

**AGENDA**

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

**Challenge and Improvement Committee**  
**Tuesday, 2nd April, 2019 at 6.30 pm**  
**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.**
  - a) Meeting of the Challenge and Improvement Committee (PAGES 3 - 8)  
held on 19 February 2019
3. **Members' Declarations of Interest**

Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGE 9)

Matters arising schedule setting out current position of previously agreed actions as at 25 March 2019.
5. **Presentation Item - Invite to TASL by C&I** (VERBAL REPORT)

Presentation by Thames Ambulance Services Ltd regarding provision of non-emergency hospital transport across the district.

**6. Public Reports**

- a)** Progress and Delivery Report - Period 3 2018/19 (PAGES 10 - 45)
- b)** C&I Annual Report (PAGES 46 - 55)

**7. General Work Items**

- a)** Forward Plan (PAGES 56 - 64)
- b)** Committee Workplan (PAGES 65 - 66)

Mark Sturgess  
Head of Paid Service  
The Guildhall  
Gainsborough

Monday, 25 March 2019

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber - The Guildhall on 19 February 2019 commencing at 6.30 pm.

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

Councillor Mrs Angela Lawrence  
Councillor Mrs Jessie Milne  
Councillor Mrs Diana Rodgers  
Councillor Thomas Smith  
Councillor Mrs Anne Welburn

**In Attendance:**

Mark Sturgess Executive Director of Operations and Head of Paid Service  
Michelle Carrington Strategic Lead Customer First  
Ady Selby Strategic Manager - Services  
Rachel Parkin Home Choices Team Manager  
Ele Durrant Democratic and Civic Officer

**Also In Attendance:**

David Barratt, Gainsborough Foyer  
Faye, Gainsborough Foyer  
One member of the public

**Apologies:**

Councillor David Bond  
Councillor Roger Patterson  
Councillor Mrs Lesley Rollings

**Membership:**

There were no substitutes

### 59 CHAIRMAN'S WELCOME AND VARIATION TO THE AGENDA

The Chairman welcomed all present, Members and Officers, and extended a special welcome to David and Faye from the Gainsborough Foyer. He also proposed a variation to the agenda for the public reports to be heard in the reverse order, that was to say, that the report regarding the Customer First Update be heard prior to the report on the Garden Waste Review. This was seconded and, on being voted upon, it was

**RESOLVED** that items 6i) and 6ii) on the agenda be heard in reverse order.

### 60 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 8 JANUARY 2019

**RESOLVED** that the minutes of the meeting held on 8 January 2019 be approved and signed as a correct record.

## **61 MEMBERS' DECLARATIONS OF INTEREST**

There were no declarations of interest at this time.

## **62 MATTERS ARISING SCHEDULE**

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 11 February 2019.

The Democratic and Civic Officer advised Members that of the two completed items, the workshops for the Progress and Delivery Working Group had been arranged with the Head of Paid Service with regards to the measures for the coming year.

**RESOLVED** that the Matters Arising Schedule as at 11 February 2019 be received and noted.

## **63 PRESENTATION ITEM - GAINSBOROUGH FOYER RE YOUTH HOUSING PROVISION**

The Chairman again welcomed David and Faye from the Gainsborough Foyer. Members heard first from the Home Choices Team Manager who explained the background of the Foyer and how funding cuts had forced a review of how the building was used. She highlighted that, as a result of changes within social care, there was no longer the need to provide accommodation for 16 or 17 year olds. After considering different options, it had been agreed for the accommodation to be used for 18 to 24 years old with low support needs and with a view to it being 'move-on' accommodation, that is, to support individuals to gain their own tenancy or other housing arrangement.

Members were then given a presentation by David Barratt, Manager, explaining the make-up of the Longhurst Group and where Axiom, who run the Gainsborough Foyer, sat within the Group. Members heard details of the different kinds of accommodation provided across the area and how the Gainsborough Foyer had evolved, as explained by the Home Choices Team Manager.

It was highlighted that there was a real commitment to providing services within the locality and the staff at the Foyer worked hard to help residents there become a part of the local community. It was explained that there was a primary, positive focus on giving individuals the time and support to be able to move out of the Foyer and this would often include anything from budget managing, interacting with others to looking after their own space. The focus was always on the need of the individual and ensuring each person received the support they needed to progress.

Members were keen to offer their praise for the work carried out by the team at the Foyer and enquired about other services available to residents, such as mental health services or suchlike. It was explained that the first contact would always be with the GP but they did work closely with local mental health services where necessary. There was recognition for the dedication of the staff and Members heard that the team working at the Foyer were

incredible and worked flexibly around the needs of the residents to focus on their development and progression.

With no further questions from Members, the Chairman thanked both David and Faye, and the Home Choices Team Manager, for giving their time and also for the dedication shown to the young people in their residence. On behalf of the Committee, he praised all involved with the work of the Gainsborough Foyer and again extended his thanks to all.

## **64 CUSTOMER FIRST 6 MONTH UPDATE**

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

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

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

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

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

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

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

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

With no further comment from Members it was

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

## **65 GARDEN WASTE REVIEW**

Members of Committee were asked to give consideration to a report regarding the 12 month review following the introduction of charges for collecting green waste. The Strategic Manager - Services advised Committee that the report had been seen at the Corporate Policy and Resources Committee to agree the charge for the coming year and that Members of the Challenge and Improvement Committee had requested to be kept informed of information such as the impact on fly-tipping or contaminated recycling bins. With the report presented to Members, the Strategic Manager - Services sought to reassure the Committee of the success of the scheme and answer any concerns they may have.

Members heard that subscriptions to the garden waste service had exceeded expectations with 58.3% of households signing up to the service compared with initial predictions of 50%. There had been an initial increase in missed collections as a result of the new system, non-subscribers reporting missed collections as well as increased numbers requesting an assisted collection service. Supervisors worked closely with teams to resolve these issues and by July, there were fewer missed collections than in the previous year.

With regards to concerns of increased fly-tipping or other bins being used for garden waste, the Strategic Manager - Services explained this had not been shown to be the case. There had been a significant increase in the sale of home composters and data from Household Waste Centres had shown an overall reduction in waste, especially garden waste, over the year. This was presumed to be as a result of the long hot summer. Rates of fly-tipping had also reduced over the year period.

A Member of Committee questioned the charge in comparison with other areas as well as the necessity of the four month break in collections. She explained that within her ward there were a number of households who struggled to get to a household recycling centre and were unable to maintain their gardens satisfactorily as a result of the reduced collections. There were also concerns regarding fallen leaves causing blocked drains and localised flooding. The Strategic Manager - Services explained that the service charge and collection period had been decided upon following public consultation, although he appreciated there would be differing needs across the district. He also explained that there was more intensive street cleaning scheduled at relevant times to deal with fallen leaves.

There was further discussion regarding the rates of fly tipping and Members felt that while the figures were encouraging, it was necessary to remain vigilant as there could be increases in years to come. Thanks were also extended to the operatives for the swift resolution of initial difficulties.

A Member of Committee enquired about the Government's Waste and Resource Strategy. It was explained there would be an update for Members in the upcoming newsletter but that there would be no immediate changes to waste collection services. It would be a priority for the Council to implement the strategy however the details were yet to be confirmed.

At the conclusion of discussions, Members again offered their thanks to the Strategic Manager - Services and his teams and it was

**RESOLVED** that:

- 1) the year one performance of the subscription based garden waste service be welcomed; and
- 2) the decision making process of year two subscription level be supported.

## **66 FORWARD PLAN**

The Democratic and Civic Officer explained to Members that the forward plan was presented in a new format as the Democratic Services Team had recently started using a new reports management system. Items were now listed by committee and in date order.

With no comments from Members it was

**RESOLVED** that the forward plan be noted.

## **67 COMMITTEE WORKPLAN**

The Democratic and Civic Officer explained that, similar to the forward plan, the work plan had been created using the new system. She added that there was one item missing from the plan for the April meeting, that being the Progress and Delivery report for period three. This report also included the additional information regarding the Enforcement Team as had been discussed at the meeting in January.

**RESOLVED** that the work plan be noted.

## **68 EXCLUSION OF PUBLIC AND PRESS**

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

## **69 PREPARATION FOR SCRUTINY OF PARTNERSHIP WORKING ARRANGEMENTS**

Members were advised that, as there would be a representative from Thames Ambulance Service Ltd at the meeting in April, it would be useful to assemble a list of questions from Members to share with the representative in advance of their attendance. The Head of Paid Service highlighted that these would act as a prompt in the first instance and would not preclude Members from asking other questions on the night to test the answers they were being given. The main purpose of providing questions in advance was to allow the representatives of the organisation to come prepared so the Committee could make the most of the opportunity. Based on discussion between Members a list of questions was drawn up and it was agreed for this to be circulated to Members for comment.

**RESOLVED** that the questions, once circulated, be used as a guide for Members to then ask supplementary questions as they wished.

## **70 CHAIRMAN'S THANKS**

At the conclusion of the meeting the Chairman explained he would not be present at the meeting in April and therefore would not meet with the Committee prior to the elections in May. He thanked Committee Members for their support and dedication to the Committee. The Vice Chairman, on behalf of the Committee, thanked the Chairman for his commitment and fair leadership.

The meeting concluded at 8.25 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  |
|--------------|--|---|---|----------|---------------|
| <b>Black</b> |  |   |   |          |               |
|              | <b>Circulation of Questions for TASL</b>               | Draft questions to be shared with Members of C&I to be agreed prior to sending to TASL representative.  | <b>Completed 25 Feb 2019.</b>   | 28/02/19 | Ele Durrant   |
| <b>Green</b> |  |   |   |          |               |
|              | <b>Improvement to street scene across the district</b> | Work item requested by C&I cttee.<br>Extract of mins 09/01/2018:<br>"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." | <b>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.</b> | 28/06/19 | Mark Sturgess |

# Agenda Item 6a



Challenge and Improvement  
Committee

Tuesday, 2 April 2019

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

|                  |  |
|------------------|--|
| Report by:       | Executive Director of Operations and Head of Paid Service  |
| Contact Officer: | Mark Sturgess<br>Executive Director of Operations and Head of Paid Service<br>01427 676687<br><a href="mailto:mark.sturgess@west-lindsey.gov.uk">mark.sturgess@west-lindsey.gov.uk</a>   |
| Purpose/Summary: | <p>This report deals with the progress and delivery of projects which are aimed at the delivery of the corporate plan. This report highlights those projects that have entered the delivery stage and are either off track or at risk of not delivering.</p> <p>This report also deals with the progress and delivery of the services the council provides. It is an “exceptions” report and deals with those services which are either performing above the required level or are below the target set for them. The report will also provide members with a summary of activity across services.</p> |

**RECOMMENDATION(S):**

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

**IMPLICATIONS**

**Legal: None**

**Financial:**

**Staffing: None**

**Equality and Diversity including Human Rights: None**

**Risk Assessment: None**

**Climate Related Risks and Opportunities: None**

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

**Call in and Urgency:**

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

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

**Key Decision:**

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

- 1.1 The report attached at Appendix 1 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 3, 2018/19

Report by:

Executive Director of Operations and Head of Paid Service

Contact Officer:

Mark Sturgess  
Executive Director of Operations and Head of Paid Service  
01427 676687  
[mark.sturgess@west-lindsey.gov.uk](mailto:mark.sturgess@west-lindsey.gov.uk)

Purpose / Summary:

To consider the Progress and Delivery Report for Period 3, 2018-19

**RECOMMENDATION(S):**

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

**IMPLICATIONS**

**Legal: None**

**Financial : FIN-201-19**  
There are no financial implications as a result of this report

**Staffing : None**

**Equality and Diversity including Human Rights : None**

**Risk Assessment : None**

**Climate Related Risks and Opportunities : None**

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

**Call in and Urgency:**

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

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

**Key Decision:**

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

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# Executive Summary

## 1.0 Introduction

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

## 2.0 Overall Summary of Performance

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

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

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

Table 1: Overall summary of performance

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

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

Table 2: Overall direction of travel

## 3.0 Performing Well

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

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



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

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

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

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

#### **4.0 Risk Areas**

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

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

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

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

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

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

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

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

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

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

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

## Corporate Health

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

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

Table 4: Corporate Health measures

## Programme Delivery

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

*Table 5: Programme delivery*

## Appendix A: Service Exceptions

### Asset and Facilities Management

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

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

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

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

Table 6: Asset and Facilities Management performance exceptions



## Benefits

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

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

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

## Building Control

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

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

Table 8: Building Control performance exceptions

## Contracts Management and Procurement

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

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

Table 9: Contracts Management and Procurement performance exceptions

## Council Tax and NNDR

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

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

Table 10: Council Tax and NNDR performance exceptions

## Customer Services

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

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

Table 11: Customer Services performance exceptions

## Democratic Services

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

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

Table 12: Democratic Services performance exceptions

## Development Management

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

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

Table 13: Development Management performance exceptions

## Economic Development and Town Centre Management

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

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

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

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

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

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

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

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

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

## Enforcement and Community Safety

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

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

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

Table 14: Enforcement performance exceptions

## Financial Services

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

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

Table 15: Financial Services performance exceptions

## Garden Waste

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

## Healthy District

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



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

Table 16: Healthy District performance exceptions

## Home Choices

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

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



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

Table 17: Home Choices performance exceptions

## Housing

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

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

Table 18: Housing performance exceptions

## ICT and Systems Development

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

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

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

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

Table 19: IT and Systems Development performance exceptions

## Licensing

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

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

Table 20: Licensing performance exceptions

## Local Land Charges

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

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

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

Table 21: Local Land Charges performance exceptions

## Markets

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

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

Table 22: Markets performance exceptions

## Regulatory Services

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

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

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

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

Table 23: Regulatory Services performance exceptions

## Street Cleansing

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

## Trinity Arts Centre

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

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

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

Table 24: Trinity Arts Centre performance exceptions

## Waste Collection

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

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

Table 25: Waste Collection performance exceptions

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

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### 1.0 Introduction

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

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

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

### 2.0 Factors Affecting Performance

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

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

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

#### 2.1 Challenges – Planning Enforcement

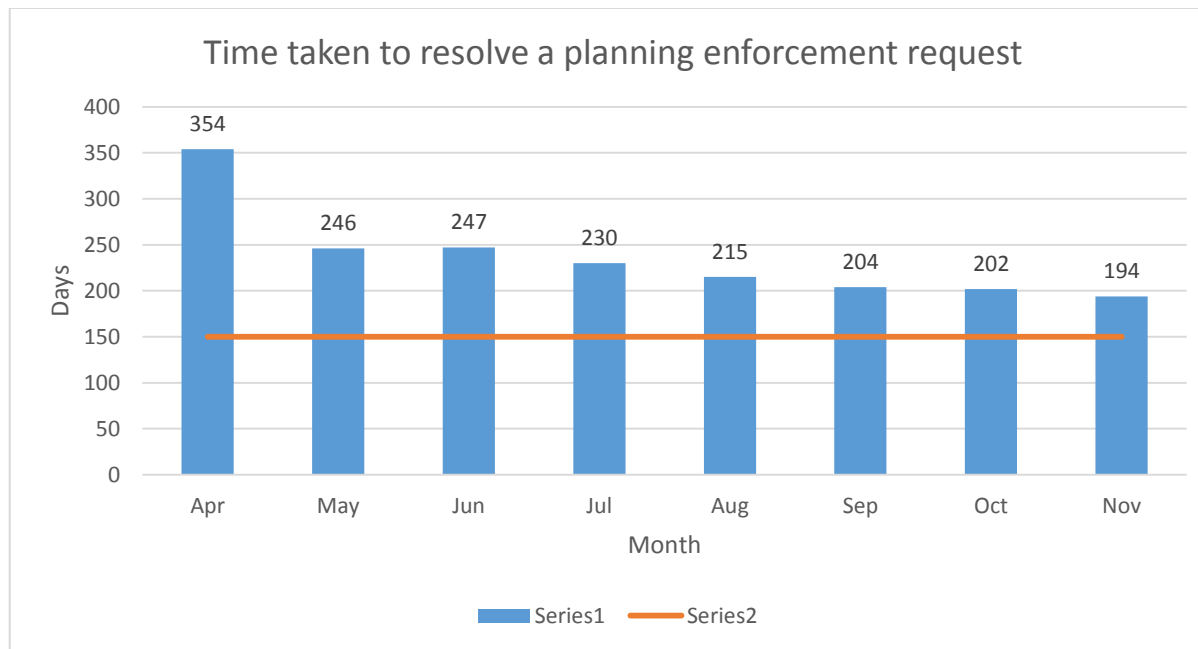
Investigating high impact or complex cases requires significant resource, as explained in more detail below.

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

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

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

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



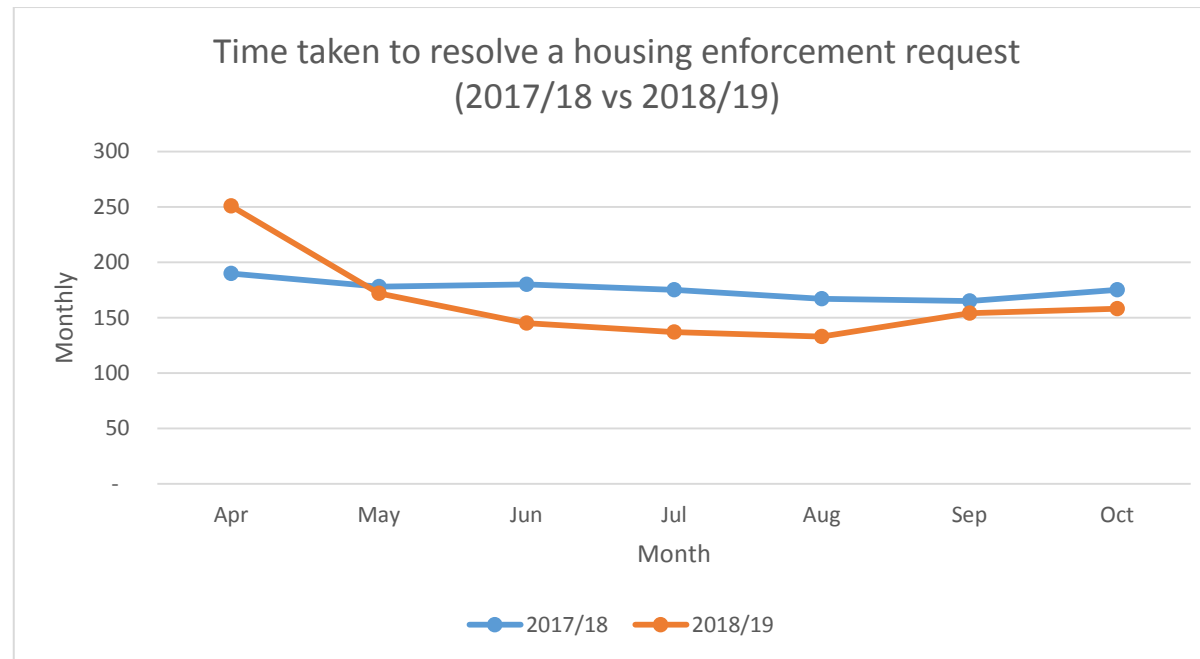
Graph 1: time taken to resolve a planning enforcement request, 2018/19 year to date

## 2.2 Challenges – Housing Enforcement

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



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



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

### 3.0 Outcome and Agreed Action Plan

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

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

## Appendix 2

### Extract from the Corporate Policy and Resources Committee Meeting held on 14 February 2019

#### 101. Progress and Delivery Report Period 3 - 2018/19

Members considered the Progress and Delivery of the Council's services and key projects for period 3, 2018-19.

There had been two meetings of the Progress and Delivery working group, where the measures used in the Progress and Delivery reports could be shaped by Members.

Members queried whether benchmarking could be used for planning enforcement; officers replied that it was difficult to decide on a figure for 'days taken for enforcement cases'. However, other authorities were used as comparators.

It was pointed out to Members that there were large variances on time taken to complete different enforcement cases, as some cases can be solved within 2 weeks, and some can run for up to two years. Officers would be reporting cases under the banners of 'six months or more', and six months or less'.

Planning enforcement officers were working to a 20 working day acknowledgement policy for planning enforcement cases.

As a final comment, one Member remarked that Planning Enforcement still appeared to be under resourced, and that it would be good to look at caseloads in different ward, potentially through an online portal.

**RESOLVED** to note the report.

## Appendix 3

### Extract from the Prosperous Communities Committee Meeting held on 19 March 2019

#### 82 PROGRESS AND DELIVERY PERIOD 3 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 3. 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.

Section 2 of the Executive Summary included comparison tables showing a summary of performance across the three periods to-date, as well as the direction of travel over the three periods. These were brought to Members' attention.

Areas described as performing well included:

- \* Benefits
- \* Economic Development and Town Centre Management
- \* Trinity Arts Centre
- \* Street Cleansing
- \* Waste

Those areas described as risks included:

- \* Enforcement
- \* Home Choices
- \* Licensing
- \* Local Land Charges
- \* Markets

Further information was given on each of the above.

In response to the Chairman's comments regarding difficulty sometimes comparing data in the absence of the target the Director of Operations advised this would be fed into the current review and introduced for 19/20.

Making reference to the summary information in relation to Council Tax and NNDR contained on Page 52 of the reports pack, in response to a Member's question, the Director of Operations confirmed this would not resolve the matter pertaining to the Lincolnshire Showground. Whilst he did not wish to go into detail regarding this matter, within the Committee arena, following further questions Members were advised this was a complex matter with much legal advice being sought. Questions

around the Show Ground's charity status had arisen due to the nature of some of the business and activities carried out on the site.

Members welcomed the Action Plan appended to the report which related to improving the way in which data was collected and presented to allow easier comparison going forward. Officers were praised for their continued attempts at improving the report and its ease of comparison and looked forward to further improvements. In response, the Executive Director of Operations advised P and D reporting had been in place since 2012 and a number of improvements had been made over the years. The reports had been drastically improved since their introduction. The ongoing work of the P and D working group was outlined and assurance was offered that this refinement, both of the targets and the way in which data was presented, with the involvement of Members would continue.

Members indicated they would welcome more detailed information and a greater breakdown of the footfall and usage figures of the Leisure Centre in future reports.

In response to comments, the Executive Director of Operations confirmed that the data collected for progress and delivery without doubt was being used to feed and drive service improvement. It enabled Team Managers to have early warning of potential issues within their service and put in place mitigating actions. It also provided Team Managers with data and evidence to request additional resources from Management Team where mitigating actions had not resolved the issue identified.

**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.

# Agenda Item 6b



**Challenge and  
Improvement Committee**

**Tuesday, 2 April 2019**

**Subject: Challenge & Improvement Annual Report**

Report by:

Executive Director of Operations

Contact Officer:

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Purpose / Summary:

To present the draft annual report for Members' comment and agreement prior to submission to Annual Council

## **RECOMMENDATION(S):**

- 1) That Members give consideration to, and offer comment on, the content of the draft annual report;**
- 2) That Members support this annual report being submitted to Annual Council;**
- 3) That any comments made through the course of debate be further considered by the Head of Paid Service and Chairman of the Committee prior to the finalised report being submitted to Annual Council in May 2019.**

## IMPLICATIONS

**Legal:** The Chairman of the Committee is required constitutionally (Part 2, Article 7, paragraph 7.6) to submit an annual report to Council on the work his Committee has undertaken.

**Financial: FIN/227/19**

There are no financial implications arising from this report.

**Staffing:** None arising directly from this report.

**Equality and Diversity including Human Rights:** N/A

**Risk Assessment:** N/A

**Climate Related Risks and Opportunities:** N/A

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

Agendas and Minutes arising from the meetings of the Challenge and Improvements Committee held during 2018/19 located on the website

**Call in and Urgency:**

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

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

Yes

No

**Key Decision:**

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

Yes

No

## **1 Introduction**

- 1.1 The Chairman of the Committee is required constitutionally (Part II, Article 7, page 17, paragraph 7.6) to submit an annual report to Council, in which he details the work his committee has undertaken through the previous civic year and summarises the proposals for the work plan over the coming year. In line with the terms of reference for the committee, the Chairman should also update Annual Council with any amendments to the committee's operating methodology.
- 1.2 The Chairman's Annual Report is set out below.

## **2. Chairman's Annual Report**

- 2.1 The past Civic Year has been an eventful one for West Lindsey's scrutiny committee. As agreed in the Constitutional Review at last year's Annual Council, the scrutiny function has been reviewed throughout the year with the aim of ensuring ongoing efficiency and efficacy. Colleagues may recall the excellent scrutiny training delivered to us in early 2018 and the review this year has sought to build on those foundations. The proposed amendments to the committee name, the membership of the committee and the alterations to the terms of reference, were agreed at the Governance and Audit Committee in January this year and, if approved at Annual Council, will come into effect this coming Civic Year.
- 2.2 We have also seen the conclusion of two significant pieces of work for the Challenge and Improvement Committee: the Rural Public Realm review and the Health Commission, in partnership with the Prosperous Communities Committee. Both of these have had, or will have, far-reaching impact on our local communities and we should all be proud of the work achieved.
- 2.3 As is the expectation of this scrutiny committee, we have welcomed a number of external visitors and received substantial assurances from some of our partnership agencies as to their dedication to serving the people of West Lindsey. *At the time of writing, we are due to welcome a representative from Thames Ambulance Services Ltd to the April meeting and it already promises to be a session of robust and honest questioning. [This will be updated for Annual Council]*
- 2.4 A summary of our work focus is given below and I shall expand on key areas throughout this report.
  - Ongoing involvement of scrutiny committee Members with the Progress and Delivery Working Group to ensure appropriate measures are in place for performance management across the council.
  - Completion of the Rural Public Realm Working Group with recommendations made to the Prosperous Communities Committee in January 2019.



- Conclusion of the Health Commission, with a final update received at committee in June 2018.
- Focus on our customers, with regular updates regarding the Customer First Strategy and the work of the Customer Experience Officer with regards to comments, complaints and compliments.
- Renewed scrutiny of the enforcement performance data (as highlighted within Progress and Delivery reports).
- Items selected for pre-scrutiny and overview of policies, such as the leisure contract implementation (first update), garden waste charges and the selective licensing initiative.
- Involvement from Lincolnshire Police as required by law and our Constitution.

### **3. Review of Operating Methodology**

- 3.1 Colleagues will be aware that the annual review and agreement of the operating methodology is a constitutional requirement for the committee. In recent years there have been only minor changes made in line with the objectives of the committee.
- 3.2 This year, the methodology was updated to reflect the management structure of the Council and to clarify the options for requesting items for pre-scrutiny.
- 3.3 As a result of the scrutiny review, the operating methodology will be further refined and taken to committee in June 2019.

### **4. Scrutiny Review**

- 4.1 As explained in the report to the Governance and Audit Committee, it had been identified in the annual Constitution Review and the Governance Action Plan for there to be a review of the scrutiny function within the Council.
- 4.2 As a committee based council, there is no legal requirement for West Lindsey District Council to maintain a scrutiny function. It has been acknowledged, however, that the scrutiny committee does provide a means of additional transparency for the decisions made through the policy committees. This is as well as fulfilling the statutory duties of the Council under Section 19 of the Police and Justice Act 2006.
- 4.3 Following the training undertaken in February 2018, the review took into consideration the recommendations from the trainers at KPMG as well as national recommendations given in the APSE scrutiny report of 2017. There were three options identified as possible outcomes of the scrutiny review:

- Make no changes to the Challenge and Improvement Committee; or
  - Make limited changes to the functions of the committee, review the terms of reference and include a change in the criteria for membership; or
  - The removal of the Challenge and Improvement Committee from West Lindsey's committee structure but retain a call-in function.
- 4.4 Comparisons were drawn up with other fourth option councils which demonstrated a variety of scrutiny functions but did not highlight any particular 'best practice'. It was reiterated at the Governance and Audit Committee meeting that to have a scrutiny function was to provide robust and transparent challenge to the decision making process.
- 4.5 As a result of the discussions at the Governance and Audit Committee, it was agreed that simple changes to the number of required meetings each year, the name of the committee, the criteria for membership and a clearly defined purpose of being through amendments to the terms of reference would take effect from the new Civic Year, subject to approval at Annual Council in May 2019.

## **5. Progress and Delivery**

- 5.1 There have been two main strands of the committee's progress and delivery work throughout the year. Early in the Civic Year, we were joined by the Housing and Enforcement Manager to provide details of the management of the enforcement caseload. The service area is regularly highlighted within progress and delivery reports and it is within the terms of reference for the committee to scrutinise improvement measures.
- 5.2 The information from the Housing and Enforcement Manager provided us with an overview as to how enforcement issues were dealt with previously, how they would be dealt with under the new enforcement policy and what was envisaged for the future monitoring of cases. We were assured that positive steps were being taken to ensure performance was enhanced in the future.
- 5.3 Enforcement has continued to be a focus for the committee through the quarterly progress and delivery reports with ongoing monitoring of timescales and resolution details. *[Add comments from committee in April].*
- 5.4 The committee has also been involved in the yearly review of the measures used to assess the effectiveness of each service, through the P&D Working Group. This is in line with recommendations from internal audit and has been a key function of the committee over recent years.
- 5.5 Throughout the coming Civic Year, the committee will continue the scrutiny of progress and delivery reporting and focus on those service areas which are highlighted within the reports.

## **6. Conclusion of the Public Realm Working Group**

- 6.1 Back in 2017, the Public Realm Working Group was established with the purpose “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”.
- 6.2 In January this year, the culmination of 18 months’ worth of investigations, interactions and survey responses were presented to committee along with the final five recommendations to make to the Prosperous Communities Committee. These were agreed to be:
- Undertake to review existing communication and reporting channels between WLDC and parish/town councils;
  - Establish a scheme or clear suite of tools/support that WLDC can provide to parish/town councils to support local action on dog fouling, fly-tipping and littering;
  - Undertake a review of legal responsibilities for grass verges and explore options for transfer of ownership/responsibility with LCC;
  - Review current ability to provide community support and advice to parish/town councils on local issues and community projects; and
  - Consider the need to re-allocate funds within the Community Grants Programme to respond to and support local issues around public realm.
- 6.3 These recommendations were heard by the Prosperous Communities Committee at the end of January where it was resolved that Officers prepare and submit to the Prosperous Communities Committee in June 2019, detailed proposals as to how to take forward the recommendations made by Challenge and Improvement Committee, as detailed above.
- 6.4 The focus of this work has been to help reconnect our parish and town councils with our Council and district, and, with the actions recommended from the working group there is real potential for small changes to make big differences across all areas.

## **7. Conclusion of the Health Commission**

- 7.1 In June 2018 the committee received the final report from the Health Commission, in which Members were asked to support the recommendations to the Prosperous Communities Committee for the future of health and wellbeing initiatives across the district.
- 7.2 As the end of the two year term of the Health Commission neared completion, it was agreed that, although there is no statutory role with regards to health, the Council has embraced the importance of the health

and wellbeing agenda and such aspects are now incorporated into the day to day functioning of the Council.

- 7.3 Members and Officers alike are conscious of the focus on the health and wellbeing needs of the district and work hard to maximise opportunities to positively impact on the health and wellbeing of residents.
- 7.4 The inclusion of health and wellbeing into so many aspects of the Council's work is not only testament to the work of the Health Commission but also promises untold benefits for years to come.

## **8. Focus on Customers**

- 8.1 In the past Civic Year we have welcomed reports from the Customer Experience Officer, detailing the new policy for dealing with customer complaints, comments and compliments, as well as the Strategic Lead for Customer First who has been providing information regarding the Customer First strategy and what it means for the Council. We have also heard the results of the staff survey which demonstrated increasing levels of job satisfaction across the board, which can only help to have a positive impact on our interactions with our customers.
- 8.2 We heard from the Customer Experience Officer that the process for dealing with complaints has been streamlined and centralised to ensure continuity of complaint handling across all service areas. The committee learned that compliments and comments are now also being logged and responded to which gives a wider view of the customer experience rather than focussing on the complaint data. It was agreed that the committee's focus on customer care would continue into the new Civic Year with the committee receiving the annual Voice of the Customer report.
- 8.3 We also heard from the Strategic Lead for Customer First about the focus of the Customer First Strategy and received updates regarding the progress of numerous projects within the strategy. As a three year programme of works, it was explained that some areas of work will be continuing in the longer term, although some smaller projects have already been completed.
- 8.4 We welcomed the work underway to make the Council more accessible to all customers within the district and will continue to focus our attentions next year on areas for further improvement, such as the website and consultation for the service hub.

## **9. Requested Reports – Pre-Committee Cycle**

- 9.1 In keeping with the remit of the scrutiny committee, we have requested to see a selection of reports before they proceed through the committee process.

- 9.2 Following the implementation of the leisure contract, the committee requested to see the summary report regarding the commencement of the contract and how it had progressed to date. We were heartened to hear the positive feedback from customers to the leisure centre and also to see the user numbers to be so greatly increased. This is a real success story for the area and promises continued progress.
- 9.2 The committee also heard from the Strategic Manager – Services, regarding the introduction and continuation of the garden waste collection fee. This has proved to be another success story for the Council, with initial take up in excess of predictions and early collection issues being resolved swiftly. It had been requested for committee to be provided with details regarding any other impact of the charge, such as an increase in fly-tipping or contaminated waste collections and it was pleasing to hear that there has been no discernible increase in either problem. The decision to continue the charge at the current amount was welcomed and the committee praised everyone involved for their hard work.
- 9.3 As a continuation of the work arising from the South West Ward Working Group of 2016/17, we heard from the Housing and Enforcement Manager about the ongoing selective licensing scheme. This has been another positive change in the area and the scheme will now continue through until December 2020. We were told of significant improvements within the ward and it was welcome news that the focus of the original working group had continued to have an impact for the benefit of residents.

## **10. Programme of Outside Agencies**

- 10.1 As referenced in the terms of reference for the committee, we have welcomed several visitors from outside agencies throughout the Civic Year.
- 10.2 We have had a significant health and wellbeing focus, welcoming representatives from East Midlands Ambulance Service and Thames Ambulance Service Ltd as well as representatives from the Gainsborough Foyer regarding accommodation and associated support services for young people in the area.
- 10.3 In line with our Constitution, and the Police and Justice Act 2006, we have been happy to welcome Chief Inspector Stewart Brinn and Inspector Nigel Key. On the back of their disturbing accounts of funding cuts, budget pressures and the prospect of staff shortages, I wrote on behalf of the Committee to Sir Edward Leigh, MP, commending the work of Lincolnshire Police and requesting support for them and reviewed funding strategies.
- 10.4 We were pleased to receive a comprehensive reply from Sir Edward Leigh who fully supported our concerns and calls for fairer funding for rural police forces. Time will tell what the future holds for our Police Force

but we, as a committee, have committed our continuing support and we look forward to hearing of any improvements when they return to committee with their next update.

## **11. Conclusion and Look Forward to Next Year**

- 11.1 At the committee's last meeting of the 2018/19 Civic Year, Members gave consideration to areas they may wish to incorporate into their work plan for 2019/20.
- 11.2 It has been agreed that the committee will continue the focus on customer service across the Council. This will be both through the Voice of the Customer annual report and further updates on the progress of the Customer First Strategy.
- 11.3 It has also been proposed that ...
- 11.4 The committee will also give frequent consideration to the Forward Plan in order to identify areas where greater scrutiny may be required.

## **12 Other Areas**

- 12.1 The committee will oversee the introduction of the revised Performance and Delivery Monitoring Reporting and evaluate its effectiveness.
- 12.2 The committee will continue to respond to direct requests to undertake work made either by Council or the Policy Committees.
- 12.3 The committee will continue to build on effective working relationships with Lincolnshire Police.
- 12.4 The committee will establish a programme of external visitors to attend throughout 2019/20.

## **13. Concluding Remarks**

- 13.1 In the way that we have come to expect with our scrutiny committee, it has been a busy year with varied and all equally worthwhile areas of focus. It was fulfilling to come to a feasible conclusion with the Public Realm work and I am sure I speak for us all in looking forward to where this work may lead in the future. Likewise the evidence that the focus of the Health Commission has become business as usual across the Council is testament to the importance of health and wellbeing for our district.
- 13.2 As is my wont in this annual report, I must express my thanks and gratitude, not only to our dedicated Members but also to our Vice Chairmen who work alongside me with integrity and enthusiasm and who uphold the very definition of impartial scrutiny. At this time of change,

both for the Council and the Committee, it is particularly important to focus on our 'purpose of being' and it is with thanks that I commend Mark for his patient guidance over the past year and beyond. Finally, may I express my appreciation to our Democratic Services team who keep all of our committees running without a hitch, despite sometimes being faced with any number of trials and difficulties. As we enter not only a new Civic Year but with a newly formed Council, it is with excitement and slight trepidation that I look forward to the opportunities in front of us and a new focus on effective scrutiny within West Lindsey District Council.

FORWARD PLAN FOR ALL COMMITTEES

| Title | Lead Officer | Purpose of the report | C&I | Other C'tee | Decision Maker |
|-------|--------------|-----------------------|-----|-------------|----------------|
|-------|--------------|-----------------------|-----|-------------|----------------|

**CHALLENGE AND IMPROVEMENT**

**25 JUNE 2019**

|   |                 |  |  |  |   |
|---|-----------------|--|--|--|---|
| Voice of the Customer Annual Report             | Natalie Kostiuk | Customer Experience Annual Report. To provide Members with the annual update from the Customer Experience Officer regarding comments, complaints and compliments.                                    |  |  | Challenge and Improvement Committee<br>25/06/19 |
| Challenge & Improvement Operating Methodology   | Mark Sturgess   | To review, amend and approve the committee operating methodology   |  |  | Challenge and Improvement Committee<br>25/06/19 |
| Progress and Delivery Report - Period 4 2018/19 | Mark Sturgess   | To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report. |  |  | Challenge and Improvement Committee<br>25/06/19 |

**3 SEPTEMBER 2019**

|   |               |  |  |  |   |
|---|---------------|--|--|--|---|
| Progress and Delivery Report - Period 1 2019/20 | Mark Sturgess | To present performance of the Council's key services through agreed performance measures and indicating areas where improvements should be made, having regard to the remedial action set out in the report. |  |  | Challenge and Improvement Committee<br>03/09/19 |
|---|---------------|--|--|--|---|

**12 NOVEMBER 2019**

|                            |           |  |  |  |               |
|----------------------------|-----------|--|--|--|---------------|
| Selective Licensing Annual | Andy Gray |  |  |  | Challenge and |
|----------------------------|-----------|--|--|--|---------------|



Update C & I

Improvement  
Committee  
12/11/19

Progress and Delivery Report -  
Period 2 2019/20

Mark Sturgess

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

Challenge and  
Improvement  
Committee  
12/11/19

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**31 MARCH 2020**

Progress and Delivery Report -  
Period 3 2019/20

Mark Sturgess

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

Challenge and  
Improvement  
Committee  
31/03/20

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**CORPORATE POLICY AND RESOURCES**

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**11 APRIL 2019**

Recording of telephone calls

Lyn Marlow

Policy for the recording of  
telephone calls made by customers  
to the Council

Joint Staff  
Consultative  
Committee  
28/03/19

Corporate Policy  
and Resources  
Committee  
11/04/19

Revenue, Capital and Treasury  
Management Monitoring Period 4

Tracey Bircumshaw

To provide members with the  
Period 4 (April 2018 - March 2019)  
financial performance

Corporate Policy  
and Resources  
Committee  
11/04/19

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**13 JUNE 2019**

Caistor Southdale Development

Karen Whitfield

To approve plans for GP and

Corporate Policy  
and Resources

|   |                   |   |  |  |
|---|-------------------|---|--|--|
|   |                   | residential development   |  | Committee<br>13/06/19                                      |
| Progress and Delivery Report -<br>Period 4 2018/19          | Mark Sturgess     | To present performance for the Council's key services against agreed performance measures and indicate areas where improvements should be made, having regard to remedial measures set out in the report.   | Prosperous<br>Communities<br>Committee<br>04/06/19 | Corporate Policy<br>and Resources<br>Committee<br>13/06/19 |
| 5-7 Market Place  | Marie Jackson     | Refurbishment of 5-7 Market Place   |  | Corporate Policy<br>and Resources<br>Committee<br>13/06/19 |
| Treasury Management Annual<br>Report 2018/19                | Tracey Bircumshaw | To provide members with the annual report on treasury management performance 2018/19  |  | Corporate Policy<br>and Resources<br>Committee<br>13/06/19 |
| <hr/>   |                   |   |  |  |
| Gainsborough Green Corridor &<br>Riverside Walk Acquisition | Jo Walker         | To seek approval to pursue the acquisition of land adjacent to the River Trent for the purposes of extending and completing the Riverside Walkway in Gainsborough.<br>To seek approval to make a final funding bid to support the works to extend the walkway and to carry out related ecological improvements to the river corridor and nearby green spaces. |  | Corporate Policy<br>and Resources<br>Committee<br>25/07/19 |
| Progress and Delivery Report -<br>Period 1 2019/20          | Mark Sturgess     | This report presents performance of the Council's key services  | Prosperous<br>Communities                          | Corporate Policy<br>and Resources                          |

|  |                                      |  |  |  |
|--|--------------------------------------|--|--|--|
|  |                                      | against agreed performance measures and indicates areas where improvements could be made, having regard to the remedial measures set out in the report.  | Committee<br>16/07/19                        | Committee<br>25/07/19                                |
| Budget Monitoring and Treasury Performance Period 1    | Tracey Bircumshaw                    | To provide members with the financial and treasury performance as at May 2019  |  | Corporate Policy and Resources Committee<br>25/07/19 |
| Provision of Operational Depots                        | Ady Selby                            | Current depot facilities not fit for purpose. Report considering options for future delivery to be considered at Committee   |  | Corporate Policy and Resources Committee<br>25/07/19 |
| <b>7 NOVEMBER 2019</b>                                 |                                      |  |  |  |
| Progress and Delivery Report - Period 2 2019/20        | Mark Sturgess                        | To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report. | Prosperous Communities Committee<br>22/10/19 | Corporate Policy and Resources Committee<br>07/11/19 |
| Proposed Fees & Charges 2020/21                        | Sue Leversedge                       | proposed fees and charges for CP   |  | Corporate Policy and Resources Committee<br>07/11/19 |
| Budget and Treasury Monitoring Mid Year Review 2019/20 | Tracey Bircumshaw,<br>Sue Leversedge | Forecast outturn position as at 30th September 19  |  | Corporate Policy and Resources Committee<br>07/11/19 |

**6 FEBRUARY 2020**

|  |                                   |  |  |  |
|--|-----------------------------------|--|--|--|
| Progress and Delivery Report - Period 3 2019/20                                    | Mark Sturgess                     | To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report. | Prosperous Communities Committee<br>17/03/20 | Corporate Policy and Resources Committee<br>06/02/20 |
| Budget and Treasury Monitoring Period 3 2019/20                                    | Tracey Bircumshaw, Sue Leversedge | forecast outturn position as at 31st December 2019   |  | Corporate Policy and Resources Committee<br>06/02/20 |
| Corporate Policy & Resources Committee Draft Budget 2020/21 & estimates to 2024/25 | Sue Leversedge                    | draft budget for PC & CPR budgets 2020/21 - 2024/25  |  | Corporate Policy and Resources Committee<br>06/02/20 |
| <b>APRIL 2020</b>  |                                   |  |  |  |
| Budget and Treasury Monitoring Period 4 2019/20                                    | Tracey Bircumshaw, Sue Leversedge | to report final outturn position 2019/20   |  | Corporate Policy and Resources Committee<br>09/04/20 |

## COUNCIL

### 20 MAY 2019 (ANNUAL COUNCIL)

|                            |                |   |  |                  |
|----------------------------|----------------|---|--|------------------|
| C&I Annual Report          | Ele Snow       | To provide an overview of the work undertaken by the C&I Committee.                       |  | Council 20/05/19 |
| Annual Constitution Review | Katie Coughlan | To present the annual Constitution review to G and A committee, and then to Full Council. | Governance and Audit Committee<br>16/04/19 | Council 20/05/19 |

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**GOVERNANCE AND AUDIT**

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**12 MARCH 2019**

|   |                     |  |  |
|---|---------------------|--|--|
| Accounts Closedown 2018/19- Accounting Matters  | Tracey Bircumshaw   | To provide the with assurance that the Closedown 2018/19 will be delivered within the statutory timetable and that they are aware of any accounting issues which will need to be addressed | Governance and Audit Committee<br>12/03/19 |
| Combined Assurance Report 2018/19   | James O'Shaughnessy | To present the Council's Combined Assurance Report for 2018/19   | Governance and Audit Committee<br>12/03/19 |
| Prevention of Financial Crime Policy, Anti-Fraud and Corruption and Policy and Anti-Bribery Policy 2019 | Tracey Bircumshaw   | To approve the new Counter Fraud and Corruption Policy 2018/19   | Governance and Audit Committee<br>12/03/19 |

**16 APRIL 2019**

|   |                |  |  |
|---|----------------|--|--|
| Internal Audit Quarter 4 Monitoring 18/19 | James Welbourn | To feedback on Quarter 4 to committee. | Governance and Audit Committee<br>16/04/19 |
|---|----------------|--|--|

**18 JUNE 2019**

|                                    |                |  |  |
|------------------------------------|----------------|--|--|
| Internal Audit Annual Report 18/19 | James Welbourn | To present the yearly internal audit report to G and A committee | Governance and Audit Committee<br>18/06/19 |
| Unaudited Statement of Accounts    | Caroline Capon | To present the   | Governance and Audit Committee<br>18/06/19 |

**23 JULY 2019**

|                         |                |  |  |
|-------------------------|----------------|--|--|
| Internal Audit Q1 19/20 | James Welbourn | To present the update for quarter 1 to G and A committee | Governance and Audit Committee<br>23/07/19 |
|-------------------------|----------------|--|--|

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**15 OCTOBER 2019**

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|                             |                   |  |  |
|-----------------------------|-------------------|--|--|
| Internal Audit Q2 19/20     | James Welbourn    | To present the update for quarter 2 to G and A committee   | Governance and Audit Committee<br>15/10/19 |
| Annual Fraud Report 2018/19 | Tracey Bircumshaw | To present details of the work undertaken in countering fraud and to report on any instances of fraud identified | Governance and Audit Committee<br>15/10/19 |

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**14 JANUARY 2020**

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|   |                   |  |  |
|---|-------------------|--|--|
| Internal Audit Q3 19/20                         | James Welbourn    | To present the update for quarter 3 to G and A committee   | Governance and Audit Committee<br>14/01/20 |
| Internal Audit Draft Annual Plan Report 2020/21 | James Welbourn    | To present to members the draft annual internal audit plan based on assurance mapping and risk assessments across the Council's critical services. | Governance and Audit Committee<br>14/01/20 |
| Certification of Grants and Returns             | Tracey Bircumshaw | To present the outcome of the External Audit of Grant Claims and returns   | Governance and Audit Committee<br>14/01/20 |
| Draft Treasury Management Strategy              | Tracey Bircumshaw | To provide members with the opportunity to review the Strategy and to provide assurance prior to recommending to Council for approval.             | Governance and Audit Committee<br>14/01/20 |

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**14 APRIL 2020**

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|                         |                |  |  |
|-------------------------|----------------|--|--|
| Internal Audit Q4 19/20 | James Welbourn | To present the update for quarter 4 to G and A committee | Governance and Audit Committee<br>14/04/20 |
|-------------------------|----------------|--|--|

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**JOINT STAFF CONSULTATIVE**

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**28 MARCH 2019**

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|                        |              |  |  |
|------------------------|--------------|--|--|
| Gender Pay Report 2018 | Emma Redwood | To report on the Gender Pay Gap for WLDC as at 31st March 2018 | Joint Staff Consultative Committee<br>28/03/19 |
|------------------------|--------------|--|--|

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**LICENSING**

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**PROSPEROUS COMMUNITIES**

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**19 MARCH 2019**

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|  |                     |   |  |
|--|---------------------|---|--|
| Customer First 6 Month Update          | Michelle Carrington | To provide an update on the progress of the Customer First Programme. | Prosperous Communities Committee<br>19/03/19 |
| Housing Civil Penalties Policy Amended | Andy Gray           | To update the penalty matrix within the civil penalties policy        | Prosperous Communities Committee<br>19/03/19 |

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**4 JUNE 2019**

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|   |               |   |  |
|---|---------------|---|--|
| Parish Charter & Public Realm Proposals | Grant White   | To present a new Parish Charter and proposals on public realm related actions as requested by PC Committee. | Prosperous Communities Committee<br>10/09/19 |
| Housing Assistance Policy Review        | Andy Gray     | To update the Housing Assistance Policy and amend certain criteria relating to specific grants.             | Prosperous Communities Committee<br>04/06/19 |
| Vulnerable Persons Resettlement Scheme  | Rachel Parkin | To discuss the participation into the Vulnerable Persons Resettlement                                       | Prosperous Communities                       |

Scheme

Committee  
04/06/19

**16 JULY 2019**

|                      |             |  |  |
|----------------------|-------------|--|--|
| Place Based Strategy | Grant White | Update on place based strategy including work in South West Ward and Hemswell Cliff. | Prosperous Communities Committee<br>16/07/19 |
|----------------------|-------------|--|--|

**22 OCTOBER 2019**

|                                    |             |   |  |
|------------------------------------|-------------|---|--|
| Consultation & Engagement Strategy | Grant White | To introduce a new corporate Consultation & Engagement strategy including equalities statement and impact assessment process. | Prosperous Communities Committee<br>22/10/19 |
|------------------------------------|-------------|---|--|

**15 DECEMBER 2019**

|                                     |           |   |  |
|-------------------------------------|-----------|---|--|
| Selective Licensing - annual Review | Andy Gray | To provide Committee with its annual review of the selective licensing scheme in Gainsborough South West Ward | Prosperous Communities Committee<br>03/12/19 |
| Update on Gainsborough Market       | Ady Selby | Update on delivery of Gainsborough Market   | Prosperous Communities Committee<br>03/12/19 |

**REGULATORY**

**6 JUNE 2019**

|  |           |  |                                  |
|--|-----------|--|----------------------------------|
| Food and Health and Safety Work Plan 2019/2020 | Andy Gray | to set out how the Council delivers official controls and fulfils its duties under food safety, health and safety, public health and drinking water legislation. | Regulatory Committee<br>06/06/19 |
|--|-----------|--|----------------------------------|



## **Challenge and Improvement Work Plan (as of 25 March 2019)**

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### **Purpose:**

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

### **Recommendation:**

1. That members note the contents of this document.

| <b>Title</b>                                    | <b>Lead Officer</b>  | <b>Purpose of the report</b>   |
|---|--|--|
| <b>25 JUNE 2019</b>                             |  |  |
| Voice of the Customer Annual Report             | Natalie Kostiuk, Customer Experience Officer                             | Customer Experience Annual Report. To provide Members with the annual update from the Customer Experience Officer regarding comments, complaints and compliments.  |
| Challenge & Improvement Operating Methodology   | Mark Sturgess, Executive Director of Operations and Head of Paid Service | To review, amend and approve the committee operating methodology   |
| Progress and Delivery Report - Period 4 2018/19 | Mark Sturgess, Executive Director of Operations and Head of Paid Service | To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report.         |
| <b>3 SEPTEMBER 2019</b>                         |  |  |
| Progress and Delivery Report - Period 1 2019/20 | Mark Sturgess, Executive Director of Operations and Head of Paid Service | To present performance of the Council's key services through agreed performance measures and indicating areas where improvements should be made, having regard to the remedial action set out in the report. |
| <b>8 OCTOBER 2019</b>                           |  |  |

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**12 NOVEMBER 2019**

Selective Licensing Annual Update C & I

Andy Gray, Housing and Enforcement Manager

Progress and Delivery Report - Period 2 2019/20

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

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

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**7 JANUARY 2020**

**18 FEBRUARY 2020**

**7 MARCH 2020**

Progress and Delivery Report - Period 3 2019/20

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

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

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**28 APRIL 2020**

**19 MAY 2020**

**23 JUNE 2020**

Progress and Delivery Report - Period 4 2019/20

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

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

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