items were now marked as completed.

RESOLVED that progress on the Matters Arising Schedule, as set out in the report be received and noted.

64 MEMBERS' DECLARATIONS OF INTEREST

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

65 OPTIONS FOR FUTURE COMMUNICATIONS

Members gave consideration to a report which sought approval to the introduction of an electronic bi-monthly newsletter for Town and Parish Councils.

The Council had previously issued a Parish Matters magazine with key Council information, press releases and some pictures. An electronic version was now being proposed on a bi-monthly basis and it would be at the discretion of the Town and Parish Councils how they presented the information to local residents. This could be via noticeboards, social media, websites, council meetings or in a newsletter.

It would be a consistent way of West Lindsey District Council ensuring all parishes received the same information at the same time, whilst at the same time allowing them the freedom to use it how they felt necessary.

Debate ensued and Members as a whole generally supported the proposal. It was suggested that the magazine should act as two-way channel of communication with Parishes with Members also able to contribute to the content. It was also suggested that any urgent communications from the Council to Parishes should be published under the same banner, in order that it became the recognisable form of communication.

Opposition Members stressed that the newsletter should be politically unbiased, focussing on service information and useful information for residents, as opposed to free advertising for some.

In response to comments, Officers clarified that the newsletter would be focussed at Parish and Town Councils as opposed to residents directly, and they could use the information in any way they choose, ie display it on their website, include it parish magazines etc. It was not intended to compete with local magazines, rather complement them and provide additional information that Parishes may wish to include in any newsletters they already produced. There was capacity within the team to undertake the work and the software used had a built in analytical tool which would allow monitoring of impact.

RESOLVED that a bi-monthly newsletter for Town and Parish Councils be introduced.

66 UPDATE ON THE CENTRAL LINCOLNSHIRE LOCAL PLAN REVIEW AND REVISED LOCAL DEVELOPMENT SCHEME

Members gave consideration to a report which provided an update on the Central Lincolnshire Local Plan Review and revised Local Development Scheme following a decision by Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) at their meeting on 14 January 2019.

The Local Plan had been produced in accordance with the legislation and national policies set out in the National Planning Policy Framework (2012) applicable at that time, and included a detailed policy framework for Central Lincolnshire that included planning policies for all forms of development within West Lindsey.

Since the adoption of the plan there had been a number of local and national changes, including significant amendments to national planning policy, as set out in the Government's new National Planning Policy Framework (NPPF) updated in July 2018. Notably, this had included a statutory requirement to undertake local plan reviews within 5 years of adoption and new requirements for housing supply and delivery.

As a result of these changes, the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) had considered a report at their meeting on 14 January 2019 that set out the rationale for a local plan review.

The report considered by the CLJSPC had been appended and clearly set out the justification for a review in Section 3 of the report and the risks associated with the review.

The intention to develop a comprehensive joint communications strategy was noted.

Members welcomed the review, and considered it an ideal opportunity to review Neighbourhood Plans in tandem.

RESOLVED that the contents of report that was considered and agreed by the Central Lincolnshire Joint Strategic Planning Committee at their meeting on 14 January 2019, in particular the decision to commence a review of the Central Lincolnshire Local Plan later in 2019, in accordance with the revised Local Development Scheme timetable shown at appendix 1 of the CLJSPC report be endorsed and supported.

67 BID TO THE GREATER LINCOLNSHIRE ONE PUBLIC ESTATE (GLOPE) BOARD FOR GRANT FUNDING TO SUPPORT PROJECT WORK ARISING FROM THE MOD'S ANNOUNCEMENT REGARDING THE CLOSURE OF RAF SCAMPTON.

The Committee gave consideration to a report which advised Members of a bid which had been submitted by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC), to the Greater Lincolnshire One Public Estate (GLOPE) Board, for grant funding to support project work arising from the MOD's announcement that RAF Scampton would close in 2022.

The appended CLJSPC report summarised the nature of the bid and typical projects that were expected to be funded should the bid succeed.

Successful bids were expected to be announced before the end of the current financial year. In the meantime the lead partners were continuing to develop a Memorandum of Understanding (MoU) to formalise the partnership working arrangements.

All Members were saddened by the decision but congratulated Officers on having taken action quickly on hearing the RAF's decision. In light of the impact base closures had historically had within the District, it was important that previous mistakes were not repeated.

The Armed Forces Champion spoke of the international heritage status of the site and urged that any consultations, particularly in respect of Heritage, be as far reaching as possible not just local. The MoU was welcomed.

Members urged Officers to take the opportunity to consider much wider uses for the site and not simply housing; there was an opportunity to consider leisure uses, support healthy lifestyles and build a community and infrastructure preventing social problems experienced on former RAF bases. Appropriate infrastructure such as highways and street lights needed to be in place, responsibilities clearly defined and facilities adopted. It was suggested that the site's proximity to the Lincolnshire Showground should also be considered and maximised.

In response, Officers concurred with all the comments put forward. A full and thorough Master Planning exercise of the site would be undertaken as soon as feasibly possible however, as advised in the report, at the current time future uses of the site could not be planned in any detail due to the uncertainties over the exact timescales for the relocation of existing operations, and as a direct result of the very limited information available relating to the land and buildings.

Once this was better understood suitable potential future uses could start to be considered, the first priority being to identify how to stabilise the existing community and ensure it had an independent, sustainable future.

RESOLVED that the contents of the report, considered at the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) on 14 January 2019, including the proposed projects that could be supported by the grant funding applied for, be supported and endorsed.

68 HEALTH COMMISSION AND FUTURE ROLE OF HEALTH

Members gave consideration to a report which followed a recommendation from the Prosperous Communities Committee in July 2018 requesting the Council to consider forming a strategic health partnership following the end of the Health Commission in December last year.

Since that time, Officers and Members of the former Health Commission had been working together to identify a role and associated workplan for a strategic health partnership. As a result of this work it had become increasingly apparent that due to the success of the Health

Commission, the Council had embraced the importance of health and wellbeing and this had been incorporated into many strands of work.

Appendix One highlighted some of the work being undertaken and how this related to the seven strands of the Lincolnshire Health and Wellbeing Strategy.

The report further advised in detail some of the key strands of work that the Council was currently engaged in, but also acknowledged that there was still a clear role for Members and Officers to lobby for improved health care provision.

Due to the positive work being undertaken across the organisation as a whole it had not been possible to establish a clear role for a strategic health partnership.

Debate ensued and some Members challenged the idea that the Group had met its original objectives and were of the view that the issues around health had actually grown.

In response, Officers both acknowledged and did not dispute the statements made around access to services and over stretched budgets, however, it was not considered that a formal Strategic Health Partnership was the required vehicle by which to address such matters.

It was stressed that the Authority needed to focus on the areas where it could directly make an impact such as improved housing and planning, whilst at the same time making a focussed, targeted and concerted effort to lobby.

The original Health Commission had potentially been of a too broad remit however it had helped build relationships, raise the profile of health across the organisation and help Members and Officers understand where the gaps truly were, resulting in targeted lobbying. Health was more than GPs and doctors and issues in such areas were of such a scale that West Lindsey alone would not resolve these. The majority of Members were supportive of the approach and urged Officers and Members alike to “continue to bang the drum”.

RESOLVED that:

- (a) the work currently being undertaken across the Authority be supported and it be agreed that a formal Strategic Health Partnership was not required at this time;
- (b) an update report on progress of health related work be submitted to the Committee in one year's time;
- (c) subject to the appropriate governance being in place, specific health related task and finish groups be formed as and when these were appropriate; and
- (d) a Member representative be appointed by Full Council at its annual meeting to sit on the West Lindsey Dementia Action Alliance.

Note: Councillors Trevor Young and Lesley Rollings requested that their vote against the above decision be recorded.

69 LEISURE CONTRACT IMPLEMENTATION

Members gave consideration to report which sought to provide an update on the implementation of the Leisure Contract and progress to-date.

The Leisure Contract had begun on 1 June 2018 and an independent audit of the Leisure Contract award was carried out by Assurance Lincolnshire who had found that the procurement process and subsequent award were robust and risks were well managed.

The Leisure Contract had been transformational for the Council in terms of its finances and instead of paying for leisure services the contract now generated in the region of £136,000pa.

The refurbishment of the Leisure Centre had commenced at the start of the contract and was due for completion at the end of the month. The Health and Well-being hub had been officially opened in September and had demonstrated significant throughput to-date and generated excellent feedback.

Work was currently taking place on a range of health and wellbeing programmes which were due for launch this Easter.

The Active Seniors hub had been officially launched on 1 October and this area was also proving very popular. As a result the programme was being extended. In addition to the use by individuals this area was also used by community groups and organisations.

The outreach service was headed up by the Active Communities Manager and the report detailed progress to-date as well as the programmes currently operating. Pilot schemes had been launched in Sudbrooke and Scothern and discussions were currently taking place with Hemswell and Glenham.

In relation to Market Rasen Leisure Centre a site had been secured and designs completed. A report was expected before the Planning Committee on 6 February.

As well as delivering on financial objectives the contract outcomes were aligned to health improvements which were grouped into:

- * Encouraging people to be more active more often
- * Engaging with people from specific groups to increase the frequency that they are active
- * Delivering a positive customer experience

In addition to the contract outcomes there was a robust series of operational performance standards. During year one of the contract, baseline data was being collected and targets for improvement would be set on an annual basis.

Members were invited to review the facilities by way of a tour being held on 7 March 2019.

The Challenge and Improvement Committee had reviewed the report and had recommended that a further report be submitted at the end of year one, however as previously advised, base line data was currently being established and it was considered

that a report at the end of year one would demonstrate nothing further to Members.

Debate ensued and Opposition Members strongly disputed the figures contained in Section 2 of the report.

Assurance was given that the statistics had been thoroughly integrated and were an accurate reflection of the visitors seen. In response to further suggestions that the statistics were not accurate Officers outlined the methodology which had been used and the extended opening hours of the centre.

Opposition Members were of the view it would not be feasible for the centre to receive so many visitors without there being issues with car parking. Officers confirmed parking had become difficult but it was anticipated this would be resolved once the site cabins were removed and would continue to be monitored.

Members indicated they would like a greater breakdown of the service users, and the services they were accessing, how many people were swimming, how many were using the short mat bowls facility how many were using the Active Senior hub.

Officers undertook to provide the requested data to all Members of the Committee.

Members also requested information on the number of groups using the centre and details of any new activities on offer, making reference to West Lindsey's participation rates being at an all-time low.

In response, Officers advised they continued to work with Active Lincolnshire to increase participation rates, the outreach programme was in its infancy and baseline data was being collected so improvement targets could be accurately set.

In response to comments, Officers acknowledged that there were still matters that needed to be addressed, such as pool side cleanliness and the spectator areas. Assurance was offered that these matters continued to be raised and would not be left unresolved. The Authority was continuing to support the Bowls Club in appropriate ways and Members had also recently approved developments at the Roses Sports Club, all of which added to the leisure offer across the District.

Following further suggestions that the figures were inaccurate, these were checked by the Financial Services Manager, who was present at the meeting, and who confirmed based on the methodology used, the figures were accurate.

RESOLVED that: -

- (a) the contents of the report and the work undertaken since the award of the Leisure Contract be supported; and
- (b) having considered the recommendation from the Challenge and Improvement Committee, a further report, which monitors performance of the agreed targets, be received at the end of Year Two of the Contract.

70 A MEMORANDUM OF UNDERSTANDING TO SUPPORT JOINT ACTION IN LINCOLNSHIRE ON IMPROVING HEALTH THROUGH HOUSING

Consideration was given to a report which sought to secure support for a Lincolnshire Memorandum of Understanding (MoU) which set out shared common aims and principles for housing, health and care in the county.

The MoU articulated the benefits of collaborative working and created an opportunity for better understanding of the preventative role that housing could play in achieving better health outcomes and sustaining independence.

Section 2 of the report set out the background to the MoU having been developed.

The MoU set out: -

- * A shared commitment to joint action across local government, social care and housing organisations;
- * Principles for joint working for better health and well-being outcomes;
- * A framework for local organisation and cross sector partnerships to provide healthy homes, communities and neighbourhoods; and
- * Conditions for developing integrated and effective services to meet the needs of individuals, carers and families with a range of stakeholders.

Debate ensued and all Members were supportive of the document's contents and intent.

The Armed Forces Member Champion urged that consideration be given to the Armed Forces Community, who were now recognised as a community in their own right.

RESOLVED that the content of the Memorandum of Understanding be agreed and its aims and ambitions be supported.

Note: Councillor Trevor Young declared a personal interest in the above item of business as, through his employment, he would be a sitting member of the Housing Health and Care Delivery Group, although to-date he had not attended a meeting.

71 WEST LINDSEY HOUSING COMPANY

Consideration was given to a report which had been prepared in response to a motion to Full Council in 2018, reporting back on the need and viability of setting up a West Lindsey Housing Company.

Some Members were of the view that the report had failed to address the original motion.

In response, the intentions of a Social Lettings Agency and the benefits it could possibly achieve were outlined in detail to the Committee. The ways in which it would address the current issues with the private sector rental market were also highlighted.

It was stressed that the possibility of establishing a Local Housing Company had not been

dismissed, however, it would be critical to first establish the need and viability; the ongoing work as detailed within the report would assist in doing this. It was also stressed that the Authority had no current stock and no in-house teams or expertise having transferred its stock, unlike other authorities who were establishing Housing Companies.

RESOLVED that: -

- (a) there was insufficient evidence of need and viability to warrant and necessitate setting up a West Lindsey Housing Company at the current time; and
- (b) Officers be authorised to investigate the principle of establishing a Social Lettings agency in order to bring back a viable proposal to present to the Prosperous Communities Committee in June 2019.

Note: Councillor Gillian Bardsley declared a personal interest in the above item of business as a landlord.

72 PUBLIC REALM

The Challenge and Improvement Committee had established a member Task and Finish Group to scrutinise the effectiveness of services offered in maintaining rural public realm.

A Delivery Plan for the work had been developed and approved in January 2018 and since that date, the Task and Finish Group had met on a number of occasions to progress the actions identified.

The report for consideration set out the outcome of this work and set out a number of arising recommendations for consideration by the Committee.

Communication had been identified as a key area for improvement and it was noted that the earlier report regarding a parish newsletter would be one tool that could be used to improve this. The possibility of re-invigorating a Parish Charter was also being explored.

The Committee congratulated the Challenge and Improvement Committee for the work they had undertaken.

Clarification was sought and received regarding the intention of recommendation five. Members indicated they would be supportive of amending the ratios of current funding streams but were less supportive of the creation of a separate funding stream, considering the raft that were already available.

Members noted the very low survey response rate and it was suggested that greater use should have been made of Ward Members to encourage completion of the survey.

RESOLVED that: -

- (a) the recommendations of the Challenge and Improvement Committee be acknowledged, namely: -

- * review existing communication and reporting channels between WLDC and Parish/Town Councils;
 - * establish a scheme or clear suite of tools/support that WLDC can provide to Parish/Town Councils to support local action on dog fouling, fly-tipping and littering;
 - * undertake a review of legal responsibilities for grass verges and explore options for the transfer of ownership/responsibility with LCC;
 - * review current ability to provide community support and advice to Parish/Town Councils on local issues and community projects; and
 - * consider the need to re-allocate funds within the Community Grants Programme to respond to and support local issues around public realm; and
- (b) Officers prepare and submit to the Prosperous Communities Committee in June 2019, detailed proposals as to how to take forward the recommendations made by the Challenge and Improvement Committee, as detailed above.

73 REVIEW OF WASTE COLLECTION IN TEN FOOT AREAS OF GAINSBOROUGH

Members gave consideration to a report which sought a decision on the future waste collection methodology for areas of the District currently receiving sack collections.

The report followed a resolution by Prosperous Communities Committee in September 2018 which had tasked officers with reviewing the waste collection methodology in the ten foot areas of Gainsborough, supported by an appointed a task and finish group, and in response to a motion submitted to Full Council.

In presenting the report, Officers outlined the actions which had been undertaken and the methodology used in conducting the review, as set out in Section 2 of the report.

The full outcome of the satisfaction survey had been included at Appendix 1 of the report, with the key findings being highlighted to the Committee, namely: -

- * The majority of respondents were happy with the current sack collections and there was little desire to move to bins and/or fortnightly collections;
- * The majority of respondents were happy with the street scene following collections, however there were concerns that between collections dumping and early presentation took place and it was this that caused concern to residents.
- * Residents had felt strongly that direct action should be taken against offenders

The outcome from Environmental Assessment was also highlighted to Members, with the Committee noting that within a six week period, 11 tonnes of waste from 333 recorded incidents had been collected.

As a result of the other work undertaken as part of the review, Officers had found no evidence from other authorities that any other collection method was more successful than the one currently in place. The West Lindsey regime of linking street cleansing activity with the waste collection regime produced visibly better results than any other authority which

Officers visited.

The collection cost was similar to other areas within the district, however, street cleansing costs were higher.

Members noted the conclusions set out in Section 4 of the report and the resulting recommendations.

The study and associated work would be fed into the review of the South West Ward Place Based Strategy which had originally been agreed by Members in January 2018 and there were plans to expand the number of cameras in the area, to assist with enforcement. These would be in-situ by March 2019, subject to relevant permissions being granted.

Members congratulated Officers for the thorough way in which the review had been conducted, commenting that both the consultation and methodology had been excellent and executed well.

It was suggested that as part of the review, other collection methods could have been piloted particularly in light of the costs associated with keeping the area clean, questioning whether this was sustainable in the future.

In response, Officers were hopeful that with the increased camera provision, increased use of enforcement and continued education, these costs could be reduced.

RESOLVED that: -

- (a) the current sack based collection methodology in ten foot areas of Gainsborough continue; and
- (b) an updated Environmental Assessment be presented to the Prosperous Communities Committee in February 2020 as part of the programmed review of the Gainsborough South West Ward Place Based Strategy.

74 PROSPEROUS COMMUNITIES COMMITTEE BUDGET 2019/20

Members gave consideration to a report which set out the details of the Committee's draft revenue budget for the period 2019/2020 and estimates to 2023/24.

In presenting the report the budget preparation process, as detailed in Section 1 of the report, was highlighted to the Committee, together with the significant variances as detailed on Section 2. It was also noted that a number of budget consultation events had been held with Parish Councils, businesses and the wider community. The results of the consultation had been included at Appendix E for the Committee's information.

RESOLVED that the draft Prosperous Communities budget 2019/2020 and the revenue estimates to 2023/2024 be **RECOMMENDED** to the Corporate Policy and Resources Committee for the purpose of budget setting 2019/2020 and for inclusion in the Medium Term Financial Plan 2019/2020 – 2023/2024.

75 WORKPLAN

Members gave consideration to the Committee Work Plan.

RESOLVED that the workplan as set out in the report be received and noted.

The meeting concluded at 9.03 pm.

Chairman

Prosperous Communities Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Prosperous Communities Committee meetings.

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

Matters arising Schedule

Active/Closed	Active				
Meeting	Prosperous Communities Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Public Realm Recommendations Progression	Extract from mins of mtg 29/1 Officers prepare and submit to the Prosperous Communities Committee in June 2019, detailed proposals as to how to take forward the recommendations made by the Challenge and Improvement Committee, as detailed above.	please ensure this is added to the reports management system	15/03/19	Grant White
	leisure centre users additional information	extract from mins of mtg 29/1: - Members indicated they would like a greater breakdown of the service users, and the services they were accessing, how many people were swimming, how many were using the short mat bowls facility how many were using the Active Senior hub. Officers undertook to provide the requested data to all Members of the Committee. Members also requested information on the number of groups using the centre and details of any new activities on offer, making	please provide the relevant info to all cttee via e-mail circulated by e-mail 7/3/19	15/03/18	Karen Whitfield

		reference to West Lindsey's participation rates being at an all-time low.			
Green					
	Health Work	extract from mins 29/1 (b) an update report on progress of health related work be submitted to the Committee in one year's time;	karen please add this to the reports system for Jan 2020	15/03/19	Karen Whitfield
	social lettings agency	Extract from mins of mtg 29/1/19 Officers be authorised to investigate the principle of establishing a Social Lettings agency in order to bring back a viable proposal to present to the Prosperous Communities Committee in June 2019.	please add this item to the reports management system	15/03/19	Diane Krochmal
Grand Total					



Prosperous Communities

Tuesday, 19 March 2019

Subject: Customer First 6 Month Update

Report by:

Executive Director of Operations

Contact Officer:

Michelle Carrington
Strategic Lead Customer First

michelle.carrington@west-lindsey.gov.uk

Purpose / Summary:

To advise Members of the progress made in the last six months on the Customer First Programme

RECOMMENDATION(S):

Members are asked to comment on the progress made so far; and confirm whether they are satisfied with the direction of travel; and the outcomes achieved.

IMPLICATIONS

Legal

None

Financial: FIN/231/19

There are a number of revenue and capital and budgets to support the delivery of the Customer First Programme. All budgets are subject to full business cases and require the approval of the Corporate Policy and Resources Committee prior to incurring of expenditure.

Staffing:

None

Equality and Diversity including Human Rights:

Providing a range of options for Customers in accessing services, according to need and desire.

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. Executive Summary

1.1 In July 2018, the Council approved a three year Customer First Strategy.

1.2 The vision of that strategy is

*Putting the Customer at the centre of everything we do....
Through excellent customer service, a great experience, and a value-for-money, effective service delivery which is designed around our Customer's needs.*

1.3 The Strategy document had three main components that defined Our Ethos, Our Strategy and Our Transformational Journey, and which set out the Council's approach to implementing our Vision.

1.4 Our Strategy (The Customer First Strategy) sets out what changes the Council is going to make, and describes the 'world' that we want to create for our customers and ourselves in the future, to enable us to meet our overall Customer First Vision.

1.5 The aim of Our (Customer First) Strategy is to:-

"Create an environment that allows us to deliver positive Customer experiences and efficient cost effective services, through facilitated channels, utilising enhanced skills, knowledge and processes; and digitally enabled technologies where possible".

1.6 As the scope of the 'Our Strategy' section is so far reaching, the changes were categorised into six elements of development, known as the Six Pillars of Customer First. These are:

- Insight
- Access
- Process
- People
- Culture
- Service Delivery

1.7 This strategy also dovetails with the Council's ICT & Digital Strategy; commissioning the delivery of enabling technology that better supports our Customers in receiving excellent customer-centric services.

1.8 The Council is now six months in to its journey of delivering the strategy; and the following sections of this report provide an update on the progress made, against each of the Six Pillars listed above.

2. Insight

- 2.1 This section of the strategy is focussed on developing Customer Insight, which allows the Council to better understand our Customers, their needs, desires and preferences in relation to interacting and receiving services from the Council.
- 2.2 This Insight then allows the Council to tailor our services to make it easier and simpler for Customers to get access to, and receive services, as well as to make improvements for areas that may be causing confusion, bottlenecks or not meeting the customer's need. Long term, Customer Insight can help the Council predict changes to services required as a result of changes in demand, customer base, or other implications which affect the service for the future.
- 2.3 The Council has undertaken a project to establish a baseline of data for Customers across the Council, understanding where Customer data is held, in what format, and to what quality. This will help define the a key concept of Customer Insight – the Single View of Customer (SVOC), which is a comprehensive view of that Customer; and an enabler for many of the concepts within the Strategy.
- 2.4 An outcome from that project is that that Team Managers are now provided monthly with a dashboard of information about their Customers, contact and service demand information, as well as customer feedback on their service (good and bad). This helps them and their teams better understand what is expected from their Customers; and to plan both their resources and improvements.
- 2.5 The majority of Insight projects are planned to happen much later in the Programme, as we start to gather Customer-focussed quality data within the SVOC. This will then enable us to start to evaluate and profile our customers, and establish trends and improvement opportunities.

3. Access

- 3.1 This section of the Strategy is focussed on 'making it easy for our Customers to access our Products, Services, Information and Support'.
- 3.2 How a Customer can access our services is often the first factor in the Customer deciding whether they have a good experience with the Council.
- 3.3 We also have to recognise that changes are happening rapidly, around new and innovative ways in which the Customers can access and receive services outside of the Council; and their expectation is that the Council will also provide these facilities.

- 3.4 The following details progress in delivering the Access elements of the Strategy.

CRM (Corporate Enterprise System)

- 3.5 One of the key enablers for Customer First is the provision of a Customer Relationship Management (CRM) system; and is discussed in detail in both the Access and the Process part of the Strategy.
- 3.6 As part of the ICT & Digital Strategy, a proposal was made to assess whether the use of a Corporate Enterprise System, encompassing a CRM system, and an Enterprise Resource Planning (ERP) System; would fulfil the needs of the Council in relation to the desired corporate outcomes.
- 3.7 In June, the Council undertook a soft market test with a number of industry systems suppliers to evaluate what was out in the market; and how those products may help the Council in its endeavours. The outcome of that soft market test was a decision that Corporate Enterprise Systems do provide the necessary support required; and that a large majority of systems within the Council including the CRM requirements, would have the potential to transfer into such a system.
- 3.8 However, it was agreed that that a phased approach to implementation over a number of years would be required, given the scale of the change. The CRM element of any Corporate Enterprise System, will be one of the first delivery phases, as this is paramount to delivering Customer First objectives.
- 3.9 In November, the Council undertook a further Pre-Market Engagement event with a wider range of Suppliers to discuss the aspirations for a Corporate Enterprise Solution; and the route to procurement. This provided good feedback on how to achieve our aspirations but did mean that the Council needed to revise some work undertaken in terms of specifications.
- 3.10 The Council are continuing to develop the final procurement strategy and specification for the wider Corporate Enterprise System and are expected to go out to market in March 2019, with a view of commencing implementation from September 2019 onwards.
- 3.11 The implementation of this system will be co-ordinated with the three year Service Redesign programme (discussed further in the Section 4 Process).

Telephony Contact Centre

- 3.12 The Council have had its Cisco Telephony solution for a number of years, and have used it to support both the Contact Centre and the Back Office functions.

- 3.13 In light of our Customer First aspirations, and in particular in how the Council will start to 'join-up' access channels, and extend the type of channels that will be made available to our Customers, the Council decided to review its Telephony solution.
- 3.14 The outcome of that review was that the Cisco system is a market leader, but that at this time, the Council did not have the latest offerings from the product, and were not using the product as effectively as they could, so was not therefore getting best value from the technology it had in place.
- 3.15 The decision was made to upgrade and enhance the existing telephony rather than replace it. As part of the scope of this project, it was agreed to implement improvements in Contact Centre functionality. This confirms the Council's commitment to continuing to provide a range of access channels, both traditional and digital.
- 3.16 The first phase of the project was to upgrade the Contact Centre product, including revising the way that we deal with telephone calls and other contacts.
- 3.17 This has resulted in a number of benefits for Customers which include
- Improvements and simplification to the menu options that Customers experience when first calling the Council.
 - Introducing a call back option, which allows customers to request a call back rather than continuing to wait in the queue.
 - Reducing the number of calls to Advisors which are not for the Council, thereby increasing capacity for council business, and reducing call waiting times.
- 3.18 Benefits to the Council have also been achieved, helping to move to an Omni-channel approach. This has included:
- Introducing automated facilities and better management of emails coming into the Contact Centre
 - Introducing the use of soft-phones (a computer/laptop based phone system), with enhanced functions, above the use of a desk-based telephony device, which is part of an evolving journey for Omni-channel management.
- 3.19 During this phase of the Project, the Council has also taken the opportunity to extend the use of the Contact Centre system to the Revenues and Benefits teams, which has resulted in reduced call abandonment rates and improved resource management processes within those teams.
- 3.20 The Council is currently working on the 2nd phase of the project to implement call recording for Contact Centre calls. Longer-term there is an aspiration to extend this to back-office calls.

- 3.21 A further phase of Contact Centre development will take place later over the next year to add additional contact channels, including SMS, Webchat and Social Media into the Contact Centre Solution, delivering that Omni-channel management approach.

Customer Hub Refurbishment

- 3.22 The Council created its Customer Hub, when first moving to the Marshall's Yard Building. Since that time, multiple partners including DWP, Citizens Advice, Volunteer Service and LCC have joined the Customer Hub and the centre has become increasingly busy. This increase in partners and Customers has meant that the design and facilities of the Customer Hub are now starting to constrain service delivery for both the Council and its partners.
- 3.23 In addition, the nature of service delivery is changing, with all partners wanting to use more digital technology to support face to face access to services; and the ability to deliver more technological advances into that space is extremely restricted.
- 3.24 As a result of this situation, a project has been initiated to look at refurbishing the Ground Floor Customer Hub. Significant consultation has been undertaken with both Employees of the Council and Partners to identify what requirements need to be incorporated into the future Hub.
- 3.25 An architect was employed to help design the facility, coming up with a number of outline designs and options to make best use of the space available. This has concluded in the selection of a final outline design.
- 3.26 The Council are now in the process of costing out the design and identifying different cost profiles on the basis of a Gold, Silver and Bronze refurbishment standards. Once the costing profile has been approved, the Council will then seek to tender for a build contract.

Digital Kiosks

- 3.27 In conjunction with the Customer Hub Refurbishment, the Council are looking at the use of Digital Kiosks to provide digitally enabled support for accessing services in our Customer Hub.
- 3.28 A project has been initiated to review what types of digital kiosks exist; and what their capabilities may be, with the view of creating a Digital Area in the Customer Hub. This digital area will be available to both Council and our Partners Customers.
- 3.29 This Digital Area will be supported by Meet and Greet staff who will either assist the Customer in using the digital technology, or undertake the required activity on behalf of the Customer.

Realigning Opening Hours

- 3.30 For some time, the Council has had a disparate arrangement for opening hours, with the Face-to-Face Customer Hub and Telephone Contact Centre opening and closing at different times.
- 3.31 This caused confusion for our Customers, difficulty in staff management in various teams across the Council; difficulty in greeting office visitors or accepting deliveries to the Council; and bottlenecks and excess demand periods, particularly on a Wednesday due to the late opening arrangements.
- 3.32 A change was made to align the opening hours to a consistent 9-5 across all channels Monday to Friday.
- 3.33 The benefits of this change have been better utilisation of staff resources; reduction in over demand on a Wednesday - meaning quicker response times and reduced waiting times for Face-to-Face customers; and a more consistent experience for the Customer.

Trinity Arts Centre

- 3.34 The Trinity Arts Centre is open for restricted hours in the week; and for some Customers this may reduce their ability to engage with the Centre to enquire about or book events.
- 3.35 A decision was made to pilot Enquiry and Event Booking through the Council's Customer Contact Centre for both Face-to-Face and Telephone contacts in relation to the Arts Centre. This meant the Customer would be able to access the services from 9-5 Monday to Friday during the pilot period. Customer Service Advisors were trained on the processes and given access to the Trinity Arts Business System to book and issue tickets.
- 3.36 The pilot was very successful and the decision was made to continue with this on a permanent basis. During the time of the pilot, and beyond, there was an increase in the number of bookings taken, supporting the financial viability of the Arts Centre, and increasing access to the service for our Customers.

Website

- 3.37 The current website is due for replacement by March 2020, when the existing contract expires.
- 3.38 The Council are keen to redesign any future website with the Customer Journey in mind, and have initiated a project to look for a future website partner now; in order to give plenty of time to design and create a fit for purpose modern website which meets our Customer First aspirations.

- 3.39 The Council already has a responsive website, for use on tablets and mobiles. As this is becoming increasingly popular (55% of Customers now access our website through mobile or tablet devices), the Council will ensure a mobile first design is incorporated into the replacement.
- 3.40 A Requirements Specification is being produced, and it is anticipated that Procurement will complete in the first quarter of 2019/20.
- 3.41 Online transactions are a key part of the website capabilities, and the Council has continued to develop online forms with a total of 78 forms available for customers to self-serve.

Online Customer Portal

- 3.42 One of the areas of development under the Access Pillar is the production of an Online Customer Portal, which enables the Customer to manage their 'Account' with the Council online. This will mean that they are able to request transactions in one place; gain access to progress information of services requested; amend and maintain their personal information; and provide documentation as required.
- 3.43 With the introduction of the Green Garden Waste Charge, the Council took the opportunity to develop the first phase of this strategy by introducing registration to the portal for online garden waste subscriptions. 60% of Customers subscribed online in the first year, demonstrating that there is a demand for this type of solution.
- 3.44 By registering in this way, the Council have been able to use the portal; email addresses and mobile numbers to notify customers of the need to renew their subscription for the second year.
- 3.45 The development of further elements of the Portal will be part of the Wider CRM project. However, in the next few months, the Council will undertake some prototyping work with Customers to identify how to develop the Portal for the future.

Virtual Assistants (AI)

- 3.46 Discussions have taken place with a number of Artificial Intelligence companies; to evaluate the use of Artificial Intelligence in the form of a Virtual Assistant (or ChatBot), which could be used for both Telephony and Online enquires.
- 3.47 The purpose of this will be to use AI technology to answer basic simple enquires rather than using human resource which can be better directed towards more complex cases.
- 3.48 Initial feedback as to options has been presented to both the Customer First Board and the ICT Programme Board.

3.49 The next stage is to proceed to a pilot project to test out the use of AI, initially through the website.

SMS Texting

3.50 In order to improve communications with the Customer (initially) to the mobile phone and access to Services through text in the future, the Council has procured and contracted with an SMS Text Provider. This contract will allow us to send 'texts' to Customers either manually or automatically from our systems.

3.51 Initially this will be piloted on the Green Garden Waste project (further details in Section 4), but will then be utilised on other Services as the opportunity arises; and will be rolled out fully as part of the Service Redesign initiatives.

Channel Demand Analysis

3.52 The Council have an ambition to provide a range of Access channels to their Customers that support modern-day expectations of both traditional and digital channels. Part of the Customer First and the ICT/Digital Strategy is an aspiration to move access to either digital channels, or to use digital technology in the management of more traditional channels.

3.53 At the start of the Customer First Programme, the Council did not have a clear view of the level of demand across different channels and embarked on a data collection exercise to establish that demand across both the Council and for individual Service Areas.

3.54 Whilst that exercise provided some useful information, it did identify some notable gaps in establishing comprehensive channel data. These gaps will be evaluated (and closed) as part of both the Service Redesign Projects and the CRM Implementation.

4. Process

4.1 The way we process requests from our customers, and the way we deal with that customer during that period, can also have a big influence on our customers' experience and ultimate satisfaction.

4.2 This section of the Strategy is focussed on improving the experience of service delivery for our Customers. Its emphasis is on how we can design our processes around the Customer, their needs, desires and preferences.

4.3 However, at the same time, the Council also needs to achieve efficiency savings, and ensuring that the processes are as efficient and effective as possible for both the Council and the Customer. So the Process work will look at all aspects of service delivery, and the use of digital and

automation technology to support improved service delivery. We have called this Service Redesign.

4.4 Also included within this Pillar is the Council's Service Business Systems which support the delivery of Service processes. The Process work will identify any changes, upgrades, developments or replacements to those systems as required.

4.5 The progress to date in this pillar is as follows:

Customer Experience

4.6 The Council has had a Complaints Process for many years. However, the opportunity was taken to review the way the Council deals not only with Complaints but also Comments/Feedback and Compliments from our Customers, which cover the full breadth of a Customer Experience viewpoint.

4.7 A Customer Experience Policy has been approved, which clearly sets out what the Customer needs to do, and what they can expect in relation to their Customer Experience feedback.

4.8 As part of the development of this Experience Policy, the Council changed the way that they dealt with Complaints, introducing an independent reviewer at the Formal stage - the Customer Experience Officer. This has significantly improved the timeliness and quality of Complaint responses; and has shown an improvement in Customer Satisfaction with the complaints outcome.

4.9 The Council formalised the role of Customer Experience Officer in September 2018, making it a permanent role in the establishment. This demonstrates the importance of the Customers experience; and the success that the role had achieved up-to this point.

4.10 The Council also introduced a new reporting format for Customer Experience Information to both Senior Management and Councillors. This was known as the Voice of the Customer report (VOC), and the first version was presented at various Committees over the summer.

Green Garden Waste Year 2

4.11 After a successful implementation of the Green Garden Waste Service last year, the Council have been looking at opportunities for further improvement, digitalisation and automation of the processes, to enhance the experience for our Customers.

4.12 The decision to collect customer information through the subscription process in Year 1 has shown significant benefits in the way the Council has been able to design the Year 2 renewal process.

- 4.13 As part of the renewal process, the Council are now sending out SMS texts and emails to over 80% of customers, to advise them that they need to renew their subscription. Research has shown that Customers are more likely to respond more quickly to these methods of communication, than to letters. This has been possible as a result of the decision to start to build the 'Single View of the Customer' for all transactions, and means that both the Customer and the Council can benefit from improved digitally-enabled ways of working, simplifying and speeding up the process of renewal.
- 4.14 In addition to the experience benefits, this also gives us significant cost savings over the first year, where communication to customers was by letter only, and cost in the region of £21,000. A further advantage of these methods is that they can be re-issued a number of times, to target customers who have not yet renewed their subscription, at very little cost to the Council.
- 4.15 Recognising that in the 2nd year, the Customer is effectively renewing the service, the Council has created a new renewals e-form. This form will display details of the previous subscription information to the Customer, allowing them to re-confirm their subscription very quickly and easily, rather than having to re-enter the information again. This should improve the customer's overall experience, and means that the Council is effectively making use of data they have available for that Customer, supporting the Single View of the Customer concept.
- 4.16 The Council has utilised a print house to print and dispatch the renewal pack. This will significantly reduce the manual effort of the Council to provide these, which caused bottlenecks in the process last year.
- 4.17 The Council has also decided to send out the renewal packs close to the start of collection, due to the number of 'mislaid' stickers in the first year. This should reduce the number of replacement stickers required, making savings for the Council and ensuring the Customer is ready for the collection period. This is a perfect example of where customer insight and feedback information can drive beneficial improvements in the process.
- 4.18 During the first year of service, the Waste department encountered some problems around administrating Assisted Bin Collections for GGW, and dealing with Customers moving house. Revised processes have been developed to deal with these aspects, including the activity around Green Bins being included within a Moving House Process. These have been implemented as part of the new arrangements.
- 4.19 The Green Garden Waste Renewals opened on the 2nd January 2019.

- 4.20 In order to simplify the Customer's Experience, the Council are developing a range of the standard processes, which will govern the way that the Customer can 'Apply for a service', 'Report a Problem', 'Pay for Goods or Services', 'Subscribe to a Paid Service' etc.
- 4.21 The wider benefits of the Green Garden Waste Projects for Customer First have been to develop and test a 'Standard' for Subscription and Renewal type processes, and these will be reused in the delivery of further processes as part of the CRM rollout; and service redesign projects.

Service Redesign

- 4.22 An important part of the Process Pillar within Our Strategy was the 'Service Redesign', which would look at every Customer Facing Service. This is planned to start in Year 2 (19/20). However, in preparation for this, the Council have agreed a three year rollout plan, defining which services will be redesigned in which year.

Markets

- 4.23 The Markets has historically been run on the basis of a post event invoicing system. This system incurred additional administration for the Council; and unfortunately for some Market Traders, allowed for the situation where the Account went into Debt, when payments were not made against the invoices, or the invoices disputed. At time of inception of the project; a debt of circa £11,000 was owed to the Council by various Market Traders.
- 4.24 A decision was made to look into an on-the-day payment process to reduce the level of administration and the chance of further debt.
- 4.25 As part of this decision, the Council undertook to review the whole of the administration process around the Markets; and introduce an internally built system to manage the administration, and the attendance and payment records of Market Traders.
- 4.26 The revised Markets process, including the ability to take card payments on the day through a card payment machine went live in December 2018. The process has been well received, with most Traders opting to make on-the-day payments; and has even prompted some Traders to pay for a number of events in advance.
- 4.27 The Markets administrator has reported a reduction in administration time, which has meant they have more capacity for alternative work within their role. The number of Sundry Debtor invoices which have to be raised for Market payments has also been dramatically reduced (to 1), decreasing demand on the Sundry Debtor team.

Income Management and Payments

- 4.28 The Council's contract for Income and Payment Management services is coming up for renewal at the end of March 2018.
- 4.29 Given our aspirations for adopting digital technologies; and with the emergence of new digital payments methods in the last two years, the Council has decided to take the opportunity to explore wider technological options for the future.
- 4.30 The Council has negotiated a new Contract, which will commence in April 2019. As part of the new contract, a number of new payment facilities will be made available to the Customer.
- 4.31 The first is an e-shop capability which will be part of the online transactions, and the Online Customer Portal. This will provide a 'Store' and Basket type functionality, similar to the Amazon concept, for the purchase of products, and payment of services.
- 4.32 The Council will be introducing new card payment machines, which will cater for contactless payments, and be able to handle new payment options such as ApplePay, GooglePay and MobilePay for example.
- 4.33 Currently, the Council offers Direct Debits for a limited range of Services; and the set up and call off of the DD arrangements is a very manual and laborious process. As part of the new payment arrangements, the Council will be introducing self-service DD set-up to Customers both online and over the phone.
- 4.34 The Council will also be able to offer Recurring Card Payments, which is a similar concept to Direct Debits, utilising repeated payments taken from a Credit or Debit Card, rather than from the Customer's Bank Account. Customers often use this type of payment for ongoing Subscription based services.

Home Choices System

- 4.35 The Council are always looking to improve its offering to its Customers, and providing fit for purpose technology for its employees.
- 4.36 This is very true in the case of Home Choices, where the system in place was very limited in its use, and unreliable, with impacts to both Customers and Officers.
- 4.37 The Council procured a new Home Choices system – Home Connections, which provided significant improvements for Customers to be able to self-serve, and keep up-to-date with their progress; as well as improved ways of working for staff, which encompassed the new regulatory requirements in this area.
- 4.38 Whilst the procurement of this system was commenced prior to the strategy being agreed, the specification of the system was designed to

encompass the aspirations of both Customer First and ICT and Digital strategies.

- 4.39 The system has been well received by Customers, who have reported that they find it easier to apply for properties; and to keep up-to-date on properties available; and progress on any applications.

Events Booking

- 4.40 The Council, when running events such as Employer and Skills Events for example, produced bespoke booking forms for each separate event.
- 4.41 The impact of this, was that effort was required to develop each form, which then became redundant once the event had been completed, and regular attendees had to provide their personal and contact information over and over again for each event.
- 4.42 Communication of the event, confirming attendance and managing the attendee list then had to be undertaken manually, resulting in further administrative effort.
- 4.43 The decision was made to pilot the use of the Eventbrite product, which is an events management system and is free for the Council to use on any 'non-paid -for events' (which is the case with Council run events).
- 4.44 The Eventbrite product proved to more than fulfil the requirements of the Council; providing a communication method, free booking for both the Council and the Customer, information saved in an Account for the Customer; and automatic attendance list management.
- 4.45 The pilot was deemed a success; and the product has now been formally adopted as the Event Management capability across the Council for the future.
- 4.46 This adoption has resulted in a reduction in staff time in building forms and managing events; increased ease of access to events, and improved customer experience in registering for that event.

Digi-Mail Pilot

- 4.47 The Council currently receive and send letters through the Council's post room. Whilst the Council is increasingly moving to sending communications by email, the volume of letters and paper communications posted each month is still considerable.
- 4.48 The Council have undertaken a pilot to assess whether the use of an external print house would be a cheaper way of printing and dispatching letters, paper-based communications and other paper-based publications.

- 4.49 The pilot tested the ease and security of 'sending' documents to the print-house, the cost of dispatch compared to in-house facilities; and the ability to benefit from 'bulk' discounts.
- 4.50 It has identified that there will be cost benefits in using a print house, as well as reduction in staff effort in printing letters, stuffing envelopes and manning the post room.
- 4.51 The decision has been made to initiate a further project to look at implementing a print-house project across the Council, including the development of a business case. This project will commence in March 19.

Service Demand Analysis

- 4.52 As with the Channel demand, at the start of the Customer First Programme there was no comprehensive understanding on the number of enquiries and service requests that the Council receives; and a project was undertaken to establish that demand level.
- 4.53 For Service Requests, employees record new requests in their Business Applications, and it was generally possible to obtain information on request from most systems, although this was not true of all systems. However, there is no easy way of establishing demand for enquires, changes and other such interactions, as these are either not recorded, or recorded in way that is not reportable.
- 4.54 As with the gaps from the Channel Demand, the gaps from the Service Demand will be evaluated (and closed) as part of both the Service Redesign Projects and the CRM Implementation.

5. People

- 5.1 The People Pillar is about how the Council delivers the vision for Customer-centric service providers, aka our Employees and our Partners. This vision is 'Skilled Employees and Partners, empowered and supported to deliver excellent, resolution-based, customer focussed services.
- 5.2 The early delivery in the Customer First programme is more around the technology and enabling aspects, and there is limited development planned around People in the first year. The main activities will be more closely linked to the Service Redesign Phase in Year 2 and 3.
- 5.3 However, the following documents some initial activities undertaken.
- 5.4 The Council has a Competency Framework which is used as part of an Employee's Appraisal and Performance Assessment. A review of this Framework has been undertaken, which has factored in some of the

Principles set out in the Our Ethos section of the Customer First Strategy.

- 5.5 Work has commenced to define Skills and Knowledge Matrix which will form the basis of skills and capabilities for Frontline Staff. This matrix will be used to define frontline roles; and grading/pay structures in the future.
- 5.6 In November, the Council commenced the second Institute of Customer Service (ICS) staff survey, which helps to self-assess our current position in relation to the delivery of customer-centric service excellence. The results of that survey have yet to be received from ICS, but will help define further People and Culture improvement activities.
- 5.7 In order to engage Employees in the Programme, presentations have been made to the Council's Senior Management and Team Managers to advise on the technological advancements planned, as these constitute the main body of work in Year 1 of the programme.

6. Culture

- 6.1 The Culture Pillar is about how the Council develops a culture of Customer-centricity; and is the delivery mechanism for embedding the Our Ethos part of the Strategy across the Council.
- 6.2 During the last few months, the Council has undertaken a review of its Vision, Mission and Values; and has taken the opportunity to include the principles of Customer First into that review. A new Council Vision, Mission and Values have been approved by the Council.

7. Service Delivery

- 7.1 The Service Delivery Pillar looks at how we embed the concepts of a 'responsive customer-centric services' and how we measure the quality and effectiveness of that service delivery.
- 7.2 The following documents progress made against this pillar.

Customer Feedback Technology

- 7.3 Over the last year, the Council has piloted the use of email survey technology to assess the satisfaction of Customers with their interactions with the Council and the services they received.
- 7.4 This pilot has provided a wealth of information for the Council, around the questions to ask, the timing in which feedback is requested, and nature of the feedback received, as well as baselining customer satisfaction levels.
- 7.5 The Council then agreed to pilot a further customer feedback system, which will trial sending of surveys through a range of other contact

channels (Omni-channel surveys). This product is based on conversational chat, rather than specific questions and answers, and therefore is deemed to be more 'engaging' to the Customer. The intention is to use this to trial surveys through the website, e-forms and SMS text messages over the next few months.

- 7.6 The first use of this product has been as part of the Green Garden Waste Renewals. In the early block of surveys sent out, the Council has received a 37% response rate, which is significantly greater than the industry standard of around 18-20%, and better than the previous email survey product. It has also provided good feedback on the development of conversational surveys, and will be used for further projects in the next few months.
- 7.7 The final intention is that a customer feedback product will either be incorporated in or integrated with the CRM product within the Corporate Enterprise System. The pilots will allow us to finalise the way in which we want to undertake capturing customer feedback and build this into the new system from the start.

Customer Service Standards

- 7.8 In order to ensure some consistency in service provision across the breadth of the Council, a range of Customer Service Standards have been developed to focus on responding to interactions in a timely and effective manner.
- 7.9 The Customer Service Standards have been formalised and communication on the standards has taken place, one standard at a time, to our staff.
- 7.10 The final Standards Document has been approved by the Customer First Board.
- 7.11 The next phase of work is to look to develop mechanisms to monitor and assess performance of services against these standards. Some of these will be through manual assessment, mystery shopping and other such evaluations. The second will be to build automatic performance capture mechanisms into the CRM system, as services are transferred.

8. Governance Progress

- 8.1 This section reports on particular Governance related developments and progress since the agreement of the Strategy.

Customer First Board

- 8.2 The Council created a Customer First Board to oversee the production of the Strategy; and delivery of the Customer First Programme, which commenced in January 2018.
- 8.3 It is Sponsored and Chaired by the Executive Director of Operations; and has representatives from the Programme, the two Strategic Leads, HR, IT, Performance/Projects, Communications and Customer Services on the Board.
- 8.4 This Board is responsible for commissioning projects and activities, agreeing change requests, assessing project progress; and delivery against the programme outcomes.

Customer First Programme

- 8.5 The Programme Lead has defined the Customer First Delivery Programme, identifying a range of projects and work packages, to deliver the Vision and Our Strategy deliverables. These projects and work packages have been grouped into a set of Themes matching the six Pillars.
- 8.6 The projects have then be incorporated into Delivery Tranches which identify the timeline for delivery of the programme.
- Tranche 1 (first 18 months) is primarily around technological enablement, piloting potential solutions and baselining data.
 - Tranche 2 is the delivery of the Service Redesign projects across the Customer Facing Services, and will take place in Year 2 and 3, with some smaller elements potentially taking place in Year 4.
 - Tranche 3 is Customer Excellence related, and looks to improve on delivery, bring forward Customer Insight, and deliver any revised organisation structure requirements if required.

Audit

- 8.7 The Programme has recently been audited by our Internal Auditors, to assess how well the Programme is governed. The Programme received a Substantial audit rating.

Risks to the Programme

- 8.8 The Customer First Board undertook a Risk Assessment Workshop for the Programme, identifying key risks to the delivery of the Programme; or the Outcomes and Benefits expected. The Programme and Theme Leads then defined mitigating actions to minimise the chance of the risks materialising. The risks are reviewed by the Board on a periodic basis.

Resource Planning

- 8.9 Given the size and complexity of the Programme, a Resourcing Plan has been produced to identify the nature of programme specific resources required during the programme, and any back fill requirements for Service staff to be involved in Projects, particularly the Service Redesign projects.
- 8.10 In order to move the enabling technology projects and service redesign projects forward, the Council employed two (temporary) Enabling Technology Projects Officers in August 2018. One has been focussed on Customer First Projects, with the other taking a lead on Project Management and IT related projects. However, this resource will be redirected to Service Redesign and SVOC related projects in the future.
- 8.11 There will be further temporary resources required during the life of the project; and these have been included with the Programme Resourcing Budget Plans.

Communications

- 8.12 The Programme has produced a Communications Strategy which sets out the stakeholders to be communicated with, and the type, nature and format of Communications for the Programme.
- 8.13 Supporting this is a Communications Plan, which sets out what Communications will be made, at what time and to whom. This Plan will be reviewed on a regular basis, and added to as the Programme proceeds.
- 8.14 The success of Communications will be assessed over the life of the Programme.

9. Conclusion

- 9.1 The Council has adopted an ambitious Customer First strategy; and has been active over the last six months in delivering against the strategy.
- 9.2 This report demonstrates the progress made; and highlights some of the actions to take place over the next few months.
- 9.3 Members are asked to comment on the progress made so far; and confirm whether they are satisfied with the direction of travel; and the outcomes achieved.
- 9.4 This report was considered by the Challenge and Improvement Committee at their meeting on 19 February. The arising minute is set out below:

“The Strategic Lead for Customer First introduced an update report regarding the progress of the Customer First Strategy in the six months since the last report was presented to the Committee. She reiterated that

the strategy was a three year programme with phased projects of differing sizes. In the time since she last visited Committee, there had been 25 projects commenced, some of which had been completed already and some of which would be ongoing. The Strategic Lead explained that, rather than trying to cover all of these projects, she would highlight the key issues for Members but she was happy to take questions on any aspect of the strategy. It was highlighted that, through the report, Members were asked to comment on the progress made so far, confirm whether they were satisfied with the direction of travel and the outcomes achieved.

One of the key projects had been the rollout of digital registration for the green waste subscription. The focus had been on encouraging digital methods of signing up with almost 60% of applications being completed online. As the service entered the second year, over 80% of communication had been through digital methods meaning messages could be tailored to individuals' needs rather than a blanket mailshot, and savings had been made with reduced paper usage and postage costs. It was clear, however, that this did not preclude anyone from registering over the phone or in person.

Another key project had been streamlining the payments process for market stall holders. Previously stall holders had been invoiced after attending market which had been administratively intensive and also open for errors and disputes. In order to resolve these issues, 'on the day' payment had been introduced where stall holders were required to pay on the day they were attending market. Members heard this had proved very popular and all but one stall holder had signed up, although this was due to reasons outside of the stall holder's control. By enabling payments to be taken directly, some stall holders had chosen to pay in advance, some were able to pay off owed monies and it had also significantly reduced the administrative processes.

Members heard that, in relation to the Trinity Arts Centre, there had been difficulties for customers trying to make bookings as the opening hours for the booking office had been limited. There had been a trial period of Customer Services taking bookings and this had proved so successful it had now become a permanent function within the team. There had also been changes made to the 'call queuing' system which had introduced improved menu choices, redirection to the correct services if it was not for a West Lindsey District Council query (for example highways) and the means to monitor peak call times. This monitoring had had a positive impact for staffing rotas and ensuring there were sufficient staff members on shift to answer calls at the times of high demand.

There were questions from Members regarding some of the technological improvements and also plans for the reconfiguration of the Customer Services Hub on the ground floor. It was clarified that, in the five years since the previous changes (when the Department for Work and Pensions first moved into the Hub), there had been significant increases in customer numbers for all services on the ground floor and as such, it was proving necessary to reconfigure the layout in order to make it more accessible for all to use. It had been recognised that there were more efficient ways of dealing with some of the customer queries and so this would be taken into consideration for the re-configuration. It was confirmed that there would be consultation with Members once possible options had been drafted.

There was further discussion regarding the Council's website and whether there were any options for making improvements at an earlier date. It was explained that, as a local authority website, West Lindsey's was considered to be of a high quality however, it was not considered easily accessible for customers. There was ongoing work with regards to developing a more user-friendly website for launch at the end of the current contract.

There was praise for achievements to date and the Customer Experience Officer was particularly recognised for the changes she had implemented in regards to resolving customer complaints.

There was further discussion regarding bringing together council responses to all routes of enquiry, whether that be online, via the telephone or in person, and ensuring that customers did not need to repeat themselves at every point of contact with the Council. This was welcomed by Members and it was felt it would have a significant impact on customer satisfaction levels.

With no further comment from Members it was

RESOLVED that the progress through the Customer First Strategy be supported and achievements to date be noted."



Prosperous Communities Committee

Date: 19 March 2019

Subject: Progress and Delivery Report – Period 3, 2018/19

Report by:	Executive Director of Operations and Head of Paid Service
Contact Officer:	Mark Sturgess Executive Director of Operations and Head of Paid Service 01427 676687 mark.sturgess@west-lindsey.gov.uk
Purpose / Summary:	To consider the Progress and Delivery Report for Period 3, 2018-19

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-201-19
There are no financial implications as a 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:

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	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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Key Decision:

A matter which affects two or more wards, or has significant financial implications	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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Executive Summary

1.0 Introduction

This report forms the period three performance report for 2018/19. It is about the services the council is delivering in order to meet the objectives it has set itself in the Corporate Plan. The report contains information relating to those measures where performance has fallen outside agreed tolerance levels for two periods or more. Information relating to service based performance is included on an exception basis (above or below target) as Appendix A.

2.0 Overall Summary of Performance

Table one shows a summary of service performance for period three (October - December) 2018/19 which also includes the previous two periods for comparison. During period three, 77.5% of the Council's performance indicators either met or exceeded set targets, representing an improvement of 4.5% on the previous period. Those indicators where performance is below target has fallen to 21.5%.

Information is missing for 1% of the Council's performance indicators, representing one indicator within Home Choices which is unable to be collected at present due to a change in government reporting methods which has left the service unable to report the figures. This is expected to be rectified for period 4 which will allow full reporting for the service. The Performance and Programmes Team continues to work with services to ensure performance information is reported in a timely manner.

RAG	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)
Exceeding target	45%	43%	32%
Meeting target	26%	30%	45.5%
Below target	21%	23%	21.5%
Missing information	8%	4%	1%

Table 1: Overall summary of performance

Table two shows the direction of travel when compared to the previous period. It should be noted that period three runs from October – December and is not, therefore, directly comparable with period two which covers June - September. Some of the Council's performance indicators will therefore appear as though performance has declined when this is not the case once performance is adjusted to reflect four equal reporting periods. As part of the wider review of the performance management framework, the way in which direction of travel is reported is being reviewed for 2019/20 to ensure it is meaningful and relevant and in line with best practice from other local authorities.

Direction of Travel	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)
Performance has improved since last period	42%	11%	14%
Performance has remained static since last period	9%	82%	61%
Performance has declined since last period	49%	7%	25%

Table 2: Overall direction of travel

3.0 Performing Well

Benefits – The full roll-out of Universal Credit has presented ongoing challenges to the service with demand predictions issued by the Department for Work and Pensions being exceeded by 100%. Claims are proving lengthy to process with a five week waiting period for DWP assessments. Despite this, the service is coping well with demand and is continuing to provide digital and budgeting assistance to people claiming Universal Credit

Economic Development and Town Centre Management – there has been significant activity during the period including progress on a number of developments, such as Saxilby and submission of numerous funding bids including the European Regional Development Fund. Grant funding has been secured from the

LEP for a variety of projects. Delivery of the Market Street renewal is nearing completion and a development agreement is in place with Muse, with discussions ongoing around proposals for the old Guildhall site.

Trinity Arts Centre – New cinema programming during the period has led to the showing of blockbuster films much quicker than usual and has also led to the introduction of multiple screenings. These developments have been well received by customers and there has been a new audience visiting the TAC as a result. The theatre's new vision to become a learning theatre has begun to be realised during this period and in October, the theatre's first Children's Festival was held. Use by local community groups has also increased with a series of accessible theatre workshops being held during the week.

Street Cleansing – performance is within agreed parameters for all performance measures with cost per household remaining low and a 50% increase in community tidy ups during the period.

Waste – the introduction of the Garden Waste Service has resulted in a drop in the cost of the waste collection service per household. Recycling rates have also improved as a result. As a result of additional staff training, the number of missed bin collections has gone down and the proportion of bins collected within the Service Level Agreement is now at 100% compared to 95% in the previous period.

4.0 Risk Areas

Enforcement – although the time taken to process both planning and housing enforcement cases remains below target, performance has continued to improve throughout the year. A performance workshop was held during period three to identify additional improvements and, as requested by Corporate Policy and Resources Committee, an additional report outlining the actions arising from the performance workshop is attached as **Appendix B** to this report.

Home Choices – performance remains below target for the number of B&B nights and for homeless prevention. Average length of stay in B&B accommodation is also below target for this period. There has been an influx of homeless persons from the Probation Service during the period which has required the use of temporary accommodation. A close down over the Christmas period meant that landlords and registered providers were not moving people which impacted on the Council's ability to move people on from temporary accommodation. Staff vacancies and sickness absence have impacted on homeless prevention, however, the vacant post is expected to be filled in January 2019.

Licensing – the percentage of licensing applications processed within the agreed target continues to fall, down from 100% at the start of the financial year to 86% for period 3. This is due to an increased number of applications received, changes in regulations and reduced staff availability. A paper is being presented to Management Team in January to request a part-time post being extended to a full-time post with the cost being met within existing budget. An increase in FTE hours should result in these performance measures falling within target in the new financial year (2019/20).

Local Land Charges – there is a vacancy within the service for which the recruitment process is underway and it is expected that an officer will be in post by March 2019. This will lead to a reduction of the time taken to process a search during 2019/20 which should also, in turn, lead to an increase in overall service activity.

Markets – the number of market stalls on both a Saturday and a Tuesday remains below target, despite an increase in the number of stalls in December in the lead up to Christmas. Adverse weather, trader holidays and trader sickness absence continue to impact on the number of stalls. A markets review and options appraisal are currently underway.

Measures where performance is outside agreed tolerance levels for at least two consecutive periods

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	DoT	What do we need to do to improve and by when?
Asset and Facilities Management	Planned and responsive maintenance	65% / 35%	63% 37%	77% / 23%	↑	There has been an increase in planned works (servicing and backlog maintenance) during the period.
	Rental Income – car parks	£72,773	£67,616	£44,840	↓	The financial forecast at the beginning of the year was based on the acquisition of Lidl car park, however, this doesn't necessarily equate to additional income at the levels suggested.
	Rental Income – received assets	£123,542	£192,532	£130,033	↓	Performance remains above target. DoT not directly comparable as P3 was a four month period.
Benefits	Claims older than 30 days	22	20	14.3	↑	Universal Credit has led to a decline in the number of new HB claims meaning that claims can be processed quicker and with fewer delays
Building Control	Total income received	£40,453	£78,632	£49,804	↓	Quietest period of the year for the construction industry means a decline in income, though October had the highest monthly income to date. This is reflected with our competitors as we have also seen a decline in initial notices. Although income is below target for the period, year to date income is only £844.78 below the overall target (£168,227.22 compared to a budget of £169,072.00)
Contracts Management	Savings generated through the Procurement Lincs exercise	£0	£98,000	£0	↓	Although performance is below target for the period, the annual target of £75,000 has already been exceeded. Procurement Lincs continue to support WLDC with procurement activity.
Council Tax and NNDR	Cost of service per property tax base	£3.24	£7.32	£6.09	↑	Costs are lower than the target set due to long-term sickness absence within the service. A temporary member of staff is due to start which will impact on costs during the next period.
Customer Services	Average days taken to resolve a complaint	9	6.6	7.4	↓	Performance remains significantly above target. Response rates will continue to be monitored
Democratic Services	Satisfaction with member training and development events	100%	100%	100%	→	Performance remains above target and will continue to be monitored.
Development Management	Income received from planning and pre-app fees	£114,880	£349,166	£313,261	↑	A rise in the number of applications during the period has led to increased income, however, there is still a budget pressure of £150k for the year as a whole.
	% of 'major' planning applications determined within national target	92%	100%	100%	→	Performance remains above target for the year.

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	DoT	What do we need to do to improve and by when?
	Non-major planning applications determined within national target	100%	100%	99%	↓	Performance remains above target for the year.
	Appeals allowed as a % of all decisions	0%	2%	1%	↑	Equates to one appeal. Performance remains consistently above target.
Enforcement and Community Safety	% of landlords breaching selective licensing conditions	1%	1%	1%	→	Minimal breach of conditions which will continue to be monitored via compliance checks
	Housing enforcement requests received	17	55	39	↑	Significant reduction in November which is linked to compliance with the selective licensing scheme
	Time taken to resolve a housing enforcement request	211.5	142	146	↓	Longer term cases remain open and are requiring formal action. However, there has been a significant reduction in the time taken to resolve cases over the course of the year to date. Additional narrative is attached as Appendix B in relation to corrective action.
	Time taken to resolve a planning enforcement request	300	224	193	↑	Whilst performance is still below target, corrective action identified previously has led to a significant reduction in the time taken to resolve cases over the course of the year.
	Open complaints at month end	48	64	62	↑	The higher number of cases than usual during October and November are a result of FPN issuing. It is difficult to influence performance for this measure as it depends on factors outside officers' control.
Financial Services	Return on the Council's capital investment	1.38%	1.57%	1.76%	↑	Performance remains above target
Healthy District	New participants at WL leisure centres	467	1,129	798	↓	Good number of users being attracted to the refurbished centre in Gainsborough. SLM continuing to run De Aston while the new centre is being developed.
Home Choices	Bed and breakfast nights	89	123	77	↑	Influx of homeless persons from probation services which has required the use of B&B accommodation. Close down over Christmas meant letting agents and registered providers would not move people meaning that we couldn't move people from Cross Street into permanent accommodation.
	Average length of stay in temporary accommodation	20	18	31	↓	One household is at 183 days though notice is due to be served in January. Five households were moved out during December and three households were under three nights. A refocus has been placed on move-on accommodation and engaging housing providers to accept persons in temporary accommodation.

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	DoT	What do we need to do to improve and by when?
	Homeless prevention	30	18	57	→	Staff sickness absence and vacant posts equating to one-third of the team have impacted our ability to record data effectively. The vacant post should be recruited in January 2019 which will bring valuable extra capacity. We are currently looking at how we can use DHP data to input into the new system
Housing	Average cost of DFGs	£9,864	£7,259	£7,094	↓	Costs continue to increase county wide though they remain in line with, or less than, costs in other districts. The Council is near to agreeing a county wide schedule of rates which will ensure that best value is achieved.
ICT and Systems Development	Change management	100%	98%	99%	↑	Performance remains above target
	Service and systems availability	100%	100%	100%	→	Performance remains above target
Licensing	Number of licensing applications received	147	299	282	↓	Performance remains above target
Local Land Charges	Local land charges searches received	440	924	633	↓	Performance for this measure is determined by the property market. The figure is expected to even out over the course of the year.
	Market Share	64%	65%	59%	↓	As above
	Time taken to process a search (days)	6.78	11.32	11.23	↑	Staff leave and sickness absence has led to a significant loss of working days. This, and the accumulation of cases since a loss of staff in March has led to a consistent increase in turnaround times. Recruitment is underway for a vacant post within the service which, once in post, will lead to an improvement in performance.
Markets	Average number of stalls on a Saturday	33	63	38	↓	There was an increase in stalls in the run-up to Christmas, however there is still a down-turn overall with consistently low numbers in October and November. A markets review and options appraisal is currently underway.
	Average number of stalls on a Tuesday	81	152	108	↓	A down-turn in trader numbers, adverse weather and no market as a result of Christmas Day falling on a Tuesday. The extra market on Christmas Eve was poorly attended.
Trinity Arts Centre	Cost of TAC per user	£4.16	£4.51	£3.50	↑	Continued cost management, increased footfall and ticket sales, strong programming and implementation of new financial control measures with monitoring and staff targets.
	Received surplus	£14,165	£22,220	£21,871	↓	An increased number of events to include film, theatre and creative workshops. Trials of multiple screenings showing three films per day,

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	DoT	What do we need to do to improve and by when?
						increased hire for workshop space and a new film programme attracting fresh and more diverse audiences. Secondary sales at an all-time high.
	Audience figures	3,048	6,414	5,747	↓	There has been an increased number of film showings and a children's festival during half-term. New audiences have been attracted to a new programme of events and there has been improved cinema provision.
Waste Collection	Cost of waste collection service per household	£28.28	£27.15	£27.94	↓	The garden waste charge is resulting in a reduced cost per household.
	Missed black and blue bin collections	240	261	255	↑	Performance remains above target and within

Table 3: Measures performing outside agreed tolerance levels for at least two consecutive periods

Corporate Health

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast return	0.40%	0.31%	0%	2.40%	↑	Performance remains above target	Continue to monitor
Compliments received	88	190	124	88	↓	The drop in the number of compliments during the period was expected due to the planned, but temporary, pause in sending customer satisfaction surveys between August and November due to staff changes within Customer Services. This pause has meant fewer opportunities for customers to record their compliments.	Surveys resumed being sent on a weekly basis to customers in mid-November and this renewed opportunity for customers to record their compliments should be evident in the performance figures for period 4. The way in which Customer Insight is captured is currently being analysed and reviewed with findings due to be presented to the Customer First Board before the end of the financial year.
Complaints received	32	35	42	40	↓	Complaints relate to failures in service delivery (accounting for 62.5% of complaints for the period) such as dissatisfaction with received service, lack of staff response and staff behaviour.	Ongoing delivery of the Customer First Programme which includes carrying out reviews with services to ensure they are meeting customer need. Complaints continue to be analysed and made visible Council wide, including at SLT. Complaints will also be reviewed at the Quality Monitoring Board in January 2019.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of complaints where the Council is at fault	44%	36%	45%	35%	↑	Upheld complaints for the period relate to lack of communication with customers and staff behaviours.	As above
Digital demand	44%	38%	40%	28%	↓	The decrease in digital demand is to be expected this period as there is less demand in general over the Christmas period.	A full programme of service re-design is due to commence in February 2019 which will identify those services that can be accessed digitally via self-serve. Analysis of the Green Garden Waste service shows that, where self-service is designed correctly, the customer will use it to contact the Council and apply for a service.
Calls answered	82%	81%	80%	84%	↑	Performance on target	Continue to monitor
Staff absenteeism	0.4 days	0.55 days	0.7 days	0.57 days	↓	Performance remains above target	Continue to monitor
Service and system availability	100%	100%	98%	100%	→	Continued monitoring of server availability and regular maintenance and appliances of patches and updates ensures vulnerability attacks are reduced.	Continue as we are doing.
Time taken to pay invoices	11.41 days	11.53 days	30 days	11 days	↑	Performance remains above target	Continue to monitor

Table 4: Corporate Health measures

Programme Delivery

Programme	RAG	What do we need to do to improve and by when?
Crematorium	Amber	On track
Customer First	Amber	On track
Housing	Amber	On track
Land and Property	Amber	On track
Leisure	Amber	On track
West Lindsey Growth	Amber	On track
ICT Programme	Amber	On track

Table 5: Programme delivery

Appendix A: Service Exceptions

Asset and Facilities Management

While rental income for car parks is below target, the financial target allocated at the start of the year was dependent on the acquisition of Lidl car park, however, this doesn't necessarily equate to additional income to the levels suggested. The figures below showing rental income from car parks over the last four years. There is a general upward trend in income though it is £3,000 lower than the same point last year which can largely be attributed to the temporary closure of Roseway and the impact of two hours free parking at Lidl. The highest income to have been achieved from car parks is £246,000 and so it is unlikely that the current overall target of £301,899.96 will be met.

- 15/16- £135,138.04
- 16/17 - £162,359.03
- 17/18 - £188,152.11
- 18/19 - £185,229.76

Income received from assets continues on a positive trend with income up by approximately £6k on the same period last year. Income received from our assets there the trend again is positive as we are approximately £6k up on the same period 17/18. Voids remain below both regional and national averages although there has been a slight increase of 1% during the period, largely a result of tenants moving in and out of The Plough which, as a business start-up facility, is to be expected.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Planned and responsive maintenance	65% / 35%	63% 37%	70% 30%	77% / 23%	↑	There has been an increase in planned works (servicing and backlog maintenance) during the period.	N/A
Rental Income – car parks	£72,773	£67,616	£75,474	£44,840	↓	The financial forecast at the beginning of the year was based on the acquisition of Lidl car park which does not necessarily translate into additional income at the levels suggested.	It is unlikely the target will be met by year end. The financial forecast for 2019/20 will need to be looked at to ensure it is achievable.
Rental Income – received assets	£123,542	£192,532	£125,001	£130,033	↓	Performance remains above target. DoT not directly comparable as P3 was a four month period.	Continue to monitor

Table 6: Asset and Facilities Management performance exceptions

Benefits

Period 3 has seen a significant increase in the number of Universal Credit (UC) applicants and a decline in the number of Housing Benefit (HB) claims following Gainsborough Job Centre's transfer to UC Full service in September. The Benefits Team are providing digital and budgeting assistance to people claiming UC and the support demand predictions issued by the DWP have been exceeded by 100%. The fall in HB claims has not brought any relief to the team as the Council Tax Support claims being made by recipients of UC are proving lengthy to assess (the waiting period is 5 weeks for DWP UC assessments) which is accounting for any spare capacity that has been released from the HB side that is not already being used to support UC applicants digitally and financially. Also in P3 the team hosted the annual external HB Subsidy auditors who were certifying the 2017/18 HB claim and the pleasing result of this is that we were awarded an unqualified claim giving the team a 'clean sheet' moving into new external audit arrangements that commence in April 2019.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Claims older than 30 days	22	20	25	14.3	↑	UC has led to a decline in the number of new HB claims meaning that claims can be processed more quickly.	N/A

Table 7: Housing Benefit and Local Council Tax Support performance exceptions

Building Control

The team's achievements during this period have included taking part in Construction Week at the Lincolnshire Showground where hundreds of young people were educated and inspired learning about careers in construction as well as some training regarding the new LABC ISO Accreditation in which changes to how we collect and handle market share information were discussed. Overall, the team's performance and finances are in good shape for the period and for the year as a whole.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Total income received	£40,453	£78,632	£42,818	£49,804	↓	Quietest period of the year for the industry means a decline in income, though October had the highest monthly income to date. This is reflected with our competitors as we have also seen a decline in initial notices.	Although income is below target for the period, year to date income is only £844.78 below the overall target (£168,227.22 compared to a budget of £169,072.00)
Number of building regulation applications received	102	217	150	144	→	Application work has remained steady on a month by month basis and in line with previous periods although the value of the work coming in has declined slightly.	The Service has undertaken analysis with Performance and Programmes to improve performance reporting against the target to account for seasonal fluctuations. This will provide a more accurate reflection of performance from 2019/20.

Table 8: Building Control performance exceptions

Contracts Management and Procurement

A number of procurement exercises have been conducted during the period. These include the supply, installation and maintenance of audio visual equipment in the Council Chamber, Neighbourhood Planning Examiner Services and literature for garden waste service customers. Work has also progressed to complete all of the recommended actions detailed in the last contract management audit report, which provided a substantial assurance rating.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Savings generated through the Procurement Lincs exercise	£0	£98,000	£18,750	£0	↓	Although performance is below target for the period, the annual target of £75,000 has already been exceeded.	Procurement Lincs continue to support WLDC with procurement activity.

Table 9: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

Council tax collection rates are on target to meet expectations with almost 8,400 customers paying by 12 monthly instalments and over 79% of council taxpayers paying by direct debit. A single person discount review has been undertaken during the last period with review forms being issued to 2,047 residents. The discount has been removed from 169 of these accounts due to another occupier being declared as resident and 267 had their discount removed because they did not return their forms. Of these customers, 240 have had a penalty issued against them for the non-return of the discount form. These customers now have additional council tax to pay for the current financial year. Business rate collection has slightly increased this quarter meaning it is also now on target to meet expectations. The second year of the additional discretionary rate relief, which is to be funded by central government from 2017 for four years, has been awarded to all businesses who were in receipt of this relief last year and almost all of the full amount of the allocation has now been awarded.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of service per property tax base	£3.24	£7.32	£9.10	£6.09	↑	Costs are lower than the target set due to long-term sickness absence within the service	A temporary member of staff is due to start which will impact on costs during the next period.
Council Tax in year collection rate	15.38%	42.78%	74.50%	74.77%	↑	There has been an increase of over 830 accounts in the number of Council Tax payers paying in 12 monthly instalments since the start of the year and there has also been an increase in net collectible debt.	The in-year collection rate is monitored each month and is expected to meet the target by year end.

Table 10: Council Tax and NNDR performance exceptions

Customer Services

Despite the increase in complaints during the period, we are still able to deal with complaints quickly, effectively and within timescales. We have improved the way digital data is collected to allow for in depth analysis of our customers' needs in relation to digital demand. Overall demand via traditional channels continues to increase and some of this can be attributed to the introduction of Universal Credit in September, which has also seen an increase in demand for other support services such as advice on where to get food parcels, location of food banks, financial advice and money management along with worries around potential homelessness. These are not the types of enquiries customers seek to resolve by visiting the website. Face to face demand is increasing and during this quarter we have seen an average of 236 customers a day or 30 per hour and whilst this is not much different from the rest of the year so far, the general trend is upward and we are seeing on average an additional 3 customers per hour, which would equate to 6,000 over the year if this upward trend continues. The number of telephone enquiries remains static but we are now answering over 85% of calls received which has been a steady increase from 71% in April 2018. Some of the increase in footfall can be attributed to demand for ticket bookings for Trinity Arts Centre (TAC) as this continues to grow with customers accessing those services face to face and over the telephone, with Christmas and New Year being a very busy time for TAC and therefore ticket sales. This demand is set to continue to increase as TAC increases its offering to the residents of West Lindsey. (see Trinity Arts below) In addition we now deal with demand on behalf of Hemswell Cliff Management Company, dealing with general enquiries or payments in relation to this, whilst this increase is minimal at 56 additional telephone calls it is still 56 customers that need to be dealt with. Work is ongoing to monitor demand and where that demand is being generated from.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average days taken to resolve a complaint	9	6.6	21	7.4	↓	Performance remains significantly above target	Continue to monitor

Table 11: Customer Services performance exceptions

Democratic Services

In the last period, Members have received training on the following subject matter: Cyber Security, the future of Markets and have had workshops on the Joint Health & Wellbeing Strategy and Corporate Plan priorities. With elections approaching in May 2019, the finishing touches are being put to the Member Induction and Training package. A small cohort of Members are also currently trialling a potential new ICT device solution to replace their current ICT arrangements. Work has also progressed to determine Member Allowances for the 2019/20 civic year. The new audio visual equipment has been installed in the Council chamber with the project being delivered on time and within budget. The new equipment has received positive feedback from members and staff. The new reports management system has begun to be rolled out and the service is working closely with key staff to ensure a smooth transition to the new system.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Satisfaction with training and development events	100%	100%	95%	100%	→	Levels of satisfaction remain high	Continue to monitor

Table 12: Democratic Services performance exceptions

Development Management

A high level of performance has been sustained across the period. Determining planning applications within the statutory periods exceeds the performance targets (with 100% of major applications determined 'on time'). We have also seen an increase in the number of appeals dismissed (with only one appeal allowed over the period – equating to 1% of overall planning application determinations made by the Council). The number of applications received over period 3 has been above the expected target and this is reflected in a fee income above the target for this period, although it should be noted that there is still a significant budget pressure for the year overall.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Income received from planning and pre-app fees	£114,880	£349,166	£296,949	£313,261	↑	A rise in the number of applications during the period has led to increased income	Despite performance for the period being above target, there is still a budget pressure of £150k for the year overall.
Received planning applications	259	493	346	405	→	Performance has remained on or above target throughout the year	Continue to monitor
% of 'major' planning applications determined within national target	92%	100%	70%	100%	→	Performance remains above target for the year	Continue to monitor
Non-major planning applications determined within national target	100%	99%	80%	99%	→	Performance remains consistently above target	Continue to monitor
Appeals allowed as a % of all decisions	0%	2%	5%	1%	↑	Performance remains consistently above target	Continue to monitor

Table 13: Development Management performance exceptions

Economic Development and Town Centre Management

During period 3, grant funding for £2m from the LEP for the central Lincs Food Enterprise Zone has now been received and commencement of infrastructure works on site will begin in 2019 following final checks and a back to back agreement with the SPV. Caistor's Neighbourhood Plan working group and action plan has been established and Market Rasen Town Council is being supported to develop their action plan to enable draw-down of £200k funding from WLDC. Market Rasen racecourse is also being supported with their 'Love Market Rasen' campaign. In Saxilby, there has been progress on the development of 6,000 sq ft of business workspace on Riverside Enterprise Park with practical completion expected in February 2019. The fact that it is likely to be 100% pre-let shows the demand for this type of premise and opportunity for future investment to support SME businesses. A time limited rate relief scheme is under development to incentivise new and expanding firms to locate within two of the district's strategic employment sites (Food Enterprise Zone and Somerby Park). The Love Lincolnshire Wolds Conference was well attended and feedback was positive with businesses recognising the significance of working together to raise the profile of the Wolds. We will be working with ELDC to develop a new Destination Management Plan which to be launched in spring.

In Gainsborough, delivery of three shops under Market Street Renewal is nearing completion with tenancies agreed in principle and the creation of four residential dwellings. The Travelodge is complete and open with good progress being made to secure an alternative operator for the ground floor restaurant space. Variation to the Grant Funding Agreement has been approved to support this. The Gainsborough Townscape Heritage Scheme is progressing well and the round two application should be submitted in May 2019. Extensive public consultation has been carried out with a wide variety of groups.

In relation to the Housing Infrastructure Fund, in due diligence for the draw-down of £2.1m to support the Southern SUE, progress is being made with the development proposal to bring forward c 415 homes from early 2020.

The Development Agreement is now in place with Muse. Detailed discussions taking place to refine proposals for the Former Guildhall site – due diligence on potential cinema and restaurant operators. Further due diligence on key housing sites to form a 'phase 2' scheme with the Northern SUE, Riverside Gateway and Japan Road all being considered in detail.

LEP Grant Funding Agreement for the Gainsborough Growth Programme has now been received for phase 1 draw-down of £1.6m to support the Living Over the Shop (LOTS) Pilot and Roll-Out, Transport Model and Former Guildhall site development and public realm. A Business plan being developed for remaining £2.4m (to include delivery of housing – see Development Partner above).

The Gainsborough Growth Fund Scheme will be discontinued in its current format in Jan 2019. A PR went out in Oct to provide details of Scheme closure including cut off point to receive applications (end of Nov 18). We are currently reviewing funding position to define with more certainty exit strategy for residual companies and their reallocation to extend Scheme's scope.

Further outline funding bids submitted during the period include European Regional Development Funding with a revised Green Corridor bid being submitted. If successful at the first stage, a detailed bid will be prepared for approval by Committee and submission. This funding will support the extension of the Riverside Walkway in Gainsborough (completing the link between Bowling Green Road and the former Lidl site) together with ecological improvements to Mercer Wood and other green spaces. The Greater Lincolnshire Local Enterprise Partnership (GLLEP) had a call for project ideas to form a project pipeline. Whilst there is no funding available yet, the project pipeline will inform the GLLEP on any future funding opportunities. The Growth Team has submitted two projects for the pipeline, which are Gainsborough Marina and Enterprise West Lindsey A further bid was submitted directly by Gainsborough College to support the Made in Gainsborough project.

The Discover Gainsborough website is now live (with the official launch on 16th January) and feedback so far has been positive with more businesses wanting to be included on the site. Development of the website will continue to evolve and a marketing plan is currently being put together which will reflect the Discover Gainsborough brand and encourage businesses to prepare for opportunities arising in the run up to Mayflower 2020.

In terms of skills, Made in Gainsborough has a full quota of 20 students on board with positive feedback so far. More businesses are supporting the Scheme and the College is now looking at Phase 2. Ongoing support is being provided to Benjamin Adlard via a mentoring programme and a proposal to form a wider community hub.

Enforcement and Community Safety

Additional narrative has previously been requested in relation to enforcement figures, specifically regarding the timescales for case closures. Further detail is attached as [Appendix B](#) to this report which advises a review of the current performance indicators in order to identify other or additional measures that provide a more accurate reflection of day to day service activity. In Planning Enforcement, there continues to be a consistently high level of reporting, with the caseload remaining at over 100 for all months within the period. Whilst the average across the year for days to determine requests is 182, the average within this period is 150, which supports the notion that the timescales are generally reducing. The exceptions are cases that remain open due to their complexity or timescales which are outside of officer control. Across the entire year, whilst working under the revised policy, if the first month of the year is removed (in this month over 50 long term cases were closed), the average days across the year would fall to 160. Over the period there has been good progress in regards to providing initial responses across all cases within 20 working days. This figure was 75% in September and averaged 64% across the period. Housing enforcement demand remains consistent and the focus of officers is on the highest risk cases. A revised policy for Houses in Multiple Occupation has been approved and there is a pipeline of cases scheduled for prosecution or civil penalty, mainly in relation to the selective licensing scheme. Around 30% of cases have been open for six months or more, all of which will be subject to some form of formal action. Six formal notices have been served across the period and a total of 26 have been served over the year to date. The first prosecution undertaken by the Council for illegal eviction and harassment is due in court later this year.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of landlords breaching selective licensing conditions	1%	1%	5%	1%	→	Minimal breach of conditions.	Continue to monitor via compliance checks.
Housing enforcement requests received	17	55	60	39	→	Significant reduction in November which is linked to compliance with the selective licensing scheme	Continue to monitor
Time taken to resolve a housing enforcement request	211.5	142	90	156	↓	Longer term cases remain open and are requiring formal action. However, there has been a significant reduction in the time taken to resolve cases over the course of the year to date.	Additional narrative is attached as Appendix B in relation to corrective action.
Time taken to resolve a planning enforcement request	300	224	150	193	↑	Whilst performance is still below target, corrective action identified previously has led to a significant reduction in the time taken to resolve cases over the course of the year.	Additional narrative is attached as Appendix B in relation to corrective action.
Number of open complaints at month end	48	64	40	62	↑	The higher number of cases than usual during October and November are a result of FPN issuing.	It is difficult to influence performance for this measure as it depends on factors outside officers' control.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Number of open cases at month end	19	26	30	15	↑	No issues noted	Continue to monitor
Average number of days before a case is closed	11	11	15	8	↑	No issues noted	Continue to monitor

Table 14: Enforcement performance exceptions

Financial Services

The service has been concentrating on working with colleagues to develop the Budget 2019/20 and Medium Term Financial Plan. The restructure of the service has seen four promotions of existing employees into new positions and external recruitment is now being undertaken to the remaining vacancies. The restructure will ensure we have resources in place to meet the future demands of the organisation as well as achieving savings in future years. Work has also commenced on the preparation for the Statement of Accounts.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Return on the Council's capital investment	1.38%	1.57%	1%	1.76%	↑	No issues noted	Continue to monitor

Table 15: Financial Services performance exceptions

Garden Waste

The Garden Waste Service is not provided to residents during this period, with collections due to resume in ???. The focus during period 3 has been on customer sign up for year two of the scheme.

Healthy District

The refurbishment of West Lindsey Leisure centre is still ongoing and despite the challenges around this, customer satisfaction levels have remained consistently high, and the number of new participants remains on target. In line with industry trends, usage is typically lower during this period although this is expected to rise from the beginning of period 4. The Health and Wellbeing Hub that was opened in September 2018 is proving very popular and, in addition to traditional fitness activity, this area is delivering opportunities for health improvements and rehabilitation activities. The refurbishment of the wetside area has taken longer than anticipated due to structural issues with the building. However, this is scheduled for completion at the end of January. This has been particularly challenging as there was an ambition to keep the area open whilst the refurbishment works are taking place which has resulted in some customer complaints. Year one of the leisure contract is being used to collate baseline information on the contract outcomes and health outputs, and from year two targets for improvement will be set. Despite the challenges around the refurbishment customer satisfaction levels have remained high and consistent, and the number of new participants attracted has remained on target. The design for Market Rasen leisure centre has been finalised and is currently due for determination in February. The outreach service is now operational and pilot schemes are in operation with new contacts being made for further schemes.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
New participants at WL leisure centres	467	1,129	600	798	↓	Good number of users being attracted to the refurbished centre in Gainsborough. SLM continuing to run De Aston while the new centre is being developed.	Continue to monitor.
WL Leisure facilities usage	51,240	96,674	78,750	65,632	↓	Usage is typically lower in the run up to Christmas and this is in line with seasonal trends	Year 1 of the contract is being used to gather baseline data with appropriate targets to be set for year two.

Table 16: Healthy District performance exceptions

Home Choices

During the period, the team restructure has been finalised ensuring job roles are now fit for purpose giving clear guidelines on how the team are to move forward. Ways of working have been rearranged to take account of the new legislation making very clear where the responsibilities lie meaning more experienced officers are not dealing with lower level requests. Government reporting seems to be now in a position where we can now input the relevant data within the appropriate timescales going forward from period 4. A staff member has also attended an improvement session with the IT provider in London to improve the functionality of the system. Improvements to reporting functionality. The Temporary Accommodation contract is out for re-tender with a new focus on move on and management of more complex cases. This is using data from the past 2 years which shows that persons of a complex nature prevent move on or increase use of B&B due to the nature of their risk. We hope to secure a provision that can manage this. Position of Senior Homeless Prevention officer will hopefully be appointed mid-Jan which will have a significantly positive impact on resource within the team. This vacant post and a long term sickness has meant that 1/3 of the team have been away for over 10 weeks of period 3.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Bed and breakfast nights	89	123	0	77	↓	Influx of homeless persons from probation services which has required the use of B&B accommodation. Close down over Christmas meant letting agents and registered providers would not move people meaning that we couldn't move people from Cross Street into permanent accommodation	Contract for temporary accommodation is currently out for re-tender to manage risk within Cross Street and ensure a faster move on.
Average length of stay in temporary accommodation	20	18	28	31	↓	One household is at 183 days though notice is due to be served in January. Five households were moved out during December and three households were under three nights.	A refocus has been placed on move-on accommodation and engaging housing providers to accept persons in temporary accommodation.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Homeless prevention	32	80	201	57	→	Staff sickness absence and vacant posts equating to one-third of the team have impacted performance have impacted our ability to record data effectively.	The vacant post should be recruited in January 2019 which will bring valuable extra capacity. We are currently looking at how we can use DHP data to input into the new system as we are unable to record performance accurately if we can't input data into the system.

Table 17: Home Choices performance exceptions

Housing

Additional funding of £70k for Disabled Facilities Grants has been secured this period. Performance relating to DFGs remains positive with continued high satisfaction levels of 100%, which demonstrates the excellent work being undertaken. The average cost of DFGs continues to increase for a variety of reasons and the Council is near to agreeing a countywide schedule of rates to ensure that best value is achieved across all works undertaken. Whilst the costs have increased it should be noted that they are in line with (and less than in some cases), the costs in other districts. The total number of empty homes remains consistent and is at a level which enables the officers to focus on those that are the highest priority or those that are causing complaints from the public. The Housing Assistance Policy has provided an additional tool for bringing properties back into use and we have completed grants already in relation to this and have a number in the pipeline. The number of properties impacted via Council involvement has reduced this year, mainly due to the focus being on compulsory purchase orders and initiating the Housing Assistance Policy. It is believed that this figure will increase in 19/20.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average cost of DFGs	£9,864	£7,259	£4,000	£7,094	→	Costs continue to increase county wide though they remain in line with, or less than, costs in other districts.	The Council is near to agreeing a county wide schedule of rates which will ensure that best value is achieved.

Table 18: Housing performance exceptions

ICT and Systems Development

With the continual monitoring and automatic allocation of service desk calls the ICT team pro-actively responds to requests for change, thereby exceeding targets most months. Proactive monitoring of servers and the application of patches in a timely fashion is reducing the risk of vulnerabilities. The Systems Development team continues to deliver significant projects during the normal course of their work load.

The technical team continues to proactively manage their work plan through the system development requests and project plan processes. The digital team are embarking on a replacement website project having recently secured funding for the replacement in 2020. They have also recently been involved in a project where the council has benefitted from commercial income of around £13,000.

Our LLPG (& SNN) officer concentrated on long outstanding errors and reduced these significantly ensuring our accuracy levels are in excess of 99% across all criteria.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Change Management	100%	98%	93%	99%	↑	Performance remains above target	Continue to monitor
Service and system availability	100%	100%	98%	100%	→	Performance remains above target	Continue to monitor

Table 19: IT and Systems Development performance exceptions

Licensing

Income received during the period is slightly below target, however licensing income is 12.76% above the overall target to date, with the number of applications received 56.6% above the Period 3 target. In relation to the percentage of applications processed within the agreed timescales, this figure has fallen over recent months, with 86% of applications processed within Period 3, compared to a target of 96%. This is due in part to increased number of applications received, changes in regulations and reduced staff available. A paper is being presented to Management Team in January to request a part-time post being extended to a full-time post with the cost being met within existing budget. An increase in FTE hours should result in these performance measures falling within target in the new financial year (2019/20).

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Number of licensing applications received	147	299	180	282	↓	Above target	Continue to monitor
% of licensing applications processed within the target time	100%	96%	96%	86%	↓	An increase in demand, changes to legislation and reduced staff availability have led to the target being missed.	A paper is being presented to management team in January to request the extension of a part-time post to FTE which should result in performance improving and in line with the target during the new financial year.

Table 20: Licensing performance exceptions

Local Land Charges

There is a vacancy within the service for which the recruitment process is underway and it is expected that an officer will be in post by March 2019. This will lead to a reduction of the time taken to process a search during 2019/20 which should also, in turn, lead to an increase in overall service activity.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Local Land Charges searches received	440	924	579	633	↓	Performance for this measure is determined by the property market. The figure is expected to even out over the course of the year.	Continue to monitor

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Market Share	64%	65%	65%	59%	↓	As above	Continue to monitor
Time taken to process a search (days)	6.78	11.32	8	11.23	↑	Staff leave and sickness absence has led to a significant loss of working days. This, and the accumulation of cases since a loss of staff in March has led to a consistent increase in turnaround times.	Recruitment is underway to fill the vacant post within the service which, once recruited, will lead to an improvement in performance during 2019/20.

Table 21: Local Land Charges performance exceptions

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders on the Tuesday market has been constant throughout period 3 and has stayed in-line with period 1 & 2. The stall take up by traders on the Saturday market has fallen due to traders either giving notice or long-term sickness. In-house led operational changes have now been implemented which should lead to efficiency savings being made going forward. Further clarity around options is required and further options are to be viewed. Following engagement with traders, a new payment system has been implemented, as of December 2018 traders are required to pay their market rent via debit/credit card on a day by day basis, this new system has been well received by traders. There have been two events in the market place, one in October the Halloween Event and one in December the Gainsborough Christmas Market, both events help support the local community/local charities and the Gainsborough Market.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Ave number of stalls - Sat	33	63	60	38	↓	There was an increase in stalls in the run-up to Christmas, however there is still a down-turn overall with consistently low numbers in October and November	A markets review and options appraisal is currently underway
Ave number of stalls - Tues	81	152	180	108	→	A down-turn in trader numbers, adverse weather and no market as a result of Christmas Day falling on a Tuesday.	As above

Table 22: Markets performance exceptions

Regulatory Services

Following on from the audit report relating to Regulatory Services work is underway to address the matters raised relating to performance and resources. The services continue to operate effectively, however within the Food Safety work area the level of resources is beginning to impact upon the number of scheduled inspections completed. To date there have been 177 food hygiene inspections completed (198 including joint visits as needed) and alongside this there have been an additional 37 visits. The total number of visits undertaken is therefore 235, which falls below the 30 per month target. The number of visits during period

3 did increase, however was then impacted by the Christmas period for food business, during which the number of inspections does reduce. The level of inspections will increase for period 4, however the overall target does not seem achievable at this stage with the number of FTEs available.

As a result of the audit a report will be scheduled for Management Team to provide an overview of the current situation and to seek a solution in regards to the resource issue moving forward. There is no immediate risk in regards to the number of inspections completed and the officer focus remains on the highest risk premises and on dealing with any complaints from the public that may pose an immediate risk.

Measure	P1 Perf	P2 Perf	P3 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Nuisance complaints completed on time	100%	100%	90%	100%	→	Performance remains above target	Continue to monitor
No of food premises receiving a proactive inspection as per FSA standards	43	77	90	57	↑	The number of inspections continues to increase (not including a reduced number of inspections in December as a result of Christmas) since additional resource was put in place.	Performance is expected to continue to improve and will continue to be monitored.

Table 23: Regulatory Services performance exceptions

Page 20 Street Cleansing

Performance throughout the Street Cleansing service is within the parameters set at the beginning of the year despite some challenges. Overall street cleansing costs per household for last year was £12.27, this was the second lowest of all the authorities benchmarked through APSE. There has been a small decrease in cost per household during period 3, however there will be challenges ahead with increasing wage rises and ever changing fuel costs. There has been a 50% increase in community tidy ups against the same period last year and this trend is set to continue as a result of further community engagement. Income generation remains below target due to a down turn in income generation work. Weed spraying was completed in period three in-line with the Service Level Agreement with LCC, this has generated an income of £18,000 and this income generation work is expected to continue during the next financial year. The street cleansing service continues to strive to deliver an excellent service to its stakeholders and again for period three compliments far exceed complaints.

Trinity Arts Centre

The new management at Trinity Arts Centre has begun to implement a new programme with improved efficiencies front of house and back of house. This period saw the implementation of a new cinema programming which brought blockbuster films to Gainsborough much quicker than usual. This has resulted in developing new contemporary audiences. This period also saw the beginning of the theatre's new vision to become a learning theatre, a theatre that cultivates creativity in both professional artists and the local community at all levels. In October, the theatre ran its first children's festival offering a wide selection of performances and participatory and workshop related activities to great acclaim. Use of the venue by local community groups has increased, the venue is now used by community groups running a variety of accessible theatre workshops Monday to Thursday. This period we also introduced a new series of 'relaxed' screenings designed specifically to cater for those with autism and dementia. We also introduced 'silver screenings' to cater for senior citizens who prefer to see

a film during the day. For the price of their ticket they can catch a film and get a free cup of tea. New partnerships have been formed in this period. One is with Virtual School where Trinity will act as a cultural campus for young people who have dropped out of school and are in the care system. The theatre has also begun to develop a new educators' network and talent development network. Trinity has also embarked on a new co-production with Shooting Fish to create a new play with young people in Gainsborough. This play will be performed by professional actors at Trinity later in 2019 before embarking on a small regional tour.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of TAC per user	£4.16	£4.51	£5.50	£3.50	↑	Continued cost management, increased footfall and ticket sales, strong programming and implementation of new financial control measures with monitoring and staff targets	Continue improvements across the operations
Received surplus	£14,165	£22,220	£10,500	£21,871	↑	An increased number of events to include film, theatre and creative workshops. Trials of multiple screenings showing three films per day, increased hire for workshop space and a new film programme attracting fresh and more diverse audiences. Secondary sales at an all-time high.	Continue to programme popular events on the right deal and continue to offer choice of quality but cost effective produce.
Audience figures	3,048	6,414	2,700	5,747	↓	There has been an increased number of film showings and a children's festival during half-term. New audiences have been attracted to a new programme of events and there has been improved cinema provision.	Continue with audience development and monitor audience trends to build on popular programmes.
Event occupancy	45%	53%	55%	36%	↓	An increase in events and the introduction of multiple screenings means that, while footfall has increased, numbers are spread over more events which lowers the average occupancy figure. December had four sell-out shows which is previously unheard of.	The performance measure will be reviewed for 2019/20 to ensure it reflects the increased footfall.

Table 24: Trinity Arts Centre performance exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges (such as a charge being implemented on the green waste service). The recycling rate is over 50%, which is lower than this time last year but was expected to drop due to the now chargeable green waste service. Residual waste collected has balanced out and is reducing slightly due to more vigilance from crews on the ground rejecting bins that are contaminated, but 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 below targets along with bins collected within the SLA's are above targets, both of these are due to excellent new communications between supervisors and the crews. The cost of service is now £27.56 per household, which is close to £20 cheaper than last year due to the over performance and charging for the green waste service. This is well under target but with rising wages and fuel costs still an excellent rate when benchmarked with others (top quartile). Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income of over £20k per month. Compliments are increasing and complaints are dropping due to the new reporting systems but this now reflects what an excellent service that the customers receive.

Measure	P1 Perf	P2 Perf	P3 Tar	P3 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of waste collection service per household	£28.28	£27.15	£45.37	£27.94	↓	The garden waste charge is resulting in a reduced cost per household	The target for the new financial year will need to account for the introduction of the green waste service.
Missed black and blue bin collections	240	261	345	255	↑	Performance remains above target	Continue to monitor
Missed bins collected within the SLA	99%	95%	95%	100%	↑	Performance above target as a result of additional raining for supervisory staff	Continue to monitor

Table 25: Waste Collection performance exceptions

Appendix B: Outcome of the Environmental Protection, Enforcement and Food Safety Performance Workshop

1.0 Introduction

As part of the Council's commitment to embedding a performance management culture across the organisation, a series of performance workshops are being introduced during 2018/19. These workshops are a holistic review of performance in each service area; incorporating key performance indicators, financial information and customer insight data to drive informed, intelligence based service improvement.

This paper presents the outcome of the recent workshop for Food Safety, Environmental Protection and Enforcement, held on 6th December 2018, in order to provide assurance to members that the work already being undertaken by the service, together with the action plan arising from the performance workshop, is delivering service improvement, particularly relating to enforcement.

The session was facilitated by the Performance and Programmes Team and attended by the Housing and Environmental Enforcement Manager, and the Executive Director of Operations and Head of Paid Service.

2.0 Factors Affecting Performance

Through the P&D reporting cycle, performance relating to the following enforcement measures has been consistently below target and flagged as a risk area:

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- Time taken to resolve a planning enforcement request
- Time taken to resolve a housing enforcement request
- Number of open complaints at month end

Additional information on the factors affecting performance was presented to members alongside the period 2 Progress and Delivery Committee Report and the main challenges can be summarised as follows:

2.1 Challenges – Planning Enforcement

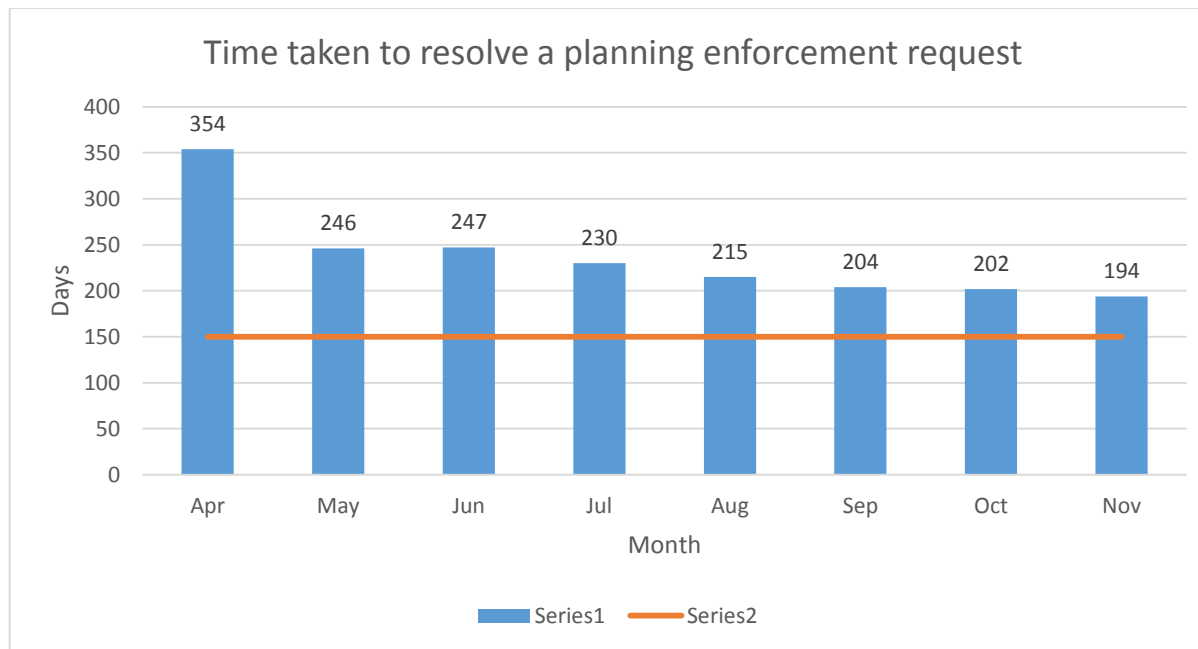
Investigating high impact or complex cases requires significant resource, as explained in more detail below.

- The Council's Local Enforcement Plan, adopted in 2018, requires the investigation of all reports that are received. Officers manage reports based on priority, meaning that the necessary time to deal with high impact and complex cases inevitably results in longer timescales for lower priority cases. High impact and complex cases currently average 16 per month in addition to the approximate 100 additional cases that are required to be opened, closed or investigated in any one month.
- Long standing cases involve time delays that are outside officers' control. For example, where an enforcement notice is appealed at the planning inspectorate. This inevitably impacts on the time taken to resolve a case.
- Investigating high impact or complex cases requires significant resource which impacts on the overall performance figures. The current set of performance measures does not accurately reflect the provision of service within the work area. There a wide range of measures collected in relation to housing enforcement which, when considered together, demonstrate that good outcomes are being achieved, such as the number of formal notices served and the number of successful prosecutions. It is outcomes such as these that the service needs to focus on in order to continue improving

property standards within the district and it is felt by officers that whilst timescales are important, they should not be worked towards at the expense of the right outcome.

- It is likely that for 18/19, the number of enforcement requests received will be higher than in any of the previous three years. This in itself demonstrates the demand being placed on the service.

The factors listed above, while largely outside the service's control, have an inevitable impact on the overall performance figure for the time taken to resolve enforcement cases. The current set of performance measures do not, therefore, accurately reflect the provision of service within the work area. Graph 1 below shows the reduction in the time taken to deal with cases for 2018/19 to date. As previously reported there was a concerted effort to close long standing cases in April this year and from this point the number of days has gradually reduced. To provide context in regards to the above, there are 2 FTEs allocated to planning enforcement.

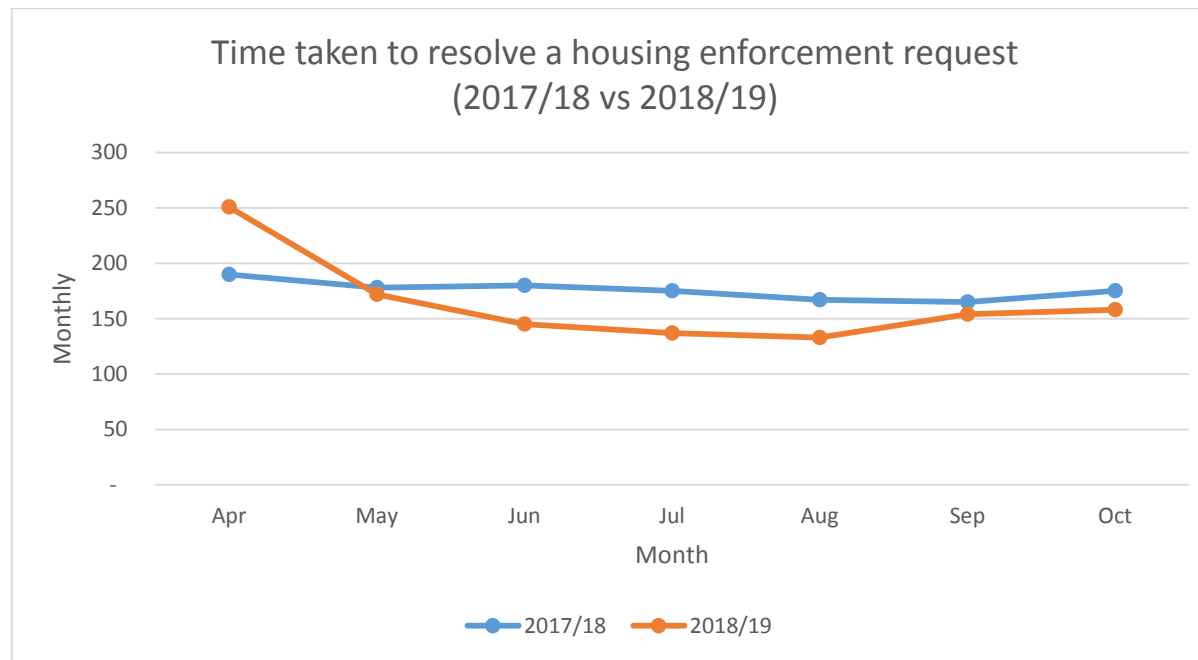


Graph 1: time taken to resolve a planning enforcement request, 2018/19 year to date

2.2 Challenges – Housing Enforcement

Progress has been made in reducing the time taken to resolve housing enforcement requests by closing longstanding cases, as reflected in graph 2 below. Whilst the average number of days to determine housing enforcement cases is not expected to be greater than 2017/18, it is still unlikely that it will meet the target of 90 days for the following reasons:

- Officers regularly handle cases that are high risk due to multiple factors outside the control of the service. This impacts on the ability to resolve cases quickly and the focus instead is on achieving the right outcome rather than meeting a time driven target. This is not reflected in the current performance measure and attaching a time based target, whilst useful, is not necessarily meaningful.



Graph 2: time taken to resolve housing enforcement requests (2018/19 figures are for year to date)

3.0 Outcome and Agreed Action Plan

The performance workshop generated a number of actions assigned to both the Enforcement service and the Performance and Programmes Team. Completion of these actions will result in improved performance reporting from the start of the 2019/20 financial year which more accurately reflects the level of service provision and, importantly, the outcome of the work undertaken. In addition, it was agreed that the Performance and Programmes Team will undertake a piece of in depth analysis to identify any areas of change management that could result in service improvement. The agreed action plan is as follows.

Action	Outcomes	By When?
1. Development of a bespoke performance dashboard for the service	<ul style="list-style-type: none"> • Allows more in depth analysis of performance across the service which enables improved service planning • Improved target setting that is profiled to take in to account seasonal fluctuations in demand • Enables projection of financial and performance data which leads to improved service delivery 	December 2018
2. Understand and review performance by type and frequency of demand (high, medium and low impact requests)	<ul style="list-style-type: none"> • Improved performance reporting that more accurately reflects the level of service provision for each type of request 	February 2019
3. Identify outcome based performance measures to be included in the Progress and Delivery cycle	<ul style="list-style-type: none"> • Demonstrates how the service is contributing to the objectives set out in the Council's Corporate Plan 	March 2019
4. Identify steps involved in the process of dealing with requests and the associated costings	<ul style="list-style-type: none"> • Identification of improvements and efficiencies that could result in reduction of time taken to deal with requests 	January 2019



**Prosperous Communities
Committee**

19 March 2019

Subject: Housing Civil Penalties Policy Amended

Report by:	Executive Director of Operations
Contact Officer:	Andy Gray Housing and Enforcement Manager andy.gray@west-lindsey.gov.uk
Purpose / Summary:	To provide elected members with a revised version of the Council's Housing Act Civil Penalties Policy.

RECOMMENDATION(S)

Elected Members are asked to:

- a) Approve the revised policy in regards to Housing Act Civil Penalties to come into effect from the 1st of April 2019.**

IMPLICATIONS

Legal:

Section 126 of the Housing and Planning Act 2016 allows financial penalties to be imposed as an alternative to prosecution for certain offences. Schedule 9 of the Act amends the Housing Act 2004 including the providing of a new section 249a which covers financial penalties as an alternative to prosecution.

Financial : FIN/226/19

The revised Civil Penalties Policy will enable the Council to issue financial penalties directly to landlords who commit certain offences.

Any income received from these penalties will be used to offset costs which may include additional legal costs incurred through the hearing of appeals and seeking of court orders.

It is proposed any income generated above total cost will be considered for investment in private sector housing statutory enforcement functions, should this be required.

Whilst the proposed amendments reduce two of the penalties within the policy, it is not expected that this will alter the overall financial impact as the lower penalty is less likely to be appealed and is more in line with tribunal decisions to date.

Staffing :

There are no staffing implications

Equality and Diversity including Human Rights :

None noted

Risk Assessment :

Income derived from Civil Penalties – there is no guarantee that payment of a civil penalty will be made by the person it has been issued to. As a result the Council would need to seek a court order for payment, which will incur additional costs.

Mitigation – the Council has processes in place in regards to the recovery of debt and it is expected that the cost of current legal processes for lower level offences would be minimised and enable this action to be taken at no additional cost.

The First Tier Tribunal – the appeal of Civil Penalties and Rent Repayment Orders are considered by the First Tier Tribunal. This tribunal has the power to quash, confirm, increase or reduce the civil penalty and its decisions are currently untested.

Mitigation – any arising case law will be considered and cases will be developed to the same burden of proof as per our current criminal investigations. A number of cases have now been heard at tribunal and this policy review has taken those matters into consideration.

Climate Related Risks and Opportunities :

None noted

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

Report to Prosperous Communities Committee – 1st May 2018

[http://democracy.sharedlincs.net/ieListDocuments.aspx?CId=176&MId=1736&Ver=4&\\$LO\\$=1](http://democracy.sharedlincs.net/ieListDocuments.aspx?CId=176&MId=1736&Ver=4&LO=1)

First Tier Tribunal Decisions from March 2018

https://www.gov.uk/residential-property-tribunal-decisions?keywords=&tribunal_decision_category%5B%5D=housing-act-2004-and-housing-and-planning-act-2016&tribunal_decision_decision_date%5Bfrom%5D=&tribunal_decision_decision_date%5Bto%5D=

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 In May 2018 the Prosperous Communities Committee approved a Civil Penalties Policy which enabled powers to impose civil penalties for certain offences under the Housing Act 2004.
- 1.2 The policy has now been in place for around a year and as a result some minor amendments are required as a result of tribunal decisions, best practice and practical experience in dealing with matters relating to this. The revised policy is included in appendix 1.

2 Civil Penalties to Date

- 2.1 To date the Council has issued 6 civil penalties:
- 2 of these have been paid, £2,500 per penalty
 - 3 of these across 2 landlords are at the tribunal for appeal (£11,000 per penalty)
 - 1 of these is in the process of being recovered via a charging order (£11,000) through the county court

3 Proposed Amendments

- 3.1 The proposed amendments to not affect the legal status of the policy, they seek to ensure that it is fit for purpose and effective.
- 3.2 The table below sets out the proposed amendments and the reasons for it being required:

	Amendment	Reasoning
1	Removal of provision for seeking of tribunal costs of £2,000 where appeals are unsuccessful.	The tribunal process does not allow for costs to be sought within it. There is no other mechanism for these costs to be recovered.
2	County Court Debt Recovery (see 6.7)	Note added to advise that a debt recovery process will be followed for any unpaid penalties.
3	Payment Plans (see 6.8)	Note added to formalise that payment plans will be offered, as appropriate, in regards to payment of civil penalties
4	Totality (see 6.9)	It is best practice and noted in tribunal decisions that the totality principle should be considered in any decisions made.
5	Reduction of penalty for S.72 and S. 95 Failure to Obtain a Licence (see Table 2)	To ensure that basic offence penalty is at a more proportionate level and to enable it to be increased more effectively using the scoring matrix within Table 3.

6	Additional information added in relation to culpability and track record (see Table 3)	Culpability is a key feature in regards to tribunal decisions and previous matrix did not place enough emphasis on this.
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- 3.3 The reduction of the penalty amount for S.72 and S.95 offences has been informed by a number of matters. The original penalty amount within the policy was £10,000, which meant that for basic licensing offences (even those that were not deliberate) had to commence on the penalty scale at £10,000. It is felt that this figure was not reflective of the offence.
- 3.4 The revised scoring matrix in Table 3 makes additional provision for culpability and track record, which along with the other factors included, ensures that those more severe offences can be issued with a larger penalty.
- 3.5 The lowering of the penalty for the two offences is less likely to lead to appeals in relation to the offence, particularly from those landlords who are at the lower end of the scoring matrix. This will therefore reduce the amount of officer and legal time needed to deal with these matters and make the policy more effective.

4 Recommendations

- 4.1 Elected Members are asked to:
- a) Approve the revised policy in regards to Housing Act Civil Penalties to come into effect from the 1st of April 2019.



Civil Penalties Policy

1. Introduction

- 1.1.** The Council is committed to improving the housing standards within West Lindsey and ensuring that properties within the private rented sector are well managed, free from hazards and safe for those that occupy them.
- 1.2.** The Council recognises that the majority of landlords operate in a legal and professional manner and work to ensure that their properties meet the required standards.
- 1.3.** However, alongside this, there are criminal and irresponsible landlords who poorly manage and maintain property and in some cases knowingly flout the regulations and laws that they are due to abide by.
- 1.4.** The Government is continuing in its efforts to crack down on rogue landlords and the measures within the Housing and Planning Act 2016 have been put in place to enable local authorities to enhance their abilities to deal with them. Within the Act the following provisions have been made:
 - Civil penalties of up to £30,000 as an alternative to prosecution for certain offences (came into force on 6 April 2017)
 - Extension of rent repayment orders to cover illegal eviction, breach of a banning order, failure to comply with an improvement notice and certain other specified offences (came into force on 6 April 2017)
 - Database of rogue landlords and property agents who have been convicted of certain offences or received multiple civil penalties
 - Banning orders for the most serious and prolific offenders
- 1.5.** In order for the Council to issue civil penalties it must have a policy in place. This policy sets out our approach to issuing penalties and provides guidance on how the level of fine will be set.

2. Expectations

- 2.1.** Guidance issued by Government makes clear that it expects local housing authorities to use their new powers robustly in order to clamp down on rogue landlords.
- 2.2.** The maximum penalty of £30,000 has been set at a level to ensure that it is significant enough for those landlords who flout the law to think seriously about their behaviours in relation to property standards and management. The guidance is also clear that the maximum penalty of £30,000 should only be reserved for the very worst offenders.

- 2.3. In determining whether to prosecute or issue a civil penalty the Council will need to ensure that the same criminal standard of proof is obtained. The Council will satisfy itself that if the case were to be prosecuted in the magistrate's court that there would be a realistic prospect of conviction. In order to do so the Council would take into consideration its Corporate Enforcement Policy and its Housing Enforcement Policy, alongside seeking legal advice and other guidance. If either of these sanctions are not appropriate then in line with the Corporate Enforcement Policy other measures may be considered.
- 2.4. Government guidance suggests that prosecution should be the appropriate option for the most severe cases or for those that are repeat offenders. The Council will generally look to issue a civil penalty except in these aforementioned circumstances and each case will be determined on its own merits.
- 2.5. It should be noted that for certain offences within the Housing Act letting agents, property agents and managing agents can also be prosecuted and therefore under this policy can be issued with a civil penalty. The term "landlord" within this policy refers to all of these groups. The level of civil penalty issued can be different for each party in regards to the same offence and will consider the circumstances specific to the individual party.

3. Offences

- 3.1. There are only certain offences, relating to certain sections of the Housing Act 2004, where the use of a civil penalties will be permitted. These are as follows:

Section 30 – Failure to comply with an Improvement Notice
Section 72 – Offences in relation to licensing of Houses in Multiple Occupation (HMO)
Section 95 – Offences in relation to licensing of houses under Part 3 (inc. Selective Licensing)
Section 139 – Offences of contravention of an overcrowding notice
Section 234 – Failure to comply with management regulations in respect of HMOs

4. Considerations

- 4.1. The Government recommends that the Council consider the following to ensure that the level of civil penalty given is appropriate:
- **The severity of the offence:** the more serious the offence the higher the penalty should be
 - **The culpability and track record of the offender:** a history of non-compliance or deliberate action should increase the penalty amount
 - **The harm caused to the tenant:** the greater the harm or potential for harm, the higher the penalty should be

- **The punishment of the offender:** the penalty should be set at a level to reflect that offence could be dealt with in a court of law and should have an impact upon the recipient
- **Whether it will deter the offender from repeating the offence:** the level of the penalty should be set as to help ensure that the offender does not offend again
- **Whether it will deter others from committing the offence:** the civil penalty will not be in the public domain. However, there is a likelihood that there will be an awareness of penalties issued through informal channels. The level of the penalty should seek to demonstrate that impact that non-compliance can have.
- **Whether it will remove any financial benefit the offender may have obtained as a result of committing the offence:** the offender should not benefit as a result of committing an offence i.e. it should not be cheaper to offend, than to properly manage and maintain a property.

5. Level of Civil Penalty to be Issued

5.1. Any penalty issued must consider the above factors in the determination of its level. If it is determined that a civil penalty should be issued then the Council will determine the level of the penalty based on

- the cumulative sum of penalties for each offence (Table 1)
- plus the sum of penalties for any additional offences (Table 2)
- plus a level of penalty determined by an impact scoring matrix (Table 3)

5.2. All 3 tables referred to are shown in appendix 1. The final penalty amount is calculated using table 1, once consideration has been given to tables 2 and 3.

5.3. Table 2 gives offence specific penalties, which would be the minimum penalty amount for that offence (column A). Columns B and C enable additional penalties to be added depending on the specific offence.

5.4. Table 3 adds an additional penalty for impact in regards to the offence, based on the factors set out by the Government in considering the level of fine to be issued. The additional amount attributed to this score is shown in Table 1, column 3.

5.5. The maximum penalty that can be issued will not exceed £30,000.

Worked Examples

Example A - a landlord has breached an improvement notice which sought to address 1 Category 1 Hazards. Landlord A has had no previous

enforcement action taken and is not known to be a poor landlord. There is no reason to believe that they will repeat the offence and the tenant is not vulnerable

Example A	Penalty Amount (£)	Cumulative Amount (£)
Non-compliance with an improvement notice	£2,000 (Table 2, column A)	£2,000
Impact Score = 60 Severity = Low No of properties managed = 1-2 Culpability and track record – none Financial Incentive – little or no income Deterrence and prevention – High Confidence	£1,000	£3,000
Total Penalty		£3,000

Example B – a landlord is non-compliant with an improvement notice which seeks to address 3 Category 1 Hazards. The landlord owns 5 properties and has had previous enforcement action taken against them. The tenant is elderly and vulnerable.

Example B	Penalty Amount (£)	Cumulative Amount (£)
Non-compliance with an improvement notice	£2,000 (Table 2, column A)	£2,000
2 or more Category 1 Hazards	£3,000 (Table 2, column B)	£3,000
Impact Score = 140 Severity = Moderate No of properties managed = 5-8 Culpability and track record – 1 previous notice Financial Incentive – Moderate Deterrence and prevention – Medium confidence	£5,000	£10,000
Total Penalty		£10,000

Example C – a landlord has been identified as having an unlicensed property in an area designated for selective licensing. The property is not in a poor condition and the tenants are not vulnerable. The landlord has a very large property portfolio and has previously been served with a notice.

Example C	Penalty Amount (£)	Cumulative Amount (£)
Failure to obtain a property licence	£2,500 (Table 2, column A)	£2,500
Impact Score = 140 Severity = Low No of properties managed = 8+ Culpability and track record – 1 previous notice Financial Incentive – Moderate Deterrence and prevention – Medium confidence	£5,000	£7,500
Total Penalty		£7,500

6. Additional Factors

- 6.1. Once the Council has decided to issue a civil penalty the recipient will be notified and given 28 days to make representations about the matter. After this period of time the Council will consider any representation and decide whether to impose a penalty and, if so, the amount of the penalty. A final notice is then issued giving the recipient 28 days to make payment.
- 6.2. The Council can, following representations withdraw a notice or reduce the amount specified for payment within the notice. Any decisions made in this regard will be considered on a case by case basis and reflect the considerations set out within Government guidance and this policy.
- 6.3. In determining the level of penalty the financial position of the landlord will be considered. This will include a review of any income they receive and any assets they own. It is the responsibility of the offender to disclose information to the Council if they wish for this to be taken into consideration to enable the Council to review its decision.
- 6.4. In many cases landlords own more than one property or asset, which they may be able to sell or borrow against. Subject to consideration of individual mortgages and other financial matters the Council is unlikely to consider claims of financial hardship from those landlords with multiple properties or assets.
- 6.5. Where a civil penalty is issued, the Council will give consideration to the pursuit of a rent repayment order in the circumstances for which it applies.
- 6.6. Any person issued with a civil penalty has a right of appeal to the First Tier Tribunal. The tribunal can determine whether to confirm, vary (increase or reduce) or cancel the civil penalty that the Council has issued.

- 6.7.** If a civil penalty is unpaid the Council will refer the case to the county court for an order of that court to seek its recovery.
- 6.8.** The Council will consider a landlords ability to pay in regards to whether a form of payment plan should be offered. Any payment plan would be relative to the amount of penalty issued, the offenders ability to pay and would not exceed 12 months. Where a payment plan is defaulted upon the Council would seek to recover the penalty via a charging order.
- 6.9.** Where multiple penalties are issued to a landlord, which are considered to be within the same course of conduct the Council will consider the totality of the penalty in its final decision. Where totality is applied the decision will be explained and justified.

Appendix 1:

Table 1: Civil penalty level for Housing Act 2004 offences

(Column 1 + Column 2 + Column 3 = Column 4)

- 1	2	3		4
<i>Offence specific penalties</i>	Further penalties (if any)	Table 3 impact matrix score	Level of penalty	Cumulative total
<i>Total for each penalty shown in Table 2, column A</i>	Total for each penalty shown in Table 2, columns B and / or C	60 - 110	£1,000	Level of civil penalty to be applied (maximum £30,000)
		120 - 170	£5,000	
		180 - 230	£10,000	
		240	£20,000	

Table 2: Offence specific penalty and other penalties

Housing Act 2004 offence(s)	A		B		C	
s.30	Non-compliance with improvement notice.	£2,000	There are 2 or more category 1 hazards.	£3,000	Where there are 3 or more high scoring category 2 hazards. ¹	£1,000
s.72	Failure to obtain a property licence.	£2,500				
	Breach of conditions – The HMO is licenced under this section and there is a breach of licence conditions (penalty per breach).	£1,000				
s.95	Failure to obtain a property licence.	£2,500				
	Breach of conditions – The property is licenced under this section and there is a breach of licence conditions (penalty per breach)	£1,000				
s.139	Non-compliance with an overcrowding notice.	£500	Penalty added for every person the property is overcrowded by.	£200		
s.234	Failure to comply with management regulations in respect of HMOs (penalty per breach).	£500				

¹ A high scoring category 2 hazard is defined as a hazard achieving a score rating of D or E under the HHSRS

Table 3: Impacts scoring matrix

Answer each of the questions 1 – 5 below and apply the score shown in the column header.

Score		10	20	30	40
1	Severity of harm or potential harm caused x 2 (the relevant column score is double)	Low Low level of harm Potential harm unchanged in HHSRS assessment. Previous/current occupant not in vulnerable category.	Moderate Moderate level health risk(s) to relevant persons. Previous/current occupant in vulnerable category.	High High level health risk(s) to relevant persons. Potential harm outcome increased in HHSRS assessment. Previous/current occupant in vulnerable category. Occupants affected frequently or by occasional high impact occurrences.	Severe High level of health risk(s) to relevant persons. Previous/current occupant in vulnerable category. Multiple occupants at risk. Potential harm outcome increase in HHSRS assessment. Occupants are severely and/or continually effected.
2	Number of properties owned/managed	1-2	3-4	5-8	8+
3	Culpability and Track record	No previous enforcement history. Minimal prior contact. Clear evidence of action not being deliberate	1 or more previous enforcement notice served. Clear evidence of action not being deliberate	1 or more enforcement notice served. Offender ought to have known that their actions were in breach of legal responsibilities	Significant evidence of historical non-compliance Actions were deliberate or offender knew or ought to of known that their actions were in breach of their legal responsibilities
4	Removal of financial incentive	Little or no income received	Low income received	Moderate income received	High income received
5	Deterrence and prevention	High confidence that penalty will deter repeat offence.	Medium confidence that penalty will deter repeat offence.	Low confidence that penalty will deter repeat offence.	No confidence that penalty will deter repeat offence.

Prosperous Communities Work Plan (as of 11 March 2019)

Purpose:

The table below provides a summary of reports that are due on the Forward Plan.

Recommendation:

1. That members note the contents of this document.

Title	Lead Officer	Purpose of the report
19 MARCH 2019		
Housing Civil Penalties Policy Amended	Andy Gray, Housing and Enforcement Manager	To update the penalty matrix within the civil penalties policy
Customer First 6 Month Update	Michelle Carrington, Strategic Lead Customer First	To provide an update on the progress of the Customer First Programme.
JUNE 2019		
Vulnerable Persons Resettlement Scheme	Rachel Parkin, Home Choices Team Manager	To discuss the participation into the Vulnerable Persons Resettlement Scheme
Housing Assistance Policy Review	Andy Gray, Housing and Enforcement Manager	To update the Housing Assistance Policy and amend certain criteria relating to specific grants.
Progress and Delivery Report - Period 4 2018/19	Mark Sturgess, Executive Director of Operations and Head of Paid Service	To present performance for the Council's key services against agreed performance measures and indicate areas where improvements should be made, having regard to remedial measures set out in the report.
16 JULY 2019		
Place Based Strategy	Grant White, Enterprising Communities Manager	Update on place based strategy including work in South West Ward and Hemswell Cliff.
Progress and Delivery Report - Period 1 2019/20	Mark Sturgess, Executive	This report presents performance of the Council's key

Director of Operations and
Head of Paid Service

services against agreed performance measures and indicates areas where improvements could be made, having regard to the remedial measures set out in the report.

10 SEPTEMBER 2019

Parish Charter & Public Realm Proposals

Grant White, Enterprising
Communities Manager

To present a new Parish Charter and proposals on public realm related actions as requested by PC Committee.

22 OCTOBER 2019

Progress and Delivery Report - Period 2 2019/20

Mark Sturgess, Executive
Director of Operations and
Head of Paid Service

To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report.

Consultation & Engagement Strategy

Grant White, Enterprising
Communities Manager

To introduce a new corporate Consultation & Engagement strategy including equalities statement and impact assessment process.

3 DECEMBER 2019

Update on Gainsborough Market

Ady Selby, Strategic
Manager - Services

Update on delivery of Gainsborough Market

Selective Licensing - annual review

Andy Gray, Housing and
Enforcement Manager

To provide Committee with its annual review of the selective licensing scheme in Gainsborough South West Ward

28 JANUARY 2020

17 MARCH 2020

Progress and Delivery Report - Period 3 2019/20

Mark Sturgess, Executive

To present performance of the Council's key services

Director of Operations and
Head of Paid Service

against agreed performance measures and indicate
where improvements should be made, having regard to
the remedial action set out in the report.

5 MAY 2020
