

**Guildhall Gainsborough
Lincolnshire DN21 2NA**

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AGENDA

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

**Challenge and Improvement Committee
Tuesday, 8th January, 2019 at 6.30 pm
The Council Chamber - The Guildhall**

Members:

- Councillor Paul Howitt-Cowan (Chairman)
- Councillor Lewis Strange (Vice-Chairman)
- Councillor Mrs Angela White (Vice-Chairman)
- Councillor Bruce Allison
- Councillor David Bond
- Councillor Mrs Angela Lawrence
- Councillor Mrs Jessie Milne
- Councillor Roger Patterson
- Councillor Mrs Diana Rodgers
- Councillor Mrs Lesley Rollings
- Councillor Thomas Smith
- Councillor Mrs Anne Welburn

1. Apologies for Absence

2. Minutes of the previous meeting

- i) Meeting of the Challenge and Improvement Committee 3 - 6
held on 13 November 2018

3. Members' Declarations of Interest

Members may make any declarations of interest at this point and may also make them at any point during the meeting.

4. Matters Arising Schedule

7 - 8

Matters arising schedule setting out current position of previously agreed actions as at 28 December 2018.

5. Public Reports

- | | | |
|------|---|---------|
| i) | Leisure Contract Implementation | 9 - 16 |
| ii) | Public Realm Task and Finish Group - Final Report | 17 - 37 |
| iii) | Progress and Delivery Period 2 Report 2018/19 | 38 - 70 |
| iv) | Review of Progress and Delivery Measures 2019/20 | 71 - 73 |

6. General Work Items

- | | | |
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| i) | Forward Plan | 74 - 80 |
| ii) | Committee Workplan | 81 |

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Friday, 28 December 2018

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in The Council Chamber - The Guildhall on 13 November 2018 commencing at 6.30 pm.

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

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

In Attendance:
Mark Sturgess Executive Director of Operations and Head of Paid Service
Andy Gray Housing and Enforcement Manager
Natalie Kostiuik Customer Experience Officer
Ele Durrant Democratic and Civic Officer

Apologies: Councillor Bruce Allison

42 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 9 OCTOBER 2018

RESOLVED that the minutes of the meeting held on 9 October 2018 be approved and signed as a correct record.

43 MEMBERS' DECLARATIONS OF INTEREST

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

44 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 5 November 2018.

The Democratic and Civic Officer advised Members that the green item regarding the

Amendment to the Operating Methodology had been updated since the papers were distributed and had been completed.

RESOLVED that the Matters Arising Schedule as at 5 November 2018 be received and noted.

45 CUSTOMER COMPLAINTS HANDLING - CURRENT POSITION

Members were asked to give consideration to a report detailing the current statistics for customer complaints handling, following the initial report seen in May 2018 which outlined the new Customer Experience Policy 2018/19 complaints process. The report included figures demonstrating the amount of feedback (Compliments, Comments and Complaints) received in the first six months of the 2018/19 period from 1 April 2018 to 30 September 2018 compared to previous years. Feedback received was also broken down by service and category. Members heard details of upheld complaints, lessons learned from complaints and those issues which had been referred to the Local Government Ombudsman in the six month period from April to September 2018.

Members were keen to offer their congratulations on the work being undertaken and improvements made in recent months. They thanked the Customer Experience Officer for a well presented and thorough report and called particular attention to the lessons learnt as it was felt that this was the most important aspect arising from any complaint. With relation to one of the learning points around the Policy and Customer Charter Update, it was highlighted that the timelines relating to planning enforcement issues had been updated and would need to be amended on the website. The Customer Experience Officer confirmed this had been recognised and was being acted upon. The Housing and Environmental Enforcement Manager also stated that although the wording was out of date, the team were working to the new enforcement timescales.

There was discussion regarding how best to keep Members informed of customer complaint details and other relevant comments and outcomes. The suggestion to share updates via the Member Newsletter was welcomed but it was also requested that an annual report be prepared to give a more in depth review of comparative data and lessons learnt. It was agreed that this annual report could be included in the work plan for the Challenge and Improvement Committee and the Head of Paid Service added that the Customer Experience data could also be considered as part of the Performance and Delivery reporting for the following year.

With unanimous agreement to the amended recommendation it was

RESOLVED that:

- a) the content of the Customer Complaints Handling Update Report be noted; and
- b) Members endorse the report and agree to receive future updates via the Quarterly Voice of the Customer Report, to be published as part of the Members Newsletter, alongside an annual report through the Challenge and Improvement Committee.

46 SELECTIVE LICENSING - 12 MONTH REVIEW

The Housing and Environmental Enforcement Manager introduced a report providing Members with an annual update on the Selective Licensing scheme. He reiterated that the Selective Licensing scheme in the Gainsborough South West Ward was approved at Prosperous Communities Committee in March 2016 and came into force in July 2016 for a five year period. It had been agreed for Members to receive annual updates in regards to the progress of the scheme, the main areas of work undertaken and to provide the timescales and objectives for future phases.

Members enquired about a reference to the Tenant Passport scheme and it was explained that this had not proven as successful as it could have been because the levels of consent needed from tenants did not necessarily provide the detailed information requested by landlords. It was agreed that whilst the scheme could prove beneficial for landlords and tenants alike, it was acknowledged that there were limitations as to how effectively it could be implemented in view of the disparity between information requested and levels of consent required. The Housing and Environmental Enforcement Manager explained there were ongoing discussions with landlords as to how the scheme could be amended to better suit all parties and Members would be kept informed of any progress with this.

There was discussion around the communication between landlords and the council and it was agreed that there had been difficulties in the early days of the scheme because of confusion as to what was required and the purpose of the scheme. The Housing and Environmental Enforcement Manager explained that there were regular meetings with landlords and a forum had been set up in conjunction with Homesafe, all of which provided the chance for any questions or concerns to be raised and continued the positive communications across all involved. It was agreed for the presentation from the recent meeting with landlords to be shared with Members.

A Member of Committee enquired how the enforcement of the scheme was funded and how the additional revenue from the scheme was to be used. It was explained that the licence fee could only be used for the administration of the scheme and enforcement was included in the usual enforcement budgets. As there had been more licence applications than had originally been expected, the additional funds would be used to extend the scheme.

There was an enquiry about whether there had been positive improvements with regards to drug use in the area. It was explained that the scheme made it easier to identify specific problems with tenants or landlords and that it also gave the council the right to ask landlords to deal with specific issues. It was highlighted that landlords were not expected to deal with drug use problems but the council would offer advice and work with the landlord and the police to help tackle the associated problems of anti-social behaviour. Landlords understood the expectations on them, the council's ability to get landlords to act was enhanced and the police continued to work in the area to tackle drug related problems. The Housing and Environmental Enforcement Manager also stated that members of the public were more likely to report their concerns as they could see there was action being taken. It was emphasised that the aim was to work with and support landlords, the scheme was not designed to penalise anyone.

There was round the table support from Committee Members and congratulations offered to

the team for the work undertaken so far. It was queried whether there was an issue with staff turnover because of difficulties within the post although it was confirmed that as the scheme was time limited, any associated officer post would be on a short term basis and such positions generally saw a higher turnover as officers sought permanent employment.

With final congratulations and thanks to all it was

RESOLVED that

- a) The success of the scheme to date and the positive impact within the South West Ward area be noted; and
- b) Members note that, in line with legislation, the income derived from the scheme will continue to fund the administration of the scheme for a further 2 year period, until December 2020; and
- c) A further update be provided to Members in 12 months' time.

47 FORWARD PLAN

The Democratic and Civic Officer introduced the forward plan for all committees and explained that the items selected by C&I were already highlighted.

There was discussion about the report regarding broadband options and it was confirmed that as Members had requested to be kept informed of updates and progress, these details would be shared with them in due course.

RESOLVED that the forward plan be noted.

48 COMMITTEE WORKPLAN

Members of Committee gave consideration to the committee work plan for the coming months. It was noted that some items had been rescheduled owing to an excess of business for the January meeting.

RESOLVED that the work plan be noted.

The meeting concluded at 7.28 pm.

Chairman

Challenge and Improvement Committee Matters Arising Schedule

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

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Amendment to the Operating Methodology	C&I operating methodology to be amended as per cttee meeting 4 Sept 2018.	<p>Minutes of meeting 04/09/18: Members were asked to consider a report regarding the committee Operating Methodology for the current civic year. Members discussed the details of the call-in process and it was agreed that it would be amended to reflect the Committee's ability to call-in an item via committee meetings rather than by only in writing. With no further comment it was RESOLVED that the proposed Operating Methodology for 2018/19 be approved, subject to the amendment as detailed above.</p> <p>COMPLETED: has been updated to reflect the ability of the cttee to agree, as a whole, for an item to be requested to come before C&I. Constitutional amendments to be enacted thru annual constitutional review.</p>	30/11/18	Mark Sturgess
	Information re Broadband Options Report	Information re report for Prosperous Communities cttee to be shared specifically with C&I members at time of publishing.	emailed to C&I Members 6 Dec 2018	30/11/18	Ele Durrant
	Letter of Support for Lincolnshire Police	Letter of support for additional funding to be awarded to Lincolnshire Police to be sent to Sir Edward Leigh from the Challenge and Improvement Cttee.	as resolved in C&I meeting 9 Oct 2018. Update 7/12/18: letter completed, to be signed by Cllr Howitt-Cowan 13 Dec. Update 13/12/18: signed and posted.	30/11/18	Ele Durrant
	Landlords' Forum - Presentation	Presentation from recent landlords' forum to be shared with Members	shared with Members 10 Dec 2018	30/11/18	Andy Gray

Green					
	Improvement to street scene across the district	Work item requested by C&I cttee. Extract of mins 09/01/2018: "A Member of Committee enquired about whether there was any scope to look at aspects of towns and villages that incorporated such things as public artwork or fountains. It was suggested that these could be looked at as street furniture or as part of the overall street scene... [it was suggested that] ... it might be possible to undertake a separate piece of work to look specifically at grants available for improvement of area through public artwork or installations. It was requested that this be noted as a future work point."	Date extended for consideration in 2018/19 committee work plan. UPDATE: discussed in Chair's Briefing 19 Dec 2018. With the completion of the public realm work, pending recommendations to committee, it was suggested for the item to be considered for inclusion in the 19/20 cttee work plan as a follow on project.	28/06/19	Mark Sturgess
	Consideration of Customer Experience with P&D	To consider inclusion of Customer Experience data as part of the P&D reporting for the following year.		29/03/19	Mark Sturgess



Challenge & Improvement

8 January 2019

Subject: Leisure Contract Implementation

Report by:

Mark Sturgess – Executive Director of Operations

Contact Officer:

Karen Whitfield
Community & Commercial Programme Manager
01427 675140
Karen.whitfield@west-lindsey.gov.uk

Purpose / Summary:

To report on the implementation of the Council's leisure contract and progress to date.

RECOMMENDATION(S):

1. Members support the contents of this report and the work undertaken since the award of the leisure contract
2. Members agree to receive a further report at the end of Year two of the contract which monitors performance of the agreed targets.

IMPLICATIONS

Legal:
None arising

Financial: FIN/176/19
None arising

Staffing:
None arising

Equality and Diversity including Human Rights:
None Arising

Risk Assessment:
None arising

Climate Related Risks and Opportunities:
None arising

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Background

- 1.1 This report has been requested by Challenge and Improve Committee in advance of a meeting of Prosperous Communities Committee scheduled for the 29th January.
- 1.2 As leisure is a non-statutory service, and with increasing pressure on Council budgets, back in 2015 the Council began to look at cost effective solutions for continuing to provide a leisure service, and ways to deliver tangible health benefits. This work was extensive and included an independent leisure options review, feasibility studies and a Member workshop which resulted in a Procurement Strategy being developed.
- 1.3 Members of Prosperous Communities considered and agreed the main principles and outcomes of the current leisure contract on the 8th December 2015 and 19th July 2016.
- 1.4 Following a full OJEU procurement process Members of Corporate Policy & Resources awarded the contract to Everyone Active on the 11th January 2018. The new contract provides for:
 - a) Refurbishment of West Lindsey Leisure Centre including the development of a health and wellbeing hub;
 - b) Development of a new dry leisure facility in Market Rasen;
 - c) Employment of an Active Communities Manager;
 - d) Launch of a district wide outreach service

2. Contract implementation

2.1 Contract price

The contract provides an average annual income of £136k for the Council. In addition the capital used to refurbish West Lindsey Leisure Centre will be repaid plus 4% interest over the lifetime of the contract. These amounts are covered by a payment schedule as part of the contract and, as a result of the contract award, the overall benefit to the Council over the lifetime of the contract is £2.477 million.

2.2 Refurbishment of West Lindsey Leisure Centre

Refurbishment of West Lindsey Leisure Centre began at the commencement of the current contract on the 1st June.

The first phase of works included the development of the health and wellbeing hub. This was completed in September and the centre held a very successful official open day which was hosted by Sir Colin Jackson.

The development of the health and wellbeing hub replaced the indoor bowls facility at the leisure centre. In the period between the contract award and the commencement of the contract, both Members and Officers worked hard to limit the impact on affected users. Several options were identified and offered including signposting to alternative facilities and incorporating a dedicated short mat area within the leisure centre. These offers were not taken up and the bowls club have continued to explore opportunities for alternative provision within the town.

Whilst this did generate some negative publicity, the feedback since the health and wellbeing hub opened has been extremely positive. The hub not only contains traditional cardio and weights gym equipment, but has a toning suite which provides rehabilitation activity for cardiac patients and those recovering from other illness and injuries.

The health a wellbeing hub has been operational since September, below is a comparison of the recorded visits to this area to date compared to the previous year when the area was in use as a bowls hall:

Month	Health & wellbeing	Bowls
September	12,553	392
October	14,074	614
November	12,996	709

Below are a sample of the feedback received from users of the health and wellbeing hub:

Stef & Millie

'Never felt we could do this but it's the best we have felt in a very long time. We come at least 6 times a week and has given us a new lease of life'

Helen

'Cracking facility, great for my shoulder rehabilitation'

Sean

'A lovely environment, a relaxed atmosphere where you are exercising and meeting new friends, feel 100% better already'

Wider refurbishment of the centre was completed in mid-December and has included:

- A new spin studio which includes both instructor led and virtual classes. This has increased the numbers of classes and opportunities available from an average of 3 classes a day to 15, allowing customers to undertake activity at a time convenient to them. This is particularly valuable for shift workers.
- New group exercise studio and equipment which also hosts instructor led and virtual classes
- Refurbished dry changing rooms

- Refurbishment of poolside and wet changing rooms including new showers and toilets
- Installation of new steam, sauna and salt rooms.
- Development of dedicated Active Seniors hub
- Introduction of Easyline equipment specifically for rehabilitation activities and use by young and older users.
- External improvements to the front of the centre. The remaining external paintwork will be completed by the end of February 2019.

All of the refurbishment taken place whilst the centre has remained operational and Everyone Active have worked hard not to disrupt activities. For example poolside and some wet changing improvements have taken place overnight.

The GP Referral scheme operated at West Lindsey Leisure Centre continues to grow and, in partnership with John Coupland hospital, the cardiac rehabilitation classes continue to be popular. These classes have been vital in getting residents with heart conditions back into exercise and providing a sustainable plan for them to continue to be active.

A number of small group training sessions have been offered. These are six week, intensive training groups focussed specifically on weight management and developing a leaner and fitter physique. The next programme is due for launch in January 2019.

Everyone Active has a subsidiary company, Everyone Health. Through this delivery arm they have been working with local partners and other health and wellbeing services across the District to identify a range of programmes to be offered including smoking cessation, weight management and diabetes prevention. This information is currently being collated and a grand launch of the health improvement services is planned for Easter 2019.

2.3 Active Seniors Hub

An Active Seniors hub has been introduced on the first floor of the leisure centre. This area was previously unused but now provides an area for both activity and also a social space.

The Active Seniors programme was officially launched on the 1st October and includes activities such as Short Mat Bowls, Table Tennis, Walking Netball, Aqua Aerobics and use of the Easyline equipment.

This area is proving to be very popular and in November 2018 alone there were over 400 visits. To date, since the commencement of the contract, a total of 315 new users aged over 50 have joined the leisure centre. There

are further plans in place to increase usage and Tai Chi and Badminton are being added to the programme in early 2019.

The demographic of users of this area is very varied and includes retired couples and individuals, people wanting to increase their fitness, those looking to make friends and also people living with a condition who are undertaking rehabilitation exercise or trying to stay well. In addition the Active Seniors hub is also used by community groups and organisations. To date these have included Vital Stepping Stones self referral scheme, Gainsborough Parkinson's group and Peggy's Place Dementia support group.

The Active Communities Manager is now developing relationships with other organisations such as the U3A, Age UK, Community Wheels, the Hastings Centre, GP Surgeries and John Coupland Hospital.

2.4 Outreach Service

The Active Communities Manager will be responsible for working with communities within the wider district to facilitate physical activity in remote or isolated areas. The model relies on the Active Communities Manager working with a local community to get activity up and running. This may include applying for funding for equipment and/or coaching staff to ensure the activity is sustainable long term, before moving on to work with other communities.

Work in this regard has already begun with pilot schemes being launched at Sudbrooke and Scothern. Activities undertaken have included walking exercise, seated aerobic classes and Boccia. These classes are now an established part of the Active Seniors programme and it is hoped that the village committees will continue to work alongside Everyone Active to apply for funding for equipment to widen out the scheme.

Currently the Active Communities Manager is in discussions with Scotton and Hemswell and is hoping to roll out the programme in these locations early in the New Year.

2.5 Market Rasen Leisure Centre

Morgan Sindall have been appointed as the Council's partner to develop the leisure centre at Market Rasen. The proposed centre will include:

- Reception/viewing area
- Four court sports hall
- Gym, including high quality fitness equipment
- Group exercise studio
- 3G artificial pitch

A site has been secured off Gainsborough Road and design plans are well underway. A period of consultation has been entered into, including a public event held on the 19th September. This represents a significant

investment into Market Rasen and to date the Council have received some positive feedback on the scheme.

Some residents of Market Rasen have expressed their disappointment that the plans do not include a pool at this time. However, the design and size of the site allows for the addition of a pool in the future should this be a viable option.

The planning application in respect of the development has been submitted and this is due for determination in February 2019. Should planning permission be granted, building work is due to commence in the Spring 2019 with the centre operational from April 2020.

2.6 Outcome Measures

The contract provides for a range of measures to be collected and monitored throughout the lifetime of the contract. These are grouped under the main themes of:

a) Improving the health of residents of West Lindsey by encouraging everyone to be more active more often. These measures focus on the percentage of the population engaging in physical activity between one and five times a week;

b) Engaging with specific groups and localities to expand the number of people involved and to increase the frequency they participate in physical activity. These measures include residents with disabilities, those aged 5 to 16, those eligible for the concessionary pricing scheme, and over 65s.

c) Delivering a positive customer experience. These measures include customer satisfaction data, achievement of Quest Plus and customer retention.

The contract provides for baseline data to be collected against each measure in year one of the contract, and from then on annual improvement targets will be set. It is proposed to incorporate these performance outcomes through the Council's Performance and Delivery reporting mechanism.

2.7 Contract Penalties

In addition to the outcome measures contained within the contract there are series of agreed operational performance standards that carry financial penalties for under performance. These are based on the standards set out in the Leisure Services Specification that forms the basis of the contract.

These are based on:

a) The centre being operational as per the advertised opening hours, with penalties being incurred for late opening or unauthorised closures

b) Maintenance schedules being adhered to and ad hoc maintenance being carried out in a timely manner

c) Adequate staffing levels are maintained and that staff are appropriately trained.

d) The security of the building is maintained

e) Cleanliness standards are adhered to

f) Effective communication is maintained with customers including any changes to the advertised programme or activities.

3. Recommendation

3.1 a) Members support the contents of this report and the work undertaken since the award of the leisure contract.

b) Members agree to receive a further report at the end of Year two of the leisure contract which monitors performance of agreed targets.



Challenge and Improvement
Committee

8th January 2019

Subject: Rural Public Realm Report

Report by:

Grant White

Contact Officer:

Grant White
Enterprising Communities Manager
Grant.white@west-lindsey.gov.uk

Purpose / Summary:

To:

- 1) Present report from the Public Realm Task & Finish Group

RECOMMENDATION(S):

1. Members acknowledge the Public Realm Report
2. Members agree to submit the recommendations detailed in Section 4 of this report to the Prosperous Communities Committee for further exploration and decision as appropriate

IMPLICATIONS

Legal: None

Financial: None

Staffing: None

Equality and Diversity including Human Rights: Not applicable

Risk Assessment: Not applicable

Climate Related Risks and Opportunities: Not applicable

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

C&I Committee – 9th January 2018:
“Public Realm – C&I ToR Update Report”

C&I Committee – 26th June 2018:
“Public Realm Interim Report”

Call in and Urgency:

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

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

Key Decision:

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

1. Background

- 1.1 The Challenge and Improvement Committee established a member Task and Finish Group to scrutinise the effectiveness of services offered in maintaining rural public realm.
- 1.2 A Delivery Plan for this work was approved by Challenge & Improvement Committee on 9th January 2018. Since this date the Task & Finish Group have met on a number of occasions to progress actions within the Delivery Plan.

APPENDIX A – Rural Public Realm Task & Finish Group – ToR v1.1

2. Public Realm Survey for Parish/Town Councils

- 2.1 A key actions identified within the Delivery Plan was to conduct a public realm survey open to all parish and town councils in West Lindsey. The survey was designed to gather valuable information and local insight from parish and town councils on the current conditions, challenges and opportunities for public realm.
- 2.2 The Public Realm Survey was launched on 16th May 2018 and closed during November 2018 following an extension to encourage more responses. Information about the survey was sent to all parish and town council clerks via e-mail on multiple occasions. Members were also asked to further help promote completion of the survey and e-mailed copies to distribute.

APPENDIX B – Public Realm Survey 2018 results

- 2.3 A total of 21 responses were received for the survey. 16 were from parish councils, 4 were from WLDC members and 1 was from a church council.

Responses were received from the following parish councils:

- Northorpe Parish Council
- Somerby Parish Meeting
- Brookenby Parish Council
- Welton-by-Lincoln Parish Council
- North Owersby Parish Council
- Sudbrooke Parish Council
- Brookenby Parish Council
- Bigby Parish Council
- Searby and Owmbly Parish Council
- Middle Rasen Parish Council
- Morton Parish Council
- Keelby Parish Council
- Hemswell Cliff Parish council
- Brattleby parish council
- Kexby parish council
- Marton and Gate Burton Parish Council

- 2.4 The following are emerging messages/themes under the each public realm heading obtained from the survey:

1. Street Scene

- Average to very poor rating for standard of **highways**
 - Concerns over quality of pothole repairs – not being filled in properly
- Average rating to standard of **street lighting**
 - Villages with LCC street lights go off at midnight
 - Villages with WLDC street lights operate full night
- Average to poor rating for **street cleaning**
 - Blocked drains cause flooding
 - Have to request cleaning following a problem occurring
- Poor to very poor rating for **roadside grass cutting**
 - Some parish councils have taken on additional grass cutting

2. Rights of Way

- Average to very poor rating for **roadside footpaths**
 - Overgrown footpaths
 - Poor maintenance and repair
- Average rating for **public/field footpaths**
 - Lack of paths
 - Overgrown and access for disabled not possible
- Poor rating for **cycle paths** (over 50% not applicable)
 - Lack of cycle paths
- Average to poor rating for **accessibility of rights of way**
- Average rating for **signage of rights of way**
 - Better signage is required

3. Rural Environment

- Average to good rating for **community green spaces**
- Average to very poor rating for **grass verges**
- Poor rating for **hedges**

4. Environmental Crime

- Sometimes to often rating for **fly tipping, dog fouling and littering**
 - Initiatives to target dog fouling can achieve results
 - Lack of enforcement on dog fouling

5. Rural Crime

- Often to very often rating for **traffic offences** (i.e. speeding)
 - Major concerns around speeding in villages
 - Parking causes issued including parking near schools
 - Lack of enforcement on speeding and parking
- Average rating for **anti-social behaviour**
 - Criminal damage to community assets

6. Public Realm Responsibilities

Challenges experienced by parish councils in maintaining their public realm:

- Getting a response from WLDC
- Vandalism and criminal damage
- Burden of having to raise precept to cover reduction in LA services
- Lack of funding and resources

2.4 The survey also gave participants the opportunity to provide additional information and comments on how to make improvements under the above areas.

3. Task and Finish Group Findings

3.1 During the past 12 months the Task and Finish Group have met on a number of occasions. At each meeting the group has reviewed the on-going progress of the survey and also discussed key themes of public realm. This has included looking at known issues and looking into potential options and solutions.

- Ownership of grass verges
 - Opportunity to transfer grass verge ownership/responsibility to Parish Councils that want to take on their maintenance/grass cutting
- Awareness of how to report issues
 - Awareness of reporting mechanisms and who does what.
- Awareness of equipment available from WLDC for litter picking
 - Possibly promote more but subject to availability and resources
- Speeding identified as big concern in villages
 - Opportunity to explore joint working with Lincolnshire Police and Lincolnshire Road Safety Partnership

3.2 During the past 12 months the Task and Finish Group have also acknowledged on-going work by LCC and WLDC that has made improvements to public realm. This includes:

- On-going work to upgrade LCC street lights to LED
- Introduction of CCTV by WLDC to target fly tipping

4. Recommendations for Prosperous Communities Committee

- 4.1 Based on the research and information obtained by the Task and Finish Group this report proposes that the Challenge & Improvement Committee considers and recommends the following recommendations to the Prosperous Communities Committee for consideration and action.

Recommendation 1:

Undertake to review existing communication and reporting channels between WLDC and parish/town councils

It was highlighted in the survey results that the response from WLDC to reports made by parish/town councils does not always meet expectations. Coupled with on-going issues around awareness of how to report and who is responsible for what service, a review of how WLDC communicates and identification of any areas for improvements is now timely.

Recommendation 2:

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

Dog fouling, fly-tipping and littering are offences that cause issues in many rural communities. WLDC already provides support such as litter picking equipment, dog waste bins and signage. This provision is not actively promoted or clearly communicated to parish/town councils as being available. A clear scheme or suite of tools/support would help local communities to tackle these issues.

Recommendation 3:

Undertake a review of legal responsibilities for grass verges and explore options for transfer of ownership/responsibility with LCC

Many parish/town councils already perform grass cutting and green space management. Some of these councils may want to take on additional grass cutting of grass verges in order to provide a consistent approach and service locally. A key barrier to this has been the lack of knowledge and understanding around legal ownership and responsibility for grass verges. A review of legal responsibilities and the options for transfer from LCC, WLDC and other agencies will help provide a clear understanding for local parish/town councils.

Recommendation 4:

Review current ability to provide community support and advice to parish/town councils on local issues and community projects

The survey results highlighted a number of specific local issues. The meetings of the Task & Finish Group also included discussion of specific issues in communities some of which occur in multiple places across the district. There is an expectation from parish/town councils that WLDC will help address local issues. It is important to review the current ability to provide support and advice on local issues and WLDC's responsibility and ability to help tackle or resolve them.

Recommendation 5:

Consider the need to re-allocate funds within the Community Grants Programme to respond to and support local issues around public realm

The survey results have highlighted potential areas where grant funding support could help to improve public realm. With WLDC's Community Grants Programme about to enter year 2 of 5 there may be benefits to reviewing its current remit and exploring opportunities to make changes that would enable local public realm needs to be supported.

5. Recommendations

- 5.1 Members acknowledge the Public Realm Report
- 5.2 Members agree to submit recommendations to Prosperous Communities Committee for further exploration and decision as appropriate

Challenge and Improvement Committee Rural Public Realm Task and Finish Group

Terms of Reference

1. Background

- 1.1 The Challenge and Improvement Committee fulfils the Council's overview and scrutiny function with responsibility to:
- Assist the council in the development of its budget and policy framework by in depth analysis of policy issues
 - Conduct research, community and other consultation in the analysis of policy issues and possible options
- 1.2 Additionally in can make recommendations to the appropriate committee and for Council arising from the outcome of the scrutiny process.
- 1.3 Key themes of the Council's Corporate Plan are:
- **Open for business**
A high quality and well maintained public realm will assist with attracting inward investment into the District and demonstrate that the Council is "open for business"
 - **People First**
Improved street scene and green space is an important outcome which this theme seeks
 - **Excellent Value for money services**
Street scene and the public realm are some of the most visible service the council provides in the District so these need to be seen as efficient, effective and economic.

2. Purpose of the Task and Finish Group

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

3. Scope and Focus of the Work

- 3.1 The scope and focus of the work should be on those services which have the greatest impact on public realm in the District. These shall be detailed in the Delivery Plan for this work.
- 3.2 The key questions which need to be addressed by the work of the Task and Finish Group are:
1. To understand from those providing the services how that service is delivered, its budget, performance indicators and barriers/difficulties in providing the services in West Lindsey

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

4. Outputs

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

5. Outcomes

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

6. Membership of the Group

- 6.1 The following form the core membership of the group:

Councillor Angela White (Chairman)	Councillor Anne Welburn
Councillor Thomas Smith	Councillor Jessie Milne
Councillor Lewis Strange	Councillor Malcolm Parish
Councillor Bruce Allison	

- 6.2 Any other elected members shall be welcome to attend any Task and Finish Group meetings.
- 6.3 The group will be supported by officers as appropriate.

7. Timescales

- 7.1 Timescales for this work and key milestones shall be detailed in the Delivery Plan. These may be updated during the course of this work to reflect any changes or additional actions required.
- 7.2 Any changes to Committee reporting timescales must be endorsed by the Task and Finish Group and approved by the Challenge & Improvement Committee.

8. Frequency of meetings

- 8.1 The Task and Finish Group shall meet prior to Challenge & Improvement Committee meetings (typically monthly).
- 8.2 Meetings can be cancelled with prior agreement from the Chairman if there is insufficient business to discuss.

9. Amendments

- 9.1** Minor amendments to these Terms of Reference can be agreed by majority of the Task and Finish Group. This includes amendments to core membership of the group.
- 9.2** Significant amendments to these Terms of Reference must be endorsed by the Task and Finish Group and approved by Challenge & Improvement Committee.

Public Realm Survey 2018 – Redacted Results

- Council: 21 comments:
- Northorpe
 - WLDC
 - Somerby Parish Meeting
 - Brookenby West Lindsey
 - Welton-by-Lincoln Parish Council
 - North Owersby
 - Sudbrooke Parish Council
 - Brookenby Parish Council
 - Bigby Parish Council
 - Searby and Owmbly Parish
 - Middle Rasen Parish Council
 - WL
 - Morton
 - Keelby Parish Council
 - Hemswell Cliff Parish council
 - Brattle by parish council
 - WL
 - West Lindsey District Council
 - Kexby parish council
 - Marton and Gate Burton Parish Council
 - St Peter Church Council Normandy le Wold

Does your council currently maintain any of the following?

7 (36.8%)	Footpaths
2 (10.5%)	Cycle paths
5 (26.3%)	Highways
4 (21.1%)	Waterways
12 (63.2%)	Open green spaces
5 (26.3%)	Woodlands
12 (63.2%)	Recreational spaces (i.e. play parks or skate parks)
9 (47.4%)	Monuments (i.e. War memorials)
7 (36.8%)	Street cleaning
16 (84.2%)	Grass cutting
3 (15.8%)	Enforcement
16 (84.2%)	Street furniture (i.e. bins, benches or noticeboards)
4 (21.1%)	Parish lights (i.e. street lighting)

Other - please state

- 5 comments:
- Community Centre
 - Bus shelter
 - speeding, e.g installing speed indicator devices
 - Defibrillator
 - Active Speed Signs

Section 1: Street Scene

In this section we will ask you questions about highways, street lighting and street cleaning.

Q1.1 How would you rate the current standard of the following in your area?

	Very Poor	Poor	Average	Good	Very Good
Highways and adopted roads	4 (20.0%)	8 (40.0%)	8 (40.0%)	0 (0.0%)	0 (0.0%)
Unadopted roads	3 (20.0%)	7 (46.7%)	5 (33.3%)	0 (0.0%)	0 (0.0%)
Street lighting	0 (0.0%)	3 (17.6%)	10 (58.8%)	4 (23.5%)	0 (0.0%)
Street cleaning	3 (15.8%)	6 (31.6%)	7 (36.8%)	3 (15.8%)	0 (0.0%)
Roadside grass cutting	8 (40.0%)	5 (25.0%)	4 (20.0%)	2 (10.0%)	1 (5.0%)

Please provide any additional comments or feedback about any of the above:

7 comments:

- Budget has been cut to assist in grass cutting
- Roads are in a terrible condition with potholes everywhere. Some footpaths also need some major attention. Grass cutting on verges on the main roads needs to be more frequent as visibility turning onto the A46 is not good.
- Distinct deterioration in all services
- If the grass cutting we are in charge of it is good if the Highways it is poor
- Unadopted Roads and Grass Cutting require some effort by residents of very little is forthcoming
- Street Cleaning.ie; sweeping or weeding only happens if specifically requested following a problem occurring. Usually blocked drains causing flooding because the above hasn't happened.
- Street Lighting is in place but is not used after midnight

Q1.2 If you have reported an issues/fault within the last 12 months for your area, please rate the quality of service received.

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Highways and adopted roads	5 (29.4%)	6 (35.3%)	2 (11.8%)	3 (17.6%)	0 (0.0%)	1 (5.9%)
Unadopted roads	3 (25.0%)	2 (16.7%)	1 (8.3%)	0 (0.0%)	0 (0.0%)	6 (50.0%)
Street lighting	1 (6.7%)	3 (20.0%)	3 (20.0%)	4 (26.7%)	2 (13.3%)	2 (13.3%)
Street cleaning	0 (0.0%)	2 (13.3%)	7 (46.7%)	0 (0.0%)	1 (6.7%)	5 (33.3%)
Roadside grass cutting	7 (50.0%)	1 (7.1%)	2 (14.3%)	0 (0.0%)	0 (0.0%)	4 (28.6%)

Please provide any additional comments or feedback about any of the above:

7 comments:

- Reported pot holes on Ferry Road the response was good but the repairs are always failing as soon as they are completed, there are further pot holes that have appeared since. The grass cutting of the roadside appears to have been discontinued, the machine will not cut far enough onto the kerbside anyhow. There is no street lighting on Ferry Road.
- Potholes when they are filled is done very badly

- no issues reported
- Street Cleaning happens when requested. Roadside grass cutting does not happen outside County plan, despite requests when vehicle visibility impaired.
- Road side grass cutting is non existent
- Parish has now undertaken roadside grass cutting on minor roads as part of PC Maintenance. Potholes have not been filled in properly. Footpaths poorly maintained.
- None reported

Q1.3 How would you rate the current standard of any street furniture in your area?

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Noticeboards	0 (0.0%)	0 (0.0%)	7 (43.8%)	4 (25.0%)	2 (12.5%)	3 (18.8%)
Benches	0 (0.0%)	1 (6.7%)	5 (33.3%)	6 (40.0%)	1 (6.7%)	2 (13.3%)
General waste bins	1 (5.9%)	0 (0.0%)	9 (52.9%)	5 (29.4%)	1 (5.9%)	1 (5.9%)
Dog waste bins	1 (5.6%)	1 (5.6%)	7 (38.9%)	7 (38.9%)	1 (5.6%)	1 (5.6%)
Street/road signs	1 (5.9%)	3 (17.6%)	8 (47.1%)	5 (29.4%)	0 (0.0%)	0 (0.0%)
Highway signage	1 (5.6%)	8 (44.4%)	5 (27.8%)	3 (16.7%)	1 (5.6%)	0 (0.0%)
Post boxes	0 (0.0%)	2 (10.0%)	9 (45.0%)	7 (35.0%)	2 (10.0%)	0 (0.0%)
Telephone kiosks	3 (18.8%)	3 (18.8%)	2 (12.5%)	4 (25.0%)	0 (0.0%)	4 (25.0%)

Please provide any additional comments or feedback about any of the above:

5 comments:

- Living on a mobile home site 2 miles from Fiskerton village there are no dog waste bins or general waste bins, or benches or noticeboards, and no telephone kiosks. We feel like the forgotten few.
- Damage to sign on 1084 at searby top has taken many months to rectify
- Some of the signs are Ok but they are very dirty and rarely get cleaned. We have tried to do this in the main streets with the help of the litter picker but found problems with access to water
- Phone currently under repair programme by parish council
- The sign for Gate Burton was damaged by a car and not replaced.

Q1.4 Do you have any suggestions or ideas on how Street Scene work could be improved?

10 comments:

- they could actually come up to Shortferry from Fiskerton, there are bags of rubbish dumped at the roadside that have not been cleared away, and it is far too dangerous a road for an individual to stop and pick them up to dispose of.
- Not at this time
- Street cleaner visits more often. Spraying weeds in kerbs - they look a mess!
- There is an empty house in the village, which is an eyesore. This has been complained about for the at least the last 3 years. The council would like to see more severe action taken with the owners
- Areas cur under amenity grass services are now deplorable. Council consider street scene work non-existent
- Less signs and more cleanliness

- More consideration needs to be given to disabled pedestrians especially wheelchair users also children's buggies. Pavements are too narrow causing disabled pedestrians to have to use the carriageway - A network of disabled friendly highways need to be created in every town and village which allows access to shops, village hall, pub, church and other village amenities.
- Cut the grass along the public footpaths would be great
- More attention to the maintenance of trees
- More funds for grass cutting and hedge cutting etc.

Section 2: Rights of way

In this section we will ask you questions about footpaths, cycle paths and rights of way.

Q2.1 How would you rate the current standard of the following in your area?

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Roadside footpaths	5 (26.3%)	6 (31.6%)	7 (36.8%)	0 (0.0%)	0 (0.0%)	1 (5.3%)
Public/field footpaths	2 (10.5%)	7 (36.8%)	7 (36.8%)	1 (5.3%)	0 (0.0%)	2 (10.5%)
Cycle paths	2 (11.1%)	4 (22.2%)	2 (11.1%)	0 (0.0%)	0 (0.0%)	10 (55.6%)
Accessibility of rights of way	2 (11.1%)	7 (38.9%)	5 (27.8%)	3 (16.7%)	0 (0.0%)	1 (5.6%)
Signage of rights of way	2 (10.5%)	5 (26.3%)	5 (26.3%)	5 (26.3%)	1 (5.3%)	1 (5.3%)

Please provide any additional comments or feedback about any of the above.

5 comments:

- There is only a short footpath from Shortferry caravan and Mobile Home Park, this is overgrown for much of the time due to kerbside grassed area, vehicles coming to the stables park over the footpath and little seems to be done to stop this despite it being reported to the PCSO. There is NO FOOTPATH along the road in either direction from Shortferry. There are NO CYCLE PATHS in either direction from Shortferry.
- Parts of the Viking Way above Owmbly are in a poor dangerous state. The complaint re tenancy of the Green Lane between Owmbly and Searby remains unresolved after many years.
- We are a very large village with few PF and they are not well maintained, we have to do most of the work ourselves
- Roadside footpaths not repaired at all. Several in the village have been lifted by tree roots and despite requests nothing has been done. Car parking on the tarmac pathways has resulted in them being holed now.
- Public/field footpaths overgrown. Access for disabled people not possible.

Q2.2 Do you have any suggestions or ideas on how Rights of Way work could be improved?

11 comments:

- Hard to say but probably signage from Shortferry indicating where nearby rights of way are may be useful.
- Not at this time
- Reinstate the P3 Scheme
- Additional grass cutting
- Better signage is required. Better maintenance of the Rights of Way, some have are very overgrown.
- Listen and act upon our concerns about the 2 problems above.
- cut back vegetation to allow passage

- Highways are not interested, don't have the funding or staff to service the County
- better signage and more consideration for disabled users and those with children's buggies
- No public footpaths in parish.
- Made safer to walk on. i.e. not covered in brambles and mud

Section 3: Rural Environment

In this section we will ask you questions about green spaces, recreational spaces and waterways.

Q3.1 How would you rate the current standard of the following in your area?

	Very Poor	Poor	Average	Good	Very Good	Not Applicable
Accessible woodlands	4 (22.2%)	0 (0.0%)	5 (27.8%)	3 (16.7%)	0 (0.0%)	6 (33.3%)
Allotments	2 (11.8%)	0 (0.0%)	1 (5.9%)	3 (17.6%)	1 (5.9%)	10 (58.8%)
Art and visual installations	2 (11.8%)	1 (5.9%)	1 (5.9%)	2 (11.8%)	0 (0.0%)	11 (64.7%)
Community green spaces	2 (11.8%)	2 (11.8%)	3 (17.6%)	8 (47.1%)	1 (5.9%)	1 (5.9%)
Conservation areas	3 (18.8%)	0 (0.0%)	3 (18.8%)	4 (25.0%)	0 (0.0%)	6 (37.5%)
Grass verges	6 (31.6%)	3 (15.8%)	6 (31.6%)	4 (21.1%)	0 (0.0%)	0 (0.0%)
Hedges	2 (10.0%)	10 (50.0%)	4 (20.0%)	3 (15.0%)	0 (0.0%)	1 (5.0%)
Other waterways	1 (5.9%)	2 (11.8%)	4 (23.5%)	2 (11.8%)	2 (11.8%)	6 (35.3%)
Play parks (including junior parks, pocket parks and skate parks)	2 (11.8%)	2 (11.8%)	4 (23.5%)	3 (17.6%)	3 (17.6%)	3 (17.6%)
Ponds	1 (5.6%)	2 (11.1%)	1 (5.6%)	3 (16.7%)	0 (0.0%)	11 (61.1%)
Rivers and streams	1 (5.6%)	3 (16.7%)	4 (22.2%)	2 (11.1%)	2 (11.1%)	6 (33.3%)
Village green	2 (11.1%)	1 (5.6%)	4 (22.2%)	5 (27.8%)	3 (16.7%)	3 (16.7%)
War memorials	0 (0.0%)	0 (0.0%)	3 (17.6%)	7 (41.2%)	1 (5.9%)	6 (35.3%)

Please provide any additional comments or feedback about any of the above.

6 comments:

- The grass verges along Ferry Road are poor and frequently overgrown. The hedges are trimmed back but I think it is the farmers who do this.
- Pit bikes being used on community green spaces intimidating residents.
- Hedges and signage near to road junctions need to be better maintained
- Parish council maintained areas are good. District and local authority areas are poor by comparison and cause significant complaints.
- Generally badly maintained with no desire shown by the local population to improve the use of local paths and waterways, Culverts have been damaged causing localised flooding, Allotments have been misused and in parts rendered useless. Community Green spaces are under developed and lacking in investment.
- Water course known as village drain needs clearing.

Q3.2 Do you have any suggestions or ideas on how Rural environment work could be improved?

7 comments:

- There is no getting away from the fact that money needs to be spent on this area, more 'manpower' to undertake the problems that cannot be tackled by large pieces of equipment, take more care of Ferry Road from Shortferry to Fiskerton, this is in a poor state and needs to be properly re-built to make a good job of the road, instead of merely patching up the problems that do not hold up to the amount of traffic this road has to endure. Take a look for yourselves and you will see the damage that can be done to vehicles because of poor maintenance.
- Not at this time
- Cut back all lengthy vegetation
- For us more access and control
- More investment and a better community leadership in order to improve local community facilities.
- Grass cutting more often.
- Local authorities must use enforcement powers to make landowners maintain the water courses for which they are responsible.

Section 4: Environmental Crime

In this section we will ask you questions about fly tipping, littering and dog fouling.

Q4.1 How would you rate the frequency of the following in your area?

	Very rare/never	Not often	Sometimes	Often	Very often	Unknown
Flytipping	2 (10.0%)	5 (25.0%)	4 (20.0%)	6 (30.0%)	3 (15.0%)	0 (0.0%)
Littering	0 (0.0%)	0 (0.0%)	8 (40.0%)	7 (35.0%)	5 (25.0%)	0 (0.0%)
Dog fouling	1 (5.0%)	7 (35.0%)	2 (10.0%)	2 (10.0%)	7 (35.0%)	1 (5.0%)
Graffiti	7 (36.8%)	10 (52.6%)	1 (5.3%)	0 (0.0%)	0 (0.0%)	1 (5.3%)

Please provide any additional comments or feedback about any of the above.

4 comments:

- Parish council volunteer initiative has been successful in reducing litter. Dog fouling posters purchased by PC have reduced frequency and negative effects of fouling
- Dog fouling is a major concern
- Dog Fouling is by far the greatest problem. Despite bins being made available the problem still exists. The lack of enforcement is the main problem to correcting this issue.
- You are already aware that Keelby has no recycling centre within the 12 mile guidelines that we can use official, since WLDC stopped making a contribution to NE Lincs to allow use of their centres. Charging for removal of large items encourages fly tipping. Refuse collection and use of centres should be at no cost (apart from Council tax) then there would be no excuse (only laziness) for fly tipping. The cost of providing the service free may be covered by the lack of fly tipping clean-up cost.

Q4.2 How would you rate the current impact of the following in your area?

	No impact	Some impact	Moderate impact	Big impact	A major local issue	Unknown
Flytipping	3 (15.8%)	5 (26.3%)	5 (26.3%)	4 (21.1%)	1 (5.3%)	1 (5.3%)
Littering	0 (0.0%)	5 (26.3%)	8 (42.1%)	5 (26.3%)	1 (5.3%)	0 (0.0%)
Dog fouling	5 (25.0%)	4 (20.0%)	3 (15.0%)	5 (25.0%)	3 (15.0%)	0 (0.0%)
Graffiti	12 (70.6%)	1 (5.9%)	1 (5.9%)	1 (5.9%)	0 (0.0%)	2 (11.8%)

Please provide any additional comments or feedback about any of the above:

3 comments:

- Litter collecting along the A1084 is an issue
- dog fouling is consistently worse in winter months
- Dog Warden Patrol at the right time would help. Expecting local people to train to issue fines doesn't really work because of the personal contact with villagers they know.

Q4.3 Do you have any suggestions or ideas on how Environmental crime work could be improved?

8 comments:

- Money to employ more resources - Man power, policing, visible presence.
- Not at this time
- Employment of a dog warden to patrol the villages at least once a month and issue tickets
- Keep grass verges low to discourage issues
- Better policing
- A more effective use of targeted surveillance cameras
- Only foot patrols by PCSO or police officers. A proper phone response service not 101.
- Restrict access to unmaintained highways. Place greater control/observation on tree fellers/house clearance people who use vans with just a mobile phone number on the side.

Section 5: Rural Crime

In this section we will ask you questions about rural crime, other crime and anti-social behaviour.

Q5.1 How would you rate the frequency of the following in your area?

	Very rare	Not often	Average	Often	Very often	Unknown
Agricultural crime (i.e. theft of farming machinery)	2 (10.0%)	5 (25.0%)	8 (40.0%)	3 (15.0%)	1 (5.0%)	1 (5.0%)
Wildlife crime (i.e. hare coursing and poaching)	5 (25.0%)	2 (10.0%)	6 (30.0%)	3 (15.0%)	1 (5.0%)	3 (15.0%)
Anti-social behaviour	4 (21.1%)	3 (15.8%)	10 (52.6%)	1 (5.3%)	0 (0.0%)	1 (5.3%)
Domestic burglary	2 (10.5%)	13 (68.4%)	4 (21.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Criminal damage	5 (26.3%)	9 (47.4%)	4 (21.1%)	1 (5.3%)	0 (0.0%)	0 (0.0%)
Traffic offences (i.e. speeding)	2 (10.5%)	0 (0.0%)	5 (26.3%)	4 (21.1%)	8 (42.1%)	0 (0.0%)
Parking offences	5 (26.3%)	5 (26.3%)	2 (10.5%)	1 (5.3%)	5 (26.3%)	1 (5.3%)
Other	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (100.0%)

Please state what other is:

0 comment

Please provide any additional comments or feedback about any of the above:

4 comments:

- Little is done to prevent speeding on Ferry Road from Fiskerton and over the bridge in the other direction. We frequently hear traffic especially motor bikes waiting at the lights on the bridge then they roar off at what sounds to be breakneck speeds as there is nothing to deter them. In spring/summer this increases with good weather as more bikers find it a 'good sport' to race along the roads and the noise is quite apparent from their engines roaring away as they increase their speeds. Whilst waiting at the bridge traffic lights they rev their engines to make a quick getaway, this is annoying as we can hear every single bike that does this.
- With 60mph speeds permitted throughout the village, there are no instances of formal speeding offences. However, the speeds of many vehicles at inappropriate points within the village in our view constitute anti-social behaviour on the part of the drivers and represent a safety hazard.
- The school parking is a major concern and speeding through the village as we are on a rat run
- Parking in most villages is a problem generally. No one polices the dangerous parking, on bends or where it impacts on a junction. Speeding on a main road through the village is never monitored despite requests.

Q5.2 How would you rate the current impact of the following in your area?

	No impact	Some impact	Average impact	Big impact	A major local issue	Unknown
Agricultural crime (i.e. theft of farming machinery)	4 (20.0%)	7 (35.0%)	4 (20.0%)	2 (10.0%)	1 (5.0%)	2 (10.0%)
Wildlife crime (i.e. hare coursing and poaching)	5 (26.3%)	5 (26.3%)	3 (15.8%)	1 (5.3%)	1 (5.3%)	4 (21.1%)
Anti-social behaviour	3 (16.7%)	6 (33.3%)	4 (22.2%)	2 (11.1%)	0 (0.0%)	3 (16.7%)
Domestic burglary	1 (5.6%)	13 (72.2%)	2 (11.1%)	1 (5.6%)	0 (0.0%)	1 (5.6%)
Criminal damage	3 (15.8%)	8 (42.1%)	3 (15.8%)	2 (10.5%)	0 (0.0%)	3 (15.8%)
Traffic offences (i.e. speeding)	2 (10.5%)	2 (10.5%)	5 (26.3%)	5 (26.3%)	4 (21.1%)	1 (5.3%)
Parking offences	3 (15.8%)	7 (36.8%)	2 (10.5%)	4 (21.1%)	1 (5.3%)	2 (10.5%)
Other	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (100.0%)

Please state what other is:

0 comment

Please provide any additional comments or feedback about any of the above.

2 comments:

- Criminal damage to our sports pavilion
- Grass verges in front of council houses removed and car parking spaces made
Double yellow lines down one side of High St to enable large vehicles and
emergency services easier access through village

Q5.3 Do you have any suggestions or ideas on how Rural Crime work could be improved?

6 comments:

- Not at this time
- More visible policing presence in rural areas and recording of all crimes reported
- The lack of speed limit signage and the lack of traffic policing has allowed the
problem to get out of control
- Deployment of Police into the area instead of the Towns. Although I realise that
statistically there are more offences in the larger conurbations
- Reporting system by members of the public. Farmers use preventative methods -
they are as far as I can see
- More police presence especially in evenings

Section 6: Your public realm responsibilities

In this section we will ask you questions about your public realm challenges and plans for the future

Q6.1 Please tell us about any challenges you face with maintaining any public realm **you** are responsible for or currently delivering?

7 comments:

- The main challenge is obtaining a response from WLDC
- Excessive burden of raising funds passed onto tax payers via precept raises to cover
services devolved by other agencies including WLDC and LCC
- Grass cutting is done to the best of our Handyman's ability. We have provided
equipment etc. but it isn't possible to cut everywhere on the village outskirts and it
would be dangerous for him anyway. There aren't enough hours in the day for him.
Vandalising, particularly on our sports field is costing a lot. Damage to play
equipment on village green.
- Where to start. We are being supported by wldc and the police but still major issues
created by a very small group of individuals
- Getting funding to cut the grass and to get support to monitor and reduce speeding
through the village. We also had very poor experiences with our Neighbourhood Plan,
as the planners and West Lindsey showed that they have very little clue as to what
the national and regional polices were trying to achieve, e.g. local input and
preference!
- Financial
- Cost of clearing the beck and bringing it back to life

Q6.2 What are you doing to address these challenges?

6 comments:

- Including local councillor and MP. The former Lewis Strange is very helpful/approachable
- Charging more precept to increase funds to cover services
- See above regarding grass cutting. We are investigating CCTV options at the sports ground. We are also looking at the design of the pavilion with a view to alterations. These alterations will cost in excess of £150,000 and are only being discussed because of the vandalism.
- Writing letters to address the issues
- Some are precepting and others very little as they are very small PCs
- We will be starting a project next year on a stretch of the beck. This will be funded by the Lincolnshire Rivers Trust as part of bringing the Lincolnshire Limestone Becks Back to Life. I am a member of the Beck Working Party.

Q6.3 What support or assistance would help you address these challenges?

6 comments:

- A better managed WLDC
- More funding from appropriate authority. OK for authorities to take back original responsibilities
- There is only a police presence and prosecution that will solve the damage issue. A better verge grass cutting program would help but I know cost is the problem
- We are in contact with LALC and other supporters in our community.
- Clarity on ownership, it seems unfair for LCC to own and stop maintenance when they are not prepared to do it themselves. They should relinquish ownership to PC so the chain of command is visible to all.
- As above - and we could form a West Lindsey Working Group.

Q6.4 Are you planning to make improvements to any public realm you are responsible for?

6 comments:

- We already litter pick, clean road signs, tidy verges and try to obtain action from WLDC
- Lack of funding = lack of investment. Public areas maintained at high standard only
- We are looking to improve the play area equipment and extend it.
- Of course, we are in charge of local emerging issues
- Mulsanne Park Kitchen - funding or link to grant scheme would be useful
- Refurbish redundant telephone kiosk. Help to establish a wildlife area on Trent riverside. Providing a bus shelter.

Q6.5 What support or assistance would help you to make any planned improvements?

6 comments:

- More funding
- Obviously any financial help would be appreciated but also the police presence that the 900 houses in Keelby pay Council Tax towards. Without proper policing we could be throwing money away on equipment.
- A bit more intelligent responses from WLDC would help a great deal. If small parishes and their preferences are indeed important please let us know how this is put into practice?
- Define boundaries and ownership
- Money - I did connect Matt Snee of the new Leisure Group with the Chair and Vice-Chair. This did not seem to go anywhere.
- Guidance/assistance in developing the wildlife area.

Section 7: Additional comments and feedback

In this section you can provide any other comments and feedback about public realm.

Q7.1 Please use this space to provide any other comments about public realm in your area:
8 comments:

- Our main public realm issues in Somerby relate to the adopted highways and verges that run through the village - their general condition, maintenance, suitability and safety for all categories of road users including pedestrians and cyclists. With that in view, we have been promised annual parish walkabouts with the highway authority and will take advantage of those sessions. We also hold annual drop-in sessions with the Caistor Neighbourhood Policing Team, where we discuss and seek advice on crime and anti-social behaviour issues. And we seek to maintain positive networking arrangements with West Lindsey District Council departments on public realm matters that fall within the district council's powers and responsibilities, such as town and country planning and street cleaning.
- Survey completed by three members of the Parish Council
- We have large open spaces which are hard to maintain. This is due to how the MOD sold off the land.
- I am answering the question 6 here as there is a problem with it which I have just reported to WLDC. Bigby Parish Council would like to see an improvement in the speed of responses to complaints made about road surfaces. It took approximately 6 to 8 weeks for potholes to be filled, despite the same problem being reported by multiple residents. Councillors are encouraging residents to report all faults. The assistance needed with this challenge is to see a speedier response and solution to problems reported
- We would like WLDC to be proactive and co-operative. Currently defensive, evasive, poorly managed and wasteful of resources and money.
- The Parish council remind the district council that they have taken responsibility of both open and closed churchyards at a considerable cost to taxpayer.
- A number of the residents put a lot of voluntary time and effort into trying to make the public areas and facilities as good as they can be. Help and support from outside agencies would make a big difference.
- We are quite dependent on LCC funding for roads, paths, cycle paths and tree maintenance. They do not have the funds to do all the work and tree maintenance seems non-existent.

Agenda Item 5c



Challenge and Improvement
Committee

8 January 2019

Subject: Progress and Delivery Report – Period 2 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:	<p>This report deals with the progress and delivery of projects which are aimed at the delivery of the corporate plan. This report highlights those projects that have entered the delivery stage and are either off track or at risk of not delivering.</p> <p>This report also deals with the progress and delivery of the services the council provides. It is an “exceptions” report and deals with those services which are either performing above the required level or are below the target set for them. The report will also provide members with a summary of activity across services.</p>

RECOMMENDATION(S):

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

IMPLICATIONS

Legal: None

Financial:

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

Call in and Urgency:

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

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

Key Decision:

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

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

Subject: Progress and Delivery Report – Period 2 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 2, 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-125-19
There are no financial implications as a direct result of this report

Staffing : HR-071-10-18
There are no staffing implications as a direct result of this report

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:
N/A

Call in and Urgency:

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

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

Yes	<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 2 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 two (June – September) 2018 and also includes a summary of the previous period for comparison.

Performance has remained broadly static with 73% of the Council's KPIs meeting or exceeding target and 23% below target. In total, 4% of information is missing, which equates to five indicators. Of these, three are from Home Choices who are unable to collect the figures at present due to government changing the parameters for reporting which has required the IT provider to amend the system to accommodate this. Information is also missing from Enterprise and Community Services. The Performance and Programmes Team continues to work with Team Managers to ensure that information is provided in a timely manner.

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

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 two runs from June – September and is not, therefore, directly comparable to period one which covers April and May. 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.

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

Table 2: Overall direction of travel

3.0 Performing Well

- **Contracts Management and Procurement** – savings generated by Procurement Lincs on renewal of a number of contracts now totals £98,000 which is significantly ahead of the expected figure.
- **Customer Services** – The number of complaints where the Council is found to be at fault has decreased. This is a result of acting on feedback from customer complaints to implement improvement actions across the Council.
- **Financial Services** – the return on the Council's capital investment is exceeding target at 1.57% and the overall budget forecast is also exceeding target at 0.31% surplus. The Council has received an unqualified audit opinion, with auditors satisfied that the Council has the right procedures in place to achieve Value for Money.
- **Garden Waste** – performance continues to exceed expectations across all areas and take up of the service remains above target as the subscription period comes to an end. Officers are now focusing on year two implementation.

- **Healthy District** – an improved programme of activities, an increased marketing campaign and a newly refurbished centre have led to an above target increase in the number of new participants at the Leisure Centre.
- **Street Cleansing** – performance is within expected parameters and the number of abandoned shopping trollies has decreased by 70% during the period.
- **Trinity Arts Centre** – a review of finances and business operations has resulted in improved models of working, costing and forecasting. This has led to a significant rise in secondary sales and an increased surplus. Income, received surplus and audience figures are all projected to be on or above target by year end.

4.0 Risk Areas

- **Asset and Facilities Management** – rental income received from car parks is below the financial target with a financial pressure of £83k being reported for the year. During October, The forecast was based on acquiring Lidl car park, however, this doesn't necessarily equate to an increase in income to the level suggested.
- **Development Management** – income received from planning and pre-app fees is below the financial forecast with a financial pressure of £262,900 being reported for the year. Whilst it is not expected that income will meet the year-end target set by Finance, it should be noted that income has increased significantly in October (up £95,603 from September) as a result of an increase in the number of larger sites coming forward for planning permission during this period, which has a direct impact on the fee income, as planning fees are related to the scale/quantum of development that is proposed.
- **Enforcement and Regulatory Services** – whilst the time taken to resolve both planning and housing enforcement requests remains below target, it should be noted that there has been significant improvements for both of these measures and this trend is expected to continue for the rest of the year. Further information is attached as Appendix A as requested by Corporate Policy and Resources Committee. The number of food safety inspections carried out remains below target. The ability to meet requirements is impacted by available resource and an additional paper was submitted to CP&R highlighting the challenges faced. The Performance and Programmes Team have scheduled a performance workshop in November to identify improvement actions.
- **Markets** – the number of stalls on a Saturday and Tuesday remains below target for the third and fifth periods respectively. There has been an increase in the number of traders giving notice during the period. An options appraisal and markets review is currently underway and a final decision on available options is needed.

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

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
Asset and Facilities Management	Rental income – received assets	£123,542	£192,532	↑	Voids remain low and upward only RPIs increase income. No improvement action needed.
	Rental portfolio voids	2%	8%	↓	There have been a recent spate of notices to quit at the Plough. Although changes of tenancy are to be expected, there is a need to improve the way that we market our voids. A meeting has been arranged to address this issue and it is expected that performance for this measure will have improved by December 2018.
Building Control	Cost of the Building Control Service to the Council	£4,747.80	£4,197.03	↑	There have been significant savings on salaries and income remains higher than expected. All vacancies have now been filled and this will be reflected in the period three performance figures.
	Total income received	£40,453.07	£78,632.44	↑	There has been an increase in applications during July and an unusually high number of applications in August resulting in higher than expected income. No improvement action needed.
Corporate Health	Compliments received	88	190	↑	The number of compliments remains consistent on a month by month basis. Services have improved the way compliments are logged as a result of the roll out of the customer first improvement plan.
	Complaints received	32	35	↑	Fewer complaints over the four month reporting period. Whilst fewer complaints are to be expected during quieter summer months, this can also be attributed to the successful implementation of the Customer First programme.
	% of complaints where the Council is at fault.	44%	35%	↑	Previously identified improvement actions continue to embed across the Council resulting in fewer complaints where the Council is at fault. The Quality Monitoring Board continues to meet regularly to determine where improvements can be made.
	Staff absenteeism	0.4 days	0.55 days	↓	Continue to monitor.
	Service and system availability	100%	100%	→	No improvement action needed. Continue to monitor.
Contracts Management and Procurement	Savings generated through Procurement Lincs	£0	£98,000	↑	Procurement Lincs have generated a number of savings on renewal of contracts – insurance, telephony and leisure. This will continue to be monitored and no improvement action is needed.

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
Council Tax and NNDR	Cost of the service per property tax base	£3.24	£7.32	↓	Increase in budget spend due to increased legal and court fees. Summons court costs have not yet been recovered. Costs are due to be recovered in November which will affect the cost of service in period 3.
	No of properties on the tax base per FTE ratio	5,753	5,528	↓	Staff vacancies and maternity leave has affected the direction of travel though performance is still above target. Recruitment to cover vacancies is underway and the post is expected to be filled during the next period.
Democratic Services	Satisfaction with member training	100%	100%	→	No improvement action needed. Continue to monitor.
Development Management	Non-major planning applications determined within the government target	100%	99%	↓	No improvement action needed.
	Appeals allowed as a % of all decisions	0%	2%	↓	Whilst performance remains above target, the increase in appeals allowed is under internal review by the Planning Management Team to ensure good quality decision making is maintained to a high level.
Enforcement	% of landlords breaching selective licencing conditions	1%	1%	→	Continue to monitor. No improvement action needed.
	Housing enforcement requests received	17	55	↓	Demand remains consistent and above target on a month by month basis. No improvement action needed.
	Time taken to resolve housing enforcement requests	211.5	142	↑	A high number of complex cases. Continue to monitor caseload
	Time taken to resolve planning enforcement requests	300	224	↑	Focusing on more timely case closures has resulted in an improvement in performance month by month. This improving trend is expected to continue.
	% of licensed property in licencing area	73%	77%	↓	The licence process is ongoing and this is expected to be above target by year end. No additional action is needed.
Financial Services	Time taken to pay invoices	11.41 days	11.53 days	↓	No improvement action needed.
Garden Waste	Subscription take up	53%	58.3%	↑	Take up remains above target. Officers are now focusing on year two implementation.
	Chargeable bins	24,801	25,910	↑	Performance remains above target. Officers are now focusing on year two implementation.
Healthy District	New participants at WL Leisure Centres	467	1,129	↑	An improved programme of activities, improved marketing and the refurbished centre has led to an increase in new participants. There has been an increase in new participants of 66% in September alone.

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
	Customer satisfaction at WL leisure centres	96%	95%	↓	Whilst satisfaction remains above target, there has been a slight decrease during period 2 as a result of ongoing refurbishment work.
Home Choices	Temporary accommodation usage	15	23	↑	The roll out of stricter rules has led to a significant decrease in usage month by month. Officers will continue to enforce these rules and monitor usage levels.
	Bed and Breakfast nights	89	85	↑	Difficult households with complex needs requiring multi-agency intervention means this measure remains below target. All options continue to be explored to ensure the right help is available to households with complex needs. Tackling homelessness has been prioritised as part of the Council's Housing Strategy.
Housing	Average cost of DFGs	£9,864	£7,259	↑	This is a county wide issue. There is a county wide review of pricing underway to address increased contractor costs. DFGs have also been incorporated into the Council's Housing Strategy.
IT and Systems Development	LLPG Standard	Gold	Gold	→	Continue to monitor. No improvement action needed.
	Website availability	100%	100%	→	Improved hosting arrangement which we will continue to monitor. No improvement action needed.
	Online customers signing up to self-service accounts	2,082	1,102	↓	Excellent customer engagement. We will continue with the digital agenda.
	Electronic forms completed and submitted on the website	9,858	10,357	↑	Excellent customer engagement. We will continue with the digital agenda.
	Number of system development requests dealt with	84%	87%	↑	Good work plan management with continual assessment and ensuring detailed specifications of work packages
Licensing	Number of licensing applications received	147	299	↑	The number of received applications continues to exceed expected levels. No improvement action needed.
Local Land Charges	Local land Charges searches received	440	924	↑	This is determined by the property market. Performance is expected to even out over the year as a whole.
	Time taken to process a search	6.78	11.32	↓	There has been an increase in cases, as well as increase in the complexity of cases. In addition, there has also been a reduction of resource in the team. The team has secured the assistance of an apprentice on a temporary basis to help with admin work which will allow the rest of the team to focus on searches.
Markets	Average number of stalls on a Tuesday	40	38	↓	There has been a decrease in traders in September due to adverse weather. There has also been an increase in the number of traders giving notice. A markets review and options appraisal is currently underway.

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
	Average number of stalls on a Saturday	33	63	↑	As above.
Regulatory Services	Number of registered food premises receiving a proactive inspection	43	77	↑	The ability to carry out inspections is impacted by available resource. An additional paper was submitted to CP&R outlining the challenges faced.
	% of food premises rated 3* or above	97%	97%	→	No improvement action needed.
Trinity Arts Centre	Cost of TAC per user	£4.16	£4.51	↓	Improved cost management. Planned improvements will continue to be rolled out across all operations.
	Received surplus	£14,165	£22,220	↑	Fewer events but an improved pricing structure has helped to maximise on secondary sales. Planned improvement will continue to be rolled out across all operations.
	Trade waste income	£42,307	£98,605.01	↑	Continue to monitor.
Waste Collection	Cost of service per household	£28.28	£27.56	↑	The introduction of a subscribed garden waste service has led to a reduced cost for waste collection.

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

Corporate Health

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast outturn	-	0%	0.31%	-	0.31% surplus	
Compliments received	88	164	190	→	Number of compliments remains consistent on a month by month basis. Services continue to improve how they log compliments.	Continue to monitor and continue to work with services to roll out the Customer First improvement plan
Complaints received	32	56	35	↑	Fewer complaints which is to be expected during the quieter summer months.	Continue to work with teams to embed the Customer First Improvement Plan.
% of complaints where the Council is at fault	44%	45%	36%	↑	Previously identified improvement actions continue to embed across the Council resulting in improved behaviours and therefore fewer complaints where the Council is found to be at fault.	Quality Monitoring Board continues to meet to identify where improvements can be made.
Digital demand	44%	40%	38%	↓	Reduction can be attributed to lower demand for the Garden Waste service as we move closer to the end of the subscription period. There has been an increase in face to face demand now that TAC box office is available at The Guildhall 5 days per week, and also as a result of increase footfall to the JCP due to the roll-out of Universal Credit in September.	As part of the service redesign work, ensure that digital options are offered to customers wherever possible.
Calls answered	82%	80%	81%	↓	Performance remains on target	No improvement action needed.
Staff absenteeism	0.4 days	0.7 days	0.55 days	↓	Performance remains above target.	Continue to monitor.
Service and system availability	100%	98%	100%	→	Continual pro-active monitoring and maintenance ensures high performance.	Continue as per our service level agreement.
Time taken to pay invoices	11.41 days	30 days	11.53 days	↓	Significantly above target.	No improvement action needed.

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

The service continues to perform well during period two, exceeding targets for income and voids despite the redevelopment of Roseway rendering the car park out of action and despite a number of recent notices to quit at The Plough. The service is reviewing how voids are marketed and it is expected that this will lead to reductions in the number of voids.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Planned and responsive maintenance	65% / 35%	70% / 30%	63% / 37%	↓	Below target due to the timing of letting works.	True figure will become more apparent as the year progresses as contracts are let and paid for.
Rental Income – received assets	£123,542	£166,668	£192,532	↑	Voids remain low and upward only RPIs increase income	Current income is outperforming target and is higher than the baseline. No action needed.
Rental Portfolio Voids	2%	12%	8%	↓	There have been a recent spate of notices to quit at the Plough. However, performance still remains above target	Although changes of tenancy are to be expected, there is a need to improve the way that we market our voids. A meeting has been arranged to address this issue and it is expected that performance for this measure will have improved by December 2018.

Table 6: Asset and Facilities Management performance exceptions

Benefits

Period 2 has seen a real team spirit within the Benefits Team to cover a service that has changed dramatically due to Universal Credit rollouts throughout the district and that is carrying staff vacancies which have proved difficult to cover during peak annual leave periods. The outcome is very good and considering the extra burden that Universal Credit has placed on the LA we are adapting smoothly and quickly to the new workload and partnership working with DWP.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Claims older than 30 days	22	25	20	↑	Concentrating on the oldest cases has improved the way cases are dealt with meaning performance is now ahead of target.	New claims remain a priority.

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

Building Control

The service has continued to stay above income target in the last quarter and the restructure is now complete which has provided stability to the team. Market share continues to fluctuate but that should be read in line with fee earning income. Additional commercial services are being taken up by clients as an add on to the building regulations although income is a little lower than anticipated at the half year point. All of the surveyors have now passed the CSCS test/exam and hold current cards for sites in our area that request these. The team has also benefited from some training this quarter from LABC on how to be better than our competitors and an action plan will be put in place to look at implementation of potential changes as a result.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of the service to the Council	£4,747.80	£18,882	£4,197.03	↑	Significant savings on salaries and income remaining higher than expected means that performance continues to be above target.	All vacancies have now been filled
Total income received	£40,453.07	£72,932	£78,632.44	↑	An increase in applications during July and an unusually high number of applications in August have led to income remaining higher than expected.	No action required

Table 8: Building Control performance exceptions

Community Safety

Within the Community Safety work area the number of complaints with the South West Ward has reduced in the month of September, following on from a peak in August. The enhanced work of the enforcement officer in relation to early presentation of waste has been recognised as having a positive impact and we are now reviewing how to make this a sustainable resource. There continues to be joint working between agencies to address wider issues and the Council is using its full range of powers to do so.

Contracts Management and Procurement

During the reporting period, a number of key procurement exercises have been completed. These include ecological works for the Crematorium project; purchase of new cage tipper vehicles; repairs and resurfacing to council car parks, professional services to support digital transformation and work to support the Townscape Heritage Initiative project. Additionally, on-going work along-side Procurement Lincs with team managers has to date secured savings of £98,000 on contract renewals.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Savings generated through Procurement Lincs	£0	£25,000	£98,000	↑	Procurement Lincs have generated a number of savings on renewal of contracts – insurance, telephony and leisure.	No improvement action needed.

Table 10: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

The team are in the process of reviewing single person discounts and after issuing letters to 2,047 council taxpayers, 635 reminder notices were issued. An empty property review has also recently commenced with letters being issued to 89 council taxpayers and both of these reviews are currently ongoing. In terms of council tax collection the team have collected an additional £1.4 million at the end of September this year compared to the sum collected at the same time last year. There are also now over 600 customers paying by 12 instalments compared to April 2018.

Measure	P1 Perf	P2 Tar	P2 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	£9.10	£7.32	↓	There has been an increase in budget spend due to legal and court fees. Summons court costs have not yet been recovered and this will affect the actual cost in the next period.	Monthly monitoring of court costs. Court costs are scheduled to be recovered next month.
No of properties on tax base per FTE ratio	5,753	5,000	5,528	↓	A mixture of staff vacancies and maternity leave has affected the direction of travel though performance remains above target.	Recruitment to cover current vacancies has now commenced and the post is expected to be in place by the next period.
Council Tax in year collection rate	24.59%	54.39%	46.32%	↓	Increase in net collectible debit.	Monthly monitoring of collection rates and monthly meetings with Revenues Manager of shared service.

Table 11: Council Tax and NNDR performance exceptions

Customer Services

We have used the feedback from complaints received to make a number of improvement actions. The Customer Experience Officer continues to work directly with team managers to implement these improvements on a service by service basis. Complaints have fallen over the period though this is to be expected during quieter summer months. Across the Council, a more consistent approach to logging compliments is attributable to the rise in compliments over the period. During period two we have seen a small reduction in digital demand which can be attributed to reduction in demand for the Green Garden Waste Service as we approach then end of the subscription period. It should also be noted that we have seen increases in face to face and telephone activity due to TAC box office now being available at the Guildhall 5 days a week by telephone and by calling to reception and increases in footfall for JCP due to Universal Credit launch in

early September, which has also seen an increase in more vulnerable customers within the reception area, presenting more challenge to staff in terms of being able to deal with these customers. We have also had to deal with additional demands placed on Customer Services by Hemswell Management company work and work carried out in the issuing of fixed penalty notices for early presentation of waste. Work is to commence to move some of this increase demand to digital means, where possible.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average days to resolve a complaint	9	21	6.6	↑	The new procedure has had time to embed resulting than a significantly reduced time for resolving complaints. There have also been fewer complaints during the period.	No improvement action needed.

Table 12: Customer Services performance exceptions

Democratic Services

Over the last reporting period a wide range of Member development events have been held. Topics include Corporate Parenting, Statement of Accounts training, CIL & Neighbourhood Plans, PREVENT, Future Member ICT Provision and the State of District Report. Feedback on the quality and content of the sessions has been extremely positive. The team have also commenced work on the next phase of the roll-out of the Mod.gov system and have initiated a project to look at upgrading equipment in the Council Chamber. Support has been provided to a number of Parish Councils and work has also begun to review the Council's Parish Charter. Thoughts now turn to the development of a Member Induction Training plan in readiness for the elections in May 2019. A number of Civic events have been held including the Council's Civic Service and Armed Forces Day Flag Raising. Council representation was also present at neighbouring authorities' civic services and the National Citizens Service Project was supported.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Satisfaction with Member training	100%	90%	100%	→	Performance remains above target	No improvement action needed.

Table 13: Democratic Services performance exceptions

Development Management

Development Management continue to maintain a high level of performance. Determining applications within the statutory periods is well in excess of the performance targets. Whilst the number of appeals allowed as % of overall decisions remains above the target, there has been an increase within the last quarter. This is under internal review by the Planning Management team, to ensure that the quality of decision-making is being maintained to a high level. There has been monthly fluctuation in numbers of applications received, and arising fee income – however, the totals over the period are an increase upon the previous year.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Non-major planning apps determined within target	100%	80%	99%	↓	Performance remains above target	No improvement action needed.
Appeals allowed as a % of all decisions	0%	5%	2%	↓	Performance remains above target. Of the decisions made during the period, 9 were dismissed and 5 were allowed.	The increase in appeals allowed is under internal review by the Planning Management Team to ensure good quality decision making is maintained to a high level.

Table 14: Development Management performance exceptions

Economic Development and Town Centre Management

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- WLDC have exchanged contracts with Muse so the Development Agreement is now in place;
- Food Enterprise Zone – funding of £2m was approved at the Sept GLLEP Board and now progressing to contracting stage
- Travelodge – the development is in its final stages with a view to open the hotel on 22nd October
- The wider work of Market Street Renewal is ongoing. This is a joint venture partnership to refurbish town centre shops with new traditional shop fronts. Three front shops applications have been submitted with one front shop already complete.
- All of the Market Street Renewal flats are now completed (4 in total)
- Made in Gainsborough project (20 Students, 14 of which are doing apprenticeships).
- New Visitor Economy Officer will be developing the ‘Discover Gainsborough’ brand including a new website, and supporting Visit Lincoln and Love Lincs Wolds brands.
- A Love Lincs Wolds Conference is being held at Market Rasen Race Course on 27th November, this will help shape the next Destination Plan for the Wolds Area.
- THI – we have now appointed a consultant (TDR Heritage) who is delivering the development phase including full building surveys and extensive consultation; the final bid will be submitted in May 19, with a decision expected by Summer 19.
- The Business Rates Policy for the strategic employment sites has been approved and a marketing / promotions plan has commenced including new brochure

Enforcement

There continues to be a high level of demand across the enforcement work areas. This is believed to be as a result of the effective work that is being undertaken, public confidence in reporting and the level of general activity in relation to planning and housing development. The more proactive approach across the work areas is identifying additional cases and workload. The selective licensing scheme has reduced the level of housing disrepair reports enabling officers to focus on other priority casework and place an onus on landlords and other agencies to resolve some of the matters that are reported. As a result, the number of open cases remains consistent and a business case is being developed to enhance our ability to further this work. The time taken to investigate cases remains at a consistent level and reflects the additional investigative work that is being undertaken in order to formally deal with any offences that have been committed. The

Council continues to effectively licence landlords and 521 have now been licenced which we estimate is 79% of the total. A further 80 applications are in process, which if they all become licensed would increase the total to 90%. The scheme basis was estimated at achieving 85% compliance and with two years remaining this is more than achievable. We continue to seek prosecution and issue civil penalties to those landlords that are unlicensed. In the Planning Enforcement work area timescales for resolving complaints continue to reduce on a monthly basis. The average now stands at 220 days across all cases in year and the monthly average now stands at 147. Efforts have been made to reduce down the number of long term outstanding cases, however the demand within the work area remains consistent and resources are focused on the highest priority cases. In around 50% of cases, the Councils action results in compliance being achieved. There continue to be no successful appeals in relation to enforcement notices.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of landlords breaching selective licensing conditions	1%	5%	1%	→	Minimal breach of conditions.	No improvement action needed. Breaches are constantly being monitored via compliance checks.
Housing enforcement requests received	17	80	55	↓	Demand remains consistent and above target on a month by month basis.	No improvement action needed.
Time taken to resolve housing enforcement requests	211.5	90	142	↑	A high number of complex cases	Continue to review and monitor caseload
Time taken to resolve planning enforcement requests	300	150	224	↑	The time taken to resolve cases is consistently improving month to month and this trend is expected to continue.	Continue to focus on quicker case closures
Number of open complaints at month end	48	40	64	↓	There has been a larger caseload than expected during the period due to a combination of annual leave and an increase in enhanced fixed penalty work.	No action needed
% of licensed property in licensing area	73%	85%	77%	↓	The licence process is ongoing and is expected to be above target by year end	No action needed

Table 15: Enforcement performance exceptions

Financial Services

The Finance Team have secured an unqualified audit opinion based on the external auditors' assessment of the Statement of Accounts and opinion that the organisation has procedures and processes in place to achieve Value for Money. The recruitment to the new Finance and Business Support Team structure is underway.

Measure	P1 Perf	P2 Tar	P2 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%	1.57%	↑	Longer term investment and slight increases in investment rates due to an increase in the base rate.	No improvement action needed
Overall budget forecast outturn	N/A	0%	0.31%	-	Budget surplus of 0.31%	No improvement action needed
Time taken to pay invoices	11.41 days	30 days	11.53 days	↓	Performance remains above target	No improvement action needed

Table 16: Financial Services performance exceptions

Garden Waste

Uptake of subscriptions has out-performed initial estimates, this has put pressure on operational and administration teams but both have coped well. There have been very few complaints and the project delivery overall is viewed as a success. Officers are now concentrating on Year 2 implementation.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Subscription take-up	53%	50%	58.3%	↑	Take-up continues to remain above target. Nettleham is the ward with the highest take up at 76.2% whilst Gainsborough South-West has the lowest at 11.9%	Continue to monitor.
Chargeable bins (cumulative)	24,801	21,651	25,910	↓	Cumulative performance remains above target though, as expected, the number of bins sold during this period has decreased.	Continue to monitor.

Table 17: Garden Waste performance exceptions

Healthy District

The new leisure contract was implemented in June 2018 and West Lindsey Leisure Centre is currently undergoing a scheme of refurbishment. This has led to some challenges as the centre has remained open whilst the works are ongoing, resulting in a small dip in customer satisfaction. This, however, is still above target. Under the new contract the Council no longer subsidises leisure provision and will receive an income from year 2 of the contract. Users have responded well to the new health and wellbeing hub which is attracting significantly increased numbers. There was a successful open day held on the 15th September hosted by Colin Jackson.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
New participants at WL leisure centres	467	800	1,129	↑	There has been a significant increase in numbers of new users during the period due to a combination of increased marketing, an attractive programme of activities and the refurbished centre in Gainsborough.	Continue to monitor
Customer satisfaction with WL leisure centres	96%	90%	95%	↓	Whilst satisfaction remains higher than the target, the slight drop can be attributed to the ongoing refurbishment work.	Continue to monitor

Table 18: Healthy District performance exceptions

Home Choices

Housing associations are becoming very difficult to accept persons in to and we are seeing a higher number of people with complex needs where there are no agencies that are able to meet these people's needs. This therefore requires extensive work from multiple agencies but with outcomes still not being achieved. There are ongoing difficulties with the temporary accommodation on Cross Street but the Home Choices team have introduced a system that means households have stricter rules imposed in order to help them to move on. This means households are having more meetings with case officers, more updates on their plans for move on and sign off for B&B use so that nobody going into B&B accommodation should be there without an exit plan.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Temporary accommodation usage	15	24	23	↑	Performance is now above target	No improvement action needed. Continue to monitor.
Bed and Breakfast nights	89	0	85	↑	Difficult households with complex needs requiring multi-agency intervention.	All options are being explored to ensure the right help is given to households with complex needs.
Ave length of stay in temp accommodation	20	28	18	↑	Waterloo Housing delayed move on dates for persons in temporary accommodation and then refused accommodation at the final hurdle which caused lengthy delays in September.	Continue to monitor.

Table 19: Home Choices performance exceptions

Housing

The level of satisfaction in regards to Disabled Facilities Grants remains at 100%, which demonstrates the effectiveness and customer focus of the service being delivered. The average spend for DFGs has gradually crept up over the last 12-18 months reflecting increased contractor costs, which are being aligned through a countywide procurement process. Alongside this the number of referrals remains consistent and the available budget is scheduled to be spent in year. The

number of long term empty homes remains consistent, however has reduced slightly. The focus of empty homes work on those properties that are causing the largest impact and the formal action taken to address these can take some time to complete. We continue to proactively work with property owners and the revised Housing Assistance Policy has proved popular and has resulted in a number of grant applications being made since it was introduced in July 2018. This should increase the performance in regards to our specific interventions as the year progresses.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average cost of DFGs	£9,864	£4,000	£7,259	↑	There is a county wide review of pricing underway to address increased contractor costs.	No action needed

Table 20: Housing performance exceptions

IT and Systems Development

Over the last quarter we have successfully migrated our Exchange Server (Emails) to the cloud. Continual development to start moving our Microsoft Office environment to the cloud is underway. The next major system to be migrated will be SharePoint, with an estimated delivery date of January 2019. The measures continue to exceed our targets across all areas, and continual monitoring and management help us achieve this

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
LLPG Standard	Gold	National Standard	Gold	→	The criteria has been met and it is now a case of constant management to ensure performance is maintained.	N/A
Website Availability	100%	98%	100%	→	Improved hosting arrangement, which we will continue to monitor.	N/A
Online customers signing up to self service accounts	2,082	800	1,102	↓	Excellent customer engagement and promotion. We will continue with the digital agenda.	N/A
Electronic forms completed/submitted on the website	9,858	4,000	10,357	↑	Excellent customer engagement and promotion. We will continue with the digital agenda.	N/A
Number of system development requests dealt with	84%	75%	87%	↑	Good work plan management with continual assessment and ensuring detailed specifications of work packages	N/A

Table 21: IT and Systems Development performance exceptions

Licensing

Licensing income along with the number of applications received has exceeded the target set for period two overall, whilst maintaining the target set for the processing of applications also. Considerable amount of resource was required for the preparation, review, consultation and publishing of the Gambling Policy, which has been approved by the Licensing Committee and awaiting formal adoption by Council at the November meeting.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Income received	£19,800	£37,600	£51,851	↑	Income continues to exceed expected levels	No improvement action needed
Number of licencing applications received	147	240	299	↑	The number of received applications continues to exceed expected levels	No improvement action needed

Table 22: Licensing performance exceptions

Local Land Charges

The service has experienced an increase in caseload during the period, as well as an increase in the complexity of cases. This, coupled with a reduction in resources within the team has led to an increase in time taken to process searches. The team has utilised an apprentice to assist with the administrative side of Local Land Charges, enabling staff to focus on processing searches. However, this additional resource is only on a temporary basis and the intention is to review the level of resource required within the team going forward.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Local Land Charges searches received	440	772	924	↑	This measure is determined by the property market. It is anticipated that performance will even out over the year.	No improvement action necessary.
Time taken to process a search	6.78	8	11.32	↓	There has been an increase in the number of cases, as well as an increase in the complexity of cases. In addition, there has been a reduction of resources within the team.	The team has secured the assistance of an apprentice on a temporary basis to focus on administrative work. This will allow the rest of the team to focus on searches.

Table 23: Local Land Charges performance exceptions

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has been constant throughout period two and has stayed in-line with period one, however take up of stalls in September has seen a decrease due to adverse weather conditions. There has been a small reduction of traders on both the Saturday and Tuesday market due to traders giving notice. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in Dec 2017, no final decision was made, further clarity around options is required and further options are to be

viewed. There have been two events in the market place, one in June WW1 Centenary Event and one in July the Gainsborough Beech Event, both events help support the local community and the Gainsborough Market and both events were well attended.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Ave number of stalls on a Tuesday	40	60	38	↓	A period of adverse weather during September led to a reduction in stalls which has had a negative effect on the overall figure for period 2. There has also been an increase in traders giving notice.	An ongoing markets review and options appraisal is currently underway. Efficiency savings are being identified through delivery of operational changes.
Average number of stalls on a Saturday	16	20	15	↓	A period of adverse weather during September led to a reduction in stalls which has had a negative effect on the overall figure for period 2. There has also been an increase in traders giving notice.	An ongoing markets review and options appraisal is currently underway. Efficiency savings are being identified through delivery of operational changes.

Table 24: Markets performance exceptions

Regulatory Services

A briefing note on Food Safety was submitted to Prosperous Communities Committee in July following on from period one of Progress and Delivery. This provided additional information in relation to the overall work being undertaken in regards to food inspections. The number of food hygiene inspections continues to be lower than the scheduled target. Alongside the formal inspections an average of nine other proactive visits are being undertaken within each month addressing matters that relate to food hygiene, these are not recorded in the overall figure. The recently completed audit into Environmental Protection, Food Safety and Health and Safety has identified that the recording of the performance within these work areas needs to be reviewed to ensure that a true reflection of the service delivered is demonstrated. This work is underway, with a performance workshop facilitated by the Performance and Programmes Team scheduled to take place in November. This will result in revised measures and targets being in place for 2019/20. The overall rate of broadly compliant food premises remains at 97%.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
No of registered food premises receiving a proactive inspection as per FSA standards	43	120	77	↑	Ability to meet the FSA target is impacted by available resource.	Additional report submitted to CP&R Committee outlining the challenges faced.
% food premises rated 3* or above	97%	94%	97%	→	No issues noted.	No improvement action needed.

Table 25: Regulatory Services performance exceptions

Street Cleansing

Performance throughout the Street Cleansing service is within the parameters set at the beginning of the year despite some challenges. Street cleansing costs per household remain the second lowest of all authorities benchmarked through APSE, however there will be challenges with increasing wage rises and fuel costs. The service continues to have strong links with communities and The Great British Spring Clean that took place during period one has helped to engage communities in further litter picks during period two. Whilst there has been a downturn in income generation work, weed spraying income is expected to increase this year by 100% to £18,000 due to an increase in sprays to be completed. West Lindsey District Council Schedule 4 EPA 1990 scheme was introduced in August 2018 to help keep communities free of abandoned shopping trolleys. This has generated an income of £2,850 in period two, and the number of abandoned shopping trolleys has decreased by 70%. The street cleansing service continues to strive to deliver an excellent service to its stakeholders and again for period two compliments far exceed complaints.

Trinity Arts Centre

There has been a change in management at Trinity Arts Centre during this period. A review of finances and business operations has been undertaken as a result which has led to improved models of working, forecasting and costing. As a result of this, the venue has seen a significant rise in secondary sales and improved programming. We are improving accessibility to include relaxed performances for people with additional needs such as autism and dementia. This has been well received by customers with the first planned relaxed screening already at 50% capacity. A recent rebranding exercise has helped to improve the perception of Trinity Arts Centre which is now beginning to be recognised and respected as a quality regional theatre. This has helped to attract new audiences. Going forward, the new finance and contract model will result in a far better return than in previous periods.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of TAC per user	£4.16	£5.50	£4.51	↓	Better and improved cost management	Continue to roll out improvements across the operations.
Received surplus	£14,165	£14,000	£22,220	↑	Fewer events but a new pricing structure has helped to bridge the gap and maximise on secondary sales.	Continue to roll out improvements across the front of house, back of house and in programming to ensure the venue is building a healthy surplus.

Table 26: Trinity Arts Centre performance exceptions

Waste Collection

Performance is within the parameters set at the beginning of the year, despite 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 implementation of a 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, Whilst other authorities are seeing a rise in residual waste, West Lindsey's smaller than average residual bins encourage recycling. Missed collections are exceeding targets along with bins collected within the SLA's, both of these are due to improved methods of communication between supervisors and the crews. The cost

of service is now almost £20 cheaper than last year. With rising wages and fuel costs, this is an excellent achievement, especially when benchmarked against other similar authorities. Commercial Waste continues to outperform predictions and this 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 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Trade waste income	£42,307	£76,000	£98,605.01	↑	Performance is above target	No improvement actions needed.
Cost of service per household	£28.28	£45.37	£27.56	↑	The introduction of a chargeable green waste service brings down the cost of service per HH.	No improvement action needed.

Table 27: Waste Collection performance exceptions

Appendix A - Additional information requested by Corporate Policy and Resources Committee in relation to enforcement timescales.

	Table 1: Planning Enforcement Information	Apr	May	Jun	Jul	Aug	Sep	Oct	Avg. to date	17/18 Avg.
1	No. of open cases	135	132	123	115	126	127	123	125	129
2	No of High Impact	18	18	18	17	18	19	20	18	16
3	No of Medium Impact	85	90	89	83	85	77	73	83	35
4	No of Low Impact	32	24	16	15	23	31	30	24	77
5	No of cases received	16	26	23	22	26	25	25	23	231 total
6	No of cases closed	50	29	32	30	15	24	29	30	210 total
7	% where initial response provided within 20 working days		56	77	75	59	54	60	64	n/a
8	% closed where WLDC action resulted in compliance	50	38	44	27	46	17	32	36	33
9	Av. No of days to determine case (in calendar month)	354	138	249	180	158	147	192	n/a	184
10	Av. No of days to determine case in year to date	354	246	247	230	215	204	202	n/a	185

Notes on table 1:

- a) The number of cases closed to date in 18/19 is 209. There were a total of 210 cases closed across the whole of 18/18.
- b) In April of 2018 50 cases were closed in month, which resulted in the increased figure for average number of days taken.
- c) A concerted effort has been made to close cases, however the number of reports is consistent and continual.
- d) The trend across the average number of days is reducing, however given that it includes ongoing complex cases it is difficult to predict or work towards a target.

Challenges Moving Forward – Planning Enforcement

1. Commitment has been made to undertake a review of the performance measures as it is not felt that they reflect the actual provision of service within the work area.
2. The investigation of high impact or complex cases is resource intensive and these are recorded within the overall measure. For example, in September 2018 24 cases were closed. 10 of these were long standing and had been open since 2016. If these cases were not included within the measures, the remaining 14 cases were closed in average of 86 days.

3. Complex and high impact cases are the focus of officers. We are investigating on average 16 of these cases per month, alongside the other 100 or so cases that are being opened, closed or investigated. As the current policy requires us to investigate all reports officers balance work demands based on priority, which inevitable will result in longer timescales for lower priority cases.
4. Advice would be appreciated as to how long standing cases, where time periods are often out of the hands of investigating officers (for example, when an enforcement notice is appealed at the planning inspectorate).

Table 2: Housing Enforcement Information		Apr	May	Jun	Jul	Aug	Sep	Oct	Avg. to date	17/18 Avg.
1	No of open housing enforcement cases	84	89	80	77	85	83	93	84	94
2	No of housing enforcement requests received	3	14	15	17	9	14	21	93 total	210 total
3	No of cases closed	23	13	8	13	9	23	10	14	15
4	Av. No of days to determine case (in calendar month)	251	167	67	111	104	217	192	n/a	145
5	Av. No of days to determine case in year to date	251	172	145	137	133	154	158	n/a	164
6	No of properties in PRS where conditions have been improved	14	11	2	7	3	7	5	49 total	68

Notes on table 2:

- a) The number of requests received for housing enforcement has reduced generally. There has been a 50% decrease within the South West Ward compared to this time last year.
- b) The average number of days to determine cases is not expected to be greater than that of 17/18, however is unlikely to fall under the 90 day target.
- c) A concerted effort has been made to close any long standing cases.

Challenges Moving Forward – Housing Enforcement

1. Attaching a performance measure or target timescale to a case, whilst providing information, is not necessarily meaningful. Sometimes, cases take a long time for various reasons and officers work towards achieving the right outcome rather than achieving the timescale.
2. The type of case that officers are dealing with are often high risk and have multiple factors. Our ability to resolve these quickly is determined by many things, some of which are outside of our control.
3. Measures such as point 6 in table 6 show an actual outcome. This is a measure not seen within the progress and delivery report.

Appendix 2

Extract from the Corporate Policy and Resources Committee Meeting held on 13 December 2018

71 PROGRESS AND DELIVERY REPORT - PERIOD 2 2018/19

Members considered the Progress and Delivery report for Period 2, 2018-19.

The following points were highlighted:

- The report covered the period from June to September 2018; performance across all areas was broadly static, and comparable to the Period 1 report earlier this year;
- The number of complaints had fallen significantly;
- The return on capital investment and the overall budget forecast was exceeding the target that had been set;
- Garden waste was exceeding performance indicators;
- There was an increase in new participants at West Lindsey Leisure Centre;
- A further paper was being brought to Corporate Policy and Resources committee in January 2019 on the amount of time being spent processing Housing and Enforcement cases;
- The figure within the report relating to enforcement was 'days taken'; currently the figure was an average number of days. The cases closed could be long-standing, or short, and the final figure tended to get skewed;
- There had been a concerted effort to close long-standing Enforcement issues; they would get to a point where they would plateau, as the level of Planning cases was consistent.

The whole case load was generally around 120 cases, with around 20 being the highest priority. The challenge for the team was focussing on the highest priority cases, continuing the focus, and then moving onto the smaller cases.

RESOLVED to note the performance of the Council's services and key projects through agreed performance measures.

Appendix 3

Extract from the Prosperous Communities Committee Meeting held on 4 December 2018

56 PROGRESS AND DELIVERY PERIOD 2 2018/2019

Members gave consideration to a report which assessed the performance of the Council's services through agreed performance measures, as at the end of Period 2. Members were asked to review performance and recommend areas where improvements should be made, having regard to any remedial measures already included within the report.

The report summary was structured to highlight those areas that were performing above expectations, and those areas where there was a risk to either performance or delivery.

Areas described as performing well included:

- * Contract Management and Procurement
- * Customer Services
- * Financial Services
- * Garden Waste
- * Trinity Arts Centre
- * Healthy District
- * Street Cleansing

Those areas described as risks included:

- * Asset and Facilities Management
- * Development Management
- * Enforcement
- * Markets
- * Regulatory Services

Further information was given on each of the above.

Debate ensued and with reference to performance indicators around Healthy Districts, a Member questioned whether the indicator measures were enough and provided the level of detail Members required. For example, some Members were keen to closely monitor the number of participants through the Health Hub, as its introduction had been controversial. Members would have also welcomed the opportunity to review the types of activity on offer, the programme of events and the level of take up. It was understood free memberships were being offered and it was suggested that this could be skewing figures.

In response, the Executive Director of Operations advised that the Committee were due to receive a report at their next meeting relating to the Leisure Contract and such information could be included within that.

Similar comments regarding the activity of the Trinity Arts Centre were expressed, with some Members expressing concern that the performance indicators were solely financial and profit orientated. It would be useful to understand the breadth of the activity being undertaken, how young people were being engaged, the variety of the offer and those attending the Centre.

In response the Executive Director of Operations acknowledged that the performance indicators did have a financial focus as ultimately the Centre covering its costs was a necessity. He undertook to request the Centre Manager to respond to the points raised and this information would be shared with all Committee Members.

The Chairman advised that the Leisure Culture Events and Tourism Group regularly looked at such matters and such information was readily available. Members spoke highly of the new Centre Manager's passion and enthusiasm for the Centre's success.

In responding to Members' questions, Officers advised that Development Management fees were difficult to predict and the introduction of the Local Plan had seen the number of large scale speculative applications reduce.

In response to a Member's question it was confirmed the take up rate for green waste collections in Market Rasen was 47.8%.

Members questioned why the cost of the average DFG appeared to be rising and were advised that costs in general were increasing together with the number of more complex applications. It was likely the target would need to be reviewed. Officers were in the process of a developing a countywide framework for the commissioning of such contracts; this would address pricing consistency and provide greater stability around budgeting.

With reference to the Plough Inn, which had been a venture to support new small businesses, Members noted the report advised that there had been a number of recent "notices to quit", Members therefore enquired how the asset was marketed, and who the marketing was directed at, as they considered the units came with a number of attractive features, Officers undertook to provide this information outside of the meeting to all Committee Members.

Regarding homelessness and enforcement, both of which were in areas deemed to be "in the red" a Member enquired as to whether this was due to a lack of resources. In responding Officers advised additional resources were always welcome however there was strong sense that the measures were not accurately reflecting what was happening within the service. This was something that had been picked up in the recent audit into Enforcement. Members had being provided with some additional information which presented the data within context, noting that if long standing open cases (which were not been worked on) were removed from the data set, the time frame for all other cases was significantly reduced. However it was stressed that the demand, particularly in planning enforcement, was both consistent and continuous.

Having heard Members' comments throughout the debate, the Executive Director of Operations advised that all measures were reviewed annually. Measures would not be amended in year as this did not assist with comparative work. This review process

included meeting with every team manager to ensure their targets were still appropriate and providing meaningful data. There was also a small working group of Members convened annually to assist Officers in setting new targets. Members were encouraged to engage in this process, in order to ensure future targets were reflective of needs, whilst balancing the need to not over collect data.

RESOLVED that having critically appraised the performance of the Council's services and key projects through agreed performance measures, and having had regard to the remedial measures suggested in the report, and the information provided in response to Member questions, no further formal action be requested at this stage.



Challenge and Improvement

8 January 2019

Subject: Review of Progress and Delivery Measures 2019/20

Report by:

Executive Director Operations/Head of Paid Service

Contact Officer:

Mark Sturgess – Head of Paid Service.

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Purpose / Summary:

This report seeks to establish the process for involving members in the review of the progress and delivery measures used for 2018/19 and to establish the measures to be used in 2019/20.

RECOMMENDATION(S):

- 1) That process set out in the report for involving members in the review of the progress and delivery measures be agreed.**
- 2) That no more than five members be nominated to serve on the progress and delivery measure 2019/20 review group.**

IMPLICATIONS

Legal: None arising from this report

Financial: None

Staffing: None arising from this report

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

Risk Assessment: None arising from this report

Climate Related Risks and Opportunities: None arising from this report

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

Call in and Urgency:

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

Yes

No

Key Decision:

Yes

No

1. Background

- 1.1 Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.
- 1.2 Each year (in line with recommendations from internal audit) the measures used to assess the effectiveness of each service have been reviewed, both with the service managers and councillors.

2. Process for 2019

- 2.3 The review meetings with the managers have now been set up to take place early in 2019. These are due to complete on 6 February 2019.
- 2.4 It is proposed that review meetings with members commence in the week beginning 11 February 2019 following the conclusion of the officer review meetings.
- 2.5 It is proposed that this year there are three member review meetings covering the following areas:
 - Review of the progress and delivery process – what we are seeking to achieve (meeting 1)
 - Outline of the reviewed measures – following the officer meetings (meeting 2.)
 - Presentation of the final measures ahead of the Challenge and Improvement Committee on 2 April 2019 (meeting 3).
- 2.6 Obviously the need for these meetings can be kept under review depending upon the progress made.
- 2.7 In previous years the member review group has been made up of three members. Whilst this has worked in the past it has suffered when a full complement of members has not been available. It is therefore recommended that this year the member review group is made up of no more than five members.

3. Recommendations

- 3.1 That the Committee agrees that there will be three member progress and delivery review meetings commencing in the week beginning 11 February 2019 and ending in the week commencing 25 February 2019
- 3.2 That the Committee nominate no more than five members to serve on the progress and delivery review group for 2019/20.

Forward Plan for all Committees

Purpose:

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

Recommendation:

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

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
C&I Annual Report	Ele Durrant	To provide an overview of the work undertaken by the C&I Cttee as constitutionally required	02/04/19	20/05/19	-	-	-	-	-
Combined Assurance Report	James O'Shaughnessy	To present the Council's Combined Assurance Report for 18/19	-	-	12/03/19	-	-	-	-
Constitution Review	Alan Robinson	The purpose of the report is for the Governance and Audit Committee to recommend to Council the proposed amendments to the Constitution.	-	-	16/04/19	-	-	-	-
Members' Allowances	Alan Robinson	To allow the Governance and Audit Committee to discuss Members' Allowances for 19/20 to assist the work of the Remuneration Panel	-	21/01/19	-	-	-	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	6 month update for 18/19	-	-	15/01/19	-	-	-	-
Leisure Contract Update	Karen Whitfield	To update Members on the implementation of the leisure contract and performance to date	08/01/19	-	-	-	-	-	29/01/19
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	12/03/19	-	-	-	-
Internal Audit Q4 Monitoring	James O'Shaughnessy	To feedback on Quarter 4 to G and A Committee	-	-	16/04/19	-	-	-	-
Gainsborough Town Centre Townscape Heritage Applic	Wendy Osgodby	To provide an update on the application to the Heritage Lottery Fund for Townscape Heritage funding for Gainsborough Town Centre, thereby obtaining formal commitment and financial support.	-	-	-	14/02/19	-	-	-
Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.	08/01/19	-	-	-	-	-	29/01/19

Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure	-	-	-	10/01/19	-	22/11/18	-
Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy	-	-	-	11/04/19	-	28/03/19	-
Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017. To also include information as requested by C&I cttee in Feb 18.	19/02/19	-	-	13/12/18	-	-	-
Options for Future Communication	Julie Heath	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017	-	-	-	-	-	-	29/01/19
Six month review of AGS Action Plan 17/18	James O'Shaughnessy	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	15/01/19	-	-	-	-
Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 18.	19/02/19	-	-	-	-	-	-
Budget and Treasury Monitoring 3	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 3	-	-	-	14/02/19	-	-	-
Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4	-	-	-	11/04/19	-	-	-
Base Budget 19/20	Tracey Bircumshaw	To set the budget for 19/20	-	04/03/19	-	14/02/19	-	-	29/01/19
Medium Term Financial Plan/Executive Business Plan	Tracey Bircumshaw	The MTFP for 19/20 and Executive Business Plan	-	-	-	14/02/19	-	-	-
Report on Housing Company	Eve Fawcett-Moralee	Matters arising from Full Council requested a paper to go to prosperous Communities, arising from a motion. EFM has now confirmed the aim will be for this to go by December 18, ahead of Full Council 19.	-	-	-	-	-	-	29/01/19
Certification of Grants and Claims Annual Report	Tracey Bircumshaw	An annual report for 2017/18 from the External Auditor.	-	-	15/01/19	-	-	-	-
Internal Audit Q3 Monitoring	James O'Shaughnessy	Internal Audit to present an update report from Quarter 3.	-	-	15/01/19	-	-	-	-

Caistor Southdale Development	Karen Whitfield	To agree development of Caistor Southdale site to include new GP surgery and homes in conjunction with Lace Housing	-	-	-	14/02/19	-	-	-
Draft Treasury Management Strategy	Tracey Bircumshaw	To scrutinise the Treasury Management Strategy and recommend its inclusion within the Medium Term Financial Plan.	-	-	15/01/19	-	-	-	-
Closure of Accounts 18/19 + External Audit Plan	Caroline Capon	To review and approve the accounting policies actuary assumptions and materiality levels that will be used for the preparation of the 18/19 accounts. For the External Auditor to explain the process of the External Audit of the Statement of Accounts and approach to the Value for Money Audit 18/19.	-	-	12/03/19	-	-	-	-
P&D Period 3 Report 18/19	Ellen King	To consider the Progress and Delivery report for period 3 of 18/19	02/04/19	-	-	14/02/19	-	-	19/03/19
Counter Fraud and Corruption Policy	Tracey Bircumshaw	After a review by the Fraud partnership and due to the additional requirements of new regulations the money laundering and corruption reports have been separated.	-	-	15/01/19	-	-	-	-
Ethical Audit	James O'Shaughnessy	At the June 18 meeting of G and A Lucy Pledge mentioned that work on an 'ethical audit' would come back to the G and committee. This has been put in for 6 months from the annual internal audit report.	-	-	15/01/19	-	-	-	-
Internal Audit Draft Annual Plan Report 19/20	James O'Shaughnessy	To present to members the draft annual internal audit plan based on assurance mapping and risk assessments across the Councils critical services	-	-	15/01/19	-	-	-	-
Customer First - update report	Michelle Carrington	To provide a regular update for C&I committee as agreed at C&I meeting of 26 June 18.	19/02/19	-	-	-	-	-	-
Customer First - Progress Report	Michelle Carrington	To update the cttee on progress in implementing the programme, as requested and resolved at pc cttee meeting on 17 July. Further update planned for July 19	-	-	-	-	-	-	29/01/19
5-7 Market Place, Gainsborough	Marie Jackson	Agreement to draw funds on renovation of building to make fit-for-purpose. Discussion of Stage Two will	-	-	-	14/02/19	-	-	-

		occur at September's Portfolio Board							
South West Ward Waste Collection Review - Outcome	Ady Selby	For decision on waste collection methodology in ten foot areas of Gainsborough following engagement exercise and pilots.	-	-	-	-	-	-	19/03/19
MOU Joint Action - Improving Health thru' the Home	Diane Krochmal	To agree the joint action	-	-	-	-	-	-	29/01/19
Council Tax Surplus and Council Tax Base 19/20	Tracey Bircumshaw	The report sets out the declaration of the estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 19 and how it is shared amongst the constituent precepting bodies. It also sets out the Council tax base calculation for 19/20. The tax base is a key component in calculating both the budget requirement and the council tax charge.	-	21/01/19	-	10/01/19	-	-	-
New - Managing Staff During Disruptions at Work	Emma Redwood	To provide procedure for how to manage staff during disruptions at work, adverse weather, business continuity issues.	-	-	-	10/01/19	-	22/11/18	-
P&D Period 4 Report 18/19	Ellen King	To consider the Progress and Delivery update for period four, 18/19	25/06/19	-	-	13/06/19	-	-	04/06/19
Mental Health in the Workplace	Emma Redwood	To explore and implement initiatives in the workplace to promote mental wellbeing.	-	-	-	-	-	Being scoped	-
GDPR Implementation Update	Steve Anderson	To provide an update on the current status of the council's GDPR implementation	-	-	-	10/01/19	-	-	-
Invite to TASL by C&I	Ele Durrant	To invite representatives from TASL to provide committee with an overview of the services provided within West Lindsey including performance figures and challenges and obstacles encountered across the district.	02/04/19	-	-	-	-	-	-
Gainsborough Foyer re Youth Housing Provision	Ele Durrant	Invitation extended for an update regarding youth housing provision at Gainsborough Foyer.	19/02/19	-	-	-	-	-	-
Review of Ear-Marked Reserves	Caroline Capon	Review of current Ear-Marked reserves to establish current and future requirements and close those no longer required	-	-	-	10/01/19	-	-	-

Scrutiny Review	James Welbourn	Reviewing options following C and I working group held back in October.	-	04/03/19	15/01/19	-	-	-	-
Gainsborough Riverside Walk Acquisition	Joanna Walker	Officers have negotiated the Heads of Terms to purchase the currently closed section of the Riverside Walk (along the existing factory and outside the Riverside Approach development). Officers envisage to seek external funding to assist with the delivery of the Riverside Walk.	-	-	-	14/02/19	-	-	29/01/19
South West Ward Waste Collections Review - Update	Ady Selby	To update Members on the findings of the engagement exercise and offer alternative options where appropriate.	-	-	-	-	-	-	29/01/19
Sundry Debt Recovery Policy & Procedures	Alison McCulloch	Updated Sundry Debt Recovery Policy & Procedures	-	-	-	10/01/19	-	-	-
Review of Partnerships	Ian Knowles	To present outcomes of review of partnerships the Council is involved in	-	-	-	10/01/19	-	-	-
Outcome of Enforcement Performance Workshop	Ellen King	To present the outcomes and action plan from the Enforcement and Regulatory Services Performance Workshop for information only as requested by members.	-	-	-	10/01/19	-	-	-
Corporate Strategic Health Role	Karen Whitfield	To set out the Authority's future strategic role in health.	-	-	-	-	-	-	29/01/19
Local Plan - Proposed Review to commence late 19	Oliver Fytche-Taylor	To update Members on a report recommending the commencement of a review of the Central Lincs Local Plan, considered by the Central Lincolnshire Joint Strategic Planning Committee at their meeting on 14 Jan 19. This review is a requirement of new national policy.	-	-	-	-	-	-	29/01/19
Asset Management & Compliance Policies	Gary Reeve	To acquire approval of the new draft asset management and compliance policies	-	-	-	10/01/19	-	-	-
Selective Licencing - 12 Month Review 19	Andy Gray	To provide Members with the annual update of the Selective Licencing scheme	12/11/19	-	-	-	-	-	03/12/19
Customer Experience Annual Report	Natalie Kostjuk	To provide Members with the annual update from the Customer Experience Officer regarding comments, complaints and compliments.	25/06/19	-	-	-	-	-	-

Housing Assistance Policy Review	Andy Gray	To review and update the Housing Assistance Policy after 12 months.	-	-	-	-	-	-	04/06/19
Treasury Management Annual Report 18/19	Caroline Capon	This annual treasury report is a requirement of the Council's reporting procedures. It covers the treasury activity during 18/19 and the actual Prudential Indicators for 18/19.	-	-	-	13/06/19	-	-	-
Budget and Treasury Monitoring Period 1 19/20	Sue Leversedge	This report sets out the revenue, capital and treasury management activity from 1 April 19 to 31 May 19.	-	-	-	25/07/19	-	-	-
Mid Year MTFP Update	Tracey Bircumshaw	This report seeks to update members on the Mid-Year MTFP position	-	-	-	07/11/19	-	-	-
Budget and Treasury P2 and Mid Year Report	Sue Leversedge	This report sets out the revenue, capital and treasury management activity from 1 April 19 to 30th September 19 and provides the Mid-Year update report for Treasury Management.	-	-	-	07/11/19	-	-	-
Proposed Fees and Charges	Sue Leversedge	Propose revised Fees and Charges to take effect from 1 April 20.	-	-	-	07/11/19	-	-	-
Council Tax Surplus and Council Tax Base 20/21	Tracey Bircumshaw	The report sets out the declaration of the estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 20 and how it is shared amongst the constituent precepting bodies. It also sets out the Council tax base calculation for 20/21. The tax base is a key component in calculating both the budget requirement and the council tax charge.	-	-	-	09/01/20	-	-	-
Base Budget 20/21	Sue Leversedge	To set the budget for 2020/2021	-	-	-	06/02/20	-	-	-
Budget and Treasury Monitoring P3 19/20	Sue Leversedge	To set out the revenue, capital and treasury management activity from Period 3	-	-	-	06/02/20	-	-	-
Budget and Treasury Monitoring Period 4 19/20	Sue Leversedge	To set out the revenue, capital and treasury management activity from Period 4	-	-	-	09/04/20	-	-	-
P&D Period 1 Report 19/20	Ellen King	To present the period 1 Progress and Delivery report for 19/20	03/09/19	-	-	25/07/19	-	-	16/07/19

P&D Period 2 Report 19/20	Ellen King	To present the progress and delivery report for period 2, 19/20	12/11/19	-	-	07/11/19	-	-	22/10/19
P&D Period 3 Report 19/20	Ellen King	To present the period 3 progress and delivery report for 19/20.	28/04/20	-	-	14/02/19	-	-	19/03/19
P&D Period 4 Report 19/20	Ellen King	To present the period four progress and delivery report for 19/20	-	-	-	13/06/19	-	-	04/06/19
Report on Value for Money	James O'Shaughnessy	To present Members with an overview of the work the Council is undertaking to embed VfM considerations across the Council	-	-	-	14/02/19	-	-	-
Refresh of Members' ICT Devices	James Welbourn	To provide Members with a proposed ICT device solution following elections on May 19	-	-	-	14/02/19	-	-	-
NNDR - Retail Discount 19/20 & 20/21	Alison McCulloch	In accordance with Government Guidance policy to award discretionary retail relief for the years 19/20 & 20/21	-	-	-	14/02/19	-	-	-
C&I Operating Methodology	Mark Sturgess	To review, amend and approve the committee operating methodology	25/06/19	-	-	-	-	-	-

CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 28 DECEMBER 2018

Date	Title	Lead Officer	Purpose of the report
19/02/2019	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017. To also include information as requested by C&I cttee in Feb 2018.
	Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 2018.
	Customer First - update report	Michelle Carrington	To provide a regular update for C&I committee as agreed at C&I meeting of 26 June 2018.
	Gainsborough Foyer re Youth Housing Provision	Ele Durrant	Invitation extended for an update regarding youth housing provision at Gainsborough Foyer.
02/04/2019	C&I Annual Report	Ele Durrant	To provide an overview of the work undertaken by the C&I Cttee as constitutionally required
	P&D Period 3 Report 2018/19	Ellen King	To consider the Progress and Delivery report for period 3 of 2018/19
	Invite to TASL by C&I	Ele Durrant	To invite representatives from TASL to provide committee with an overview of the services provided within West Lindsey including performance figures and challenges and obstacles encountered across the district.
25/06/2019	P&D Period 4 Report 2018/19	Ellen King	To consider the Progress and Delivery update for period four, 2018/19
	Customer Experience Annual Report	Natalie Kostiuk	To provide Members with the annual update from the Customer Experience Officer regarding comments, complaints and compliments.
	C&I Operating Methodology	Mark Sturgess	To review, amend and approve the committee operating methodology
03/09/2019	P&D Period 1 Report 2019/20	Ellen King	To present the period 1 Progress and Delivery report for 2019/20
12/11/2019	Selective Licencing - 12 Month Review 2019	Andy Gray	To provide Members with the annual update of the Selective Licensing scheme
	P&D Period 2 Report 2019/20	Ellen King	To present the progress and delivery report for period 2, 2019/20
28/04/2020	P&D Period 3 Report 2019/20	Ellen King	To present the period 3 progress and delivery report for 2019/20.