

AGENDA

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

**Overview and Scrutiny Committee
Tuesday, 25th June, 2019 at 6.30 pm
Council Chamber - The Guildhall**

Members: Councillor Mrs Lesley Rollings (Chairman)
Councillor Mrs Diana Rodgers (Vice-Chairman)
Councillor Mrs Angela White (Vice-Chairman)
Councillor David Dobbie
Councillor Mrs Caralyne Grimble
Councillor Cherie Hill
Councillor Mrs Angela Lawrence
Councillor Keith Panter
Councillor Roger Patterson
Councillor Mrs Judy Rainsforth
Councillor Lewis Strange
Councillor Jeff Summers

1. Apologies for Absence

2. Minutes of the previous meeting

3 - 7

Meeting of the Challenge and Improvement Committee held on
Tuesday, 2 April 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

8

Matters arising schedule setting out current position of previously
agreed actions as at 17 June 2019.

5. **Public Reports**

- | | | |
|------|---|---------|
| i) | Voice of the Customer Annual Report | 9 - 31 |
| ii) | Progress and Delivery Report - Period 4 2018/19 | 32 - 62 |
| iii) | Overview and Scrutiny Operating Methodology | 63 - 77 |

6. **General Work Items**

- | | | |
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| i) | Forward Plan | 78 - 87 |
| ii) | Committee Workplan | 88 - 89 |

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Monday, 17 June 2019

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber - The Guildhall on 2 April 2019 commencing at 6.30 pm.

Present: Councillor Mrs Angela White (Vice-Chairman, in the Chair)
Councillor Mrs Diana Rodgers
Councillor Thomas Smith
Councillor Mrs Anne Welburn
Councillor Steve England

In Attendance:
Alan Robinson Strategic Lead Governance and People/Monitoring Officer
Ele Snow Democratic and Civic Officer

Also in Attendance: Andy Hill, Operational Manager, Thames Ambulance Services Ltd

Apologies: Councillor Paul Howitt-Cowan
Councillor Lewis Strange
Councillor Bruce Allison
Councillor David Bond
Councillor Mrs Angela Lawrence
Councillor Mrs Jessie Milne
Councillor Roger Patterson

Membership: Councillor Steve England was appointed as substitute for Councillor Mrs Jessie Milne, for this meeting only

71 CHAIRMAN'S WELCOME

Councillor Mrs Angela White opened the meeting and welcomed those present, including Mr Andy Hill from the Thames Ambulance Services Ltd (TASL). It was explained that both the Chairman Councillor Howitt-Cowan and Vice Chairman Councillor Strange had sent their apologies and so Councillor White took the Chair for this meeting.

72 MINUTES OF THE PREVIOUS MEETING

RESOLVED that the Minutes of the meeting of the Challenge and Improvement Committee held on 19 February 2019 be confirmed and signed as a correct record.

73 MEMBERS' DECLARATIONS OF INTEREST

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

74 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 25 March 2019.

The Democratic and Civic Officer explained there was one outstanding matter which would be carried into the new Civic Year. With no further comment it was

RESOLVED that the Matters Arising Schedule as at 25 March 2019 be received and noted.

75 PRESENTATION ITEM - INVITE TO TASL BY C&I

The Chairman again welcomed Andy Hill, Operational Manager from Thames Ambulance Services Ltd (TASL) and invited him to address the Committee. Members heard that there had been several concerns highlighted, most recently through a CQC report, however there had been significant steps taken to improve the service and address the concerns raised. Examples of this included amending the shift rotas to maximise the use of staff resources and also improving the computer software used to manage the daily workload.

It was explained that the control centre had been relocated from its city centre location to one on the peripheries of the city. The importance of a suitably located and resourced control centre was emphasised as this would be the point from where all other operations were managed. There had also been an increased focus on training and development with rotas arranged to help manage absence due to training requirements and it was highlighted that the service was working proactively to resolve those issues which had been identified by the CQC report.

Questions from Members had focussed on three main areas – reasons for difficulties within the service and how to improve performance, staff wellbeing including working hours and training requirements, and the concerns around cleanliness of work bases and vehicles. The Operational Manager for TASL explained that there were several pressures on the service that were out of their control, such as mis-information provided by the acute care trusts when requesting transport, the need to transport patients not only out of the area but to anywhere in the country and geographical issues whereby the area covered is mainly rural with a lack of motorway network.

The Committee heard that, as well as the rota alterations to enable staff to attend development sessions, there had been a concerted effort to provide training with regards to paediatric and bariatric transport. All staff were now trained with regards to transporting children and one in three staff were trained for bariatric patients. This was in line with CQC recommendations. It was also emphasised that, although the service did not transport patients who were subject to any Section of the Mental Health Act, all staff had received increased training in mental health awareness and were kept informed of the relevant pathways both through the induction training and regular refresher sessions.

In addition to the improved training, there had also been significant work undertaken in relation to the rota system. It was highlighted that there was not considered to be a staff shortage, however it had been necessary to re-align staff hours with fleet availability and

peak transport hours, whilst also reducing overtime hours and ensuring allocated break times were adhered to as far as possible. It was explained that the updated rota system had proved a positive improvement, with breaks and driving hours being much more closely monitored and protected as far as possible. The nature of the work, although not an emergency service, was still time critical and it was acknowledged there would be times when unplanned work would take precedence. There had been a noticeable change, however, in that breaks had not previously been allocated or protected, whereas they were now scheduled into the daily work plan.

Members were also told about the updates to the computer software that were having a significant impact on service efficiency. As a result of the largely rural areas covered, crews had found that their work planner on their handheld devices was not updating correctly, due to poor or non-existent network coverage, and this had led to delays and miscommunications. By working closely with the software provider, changes had been made whereby network coverage was much more reliable, crews were receiving their work plans on a real time basis and this made the service as a whole increasingly efficient and reliable. Any devices which were not working had been replaced with new devices.

The Committee questioned the practicalities of transporting multiple patients with differing clinical needs and how several drop off points would extend the journey and make it increasingly uncomfortable for those patients in poor health. The Operational Manager agreed that there would be situations where it was not prudent to transport a patient in such a way, for example late at night or when arrival time would be significantly later, however, there was an expectation on the acute care providers to adequately assess the clinical needs of the patient and request transport that was appropriate to their needs. For example, it was not uncommon for a vehicle designated for a stretcher-bound patient to arrive and find the patient walking unaided. It was acknowledged that the pressure on acute care providers to discharge patients then created a pressure on non-emergency transport providers to move the patient and it had been key for TASL to open up communications with the acute care providers in order for all points of contact to be as efficient and accurate as possible.

Members enquired as to what was in place to ensure patients arrived for their appointments on time or did not miss appointments, as had been happening previously. It was explained that when needed, TASL would make use of third party transport providers to ensure that patients were not disadvantaged in any way. The cost of using other parties was borne by TASL. The issue of vehicle breakdown was also addressed, with the Operational Manager confirming that all vehicles were well maintained but there was prompt access to spare vehicles as well as a nationwide recovery/repair agreement in place. Members were assured that contingency plans were in place for all possibilities.

The final area of concern had been the hygiene and cleanliness of the vehicles and the transport hub locations. The Committee heard that these problems had been addressed and, on the advice of the CQC, TASL had undertaken a cleaning contract with a company with significant experience of cleaning and maintaining healthcare related premises. There had also been work undertaken with the landlords of the relevant properties and the issues had been resolved. It was emphasised that TASL had worked closely with the CQC in terms of addressing the concerns raised in their report and there was dedication across the organisation to rectify and improve their performance.

At the conclusion of the presentation and questions, the Chairman thanked Mr Hill for his

time, his clear explanation of the issues faced by the organisation and the steps they were taking to address it. The Committee heard that there was due to be a further CQC inspection within the next three months and they expressed their interest in hearing from Mr Hill again with the results of the second inspection. It was agreed this could be considered for the work plan in the next Civic Year.

On behalf of the Committee, the Chairman again thanked Mr Hill for his time.

Note: The meeting adjourned at 7.19pm for Mr Hill to leave the meeting and was reconvened at 7.21pm.

76 PROGRESS AND DELIVERY REPORT - PERIOD 3 2018/19

The Monitoring Officer introduced a report regarding the Progress and Delivery Report for Period 3 of 2018/19. He highlighted that the purpose for the Committee was not to review the full report but to consider whether the policy committees had dealt with the original report in sufficient detail. It was highlighted that previously requested information about the enforcement services had been included as an appendix within the report. There was discussion regarding the measures used within the reports and that the Progress and Delivery Working Group had recently met with the Head of Paid Service to review the measures for the coming year. It was suggested whether there would be scope to employ an Officer to focus solely on the enforcement of planning conditions and the Monitoring Officer noted this could be discussed with the Service Manager.

There were comments from Members regarding specific enforcement issues raised in their wards and it was acknowledged that communication was key to managing customer expectations. It was requested whether there could be a 'rule book' for Members to refer to as a basic guide to the rules and regulations of enforcement, in order to assist Members with dealing with constituent queries. It was confirmed there would be further training in the new Civic Year and this could be considered.

RESOLVED that Members be assured that suitable challenge is being made to the information contained in the report.

77 C&I ANNUAL REPORT

Members were asked to give consideration to the draft version of the Chairman's Annual Report, which would be presented at Annual Council on 20 May 2019. Comments, amendments or additions were welcomed for inclusion in the final version of the report, however, with no comments offered by Members it was

RESOLVED that the Challenge and Improvement Annual Report be supported for submission to Annual Council in May 2019.

78 FORWARD PLAN

The forward plan as far as May 2020 was presented to Members for consideration, it was

acknowledged that, as the last meeting of the Civic Year, there would be no items identified at this stage. With no further comment it was

RESOLVED that the forward plan be received and noted.

79 COMMITTEE WORKPLAN

The Committee gave consideration to the work plan for the coming months, it was explained by the Monitoring Officer that at the first meeting of the Committee in the new Civic Year, further items for the work plan would be identified.

RESOLVED that the work plan be noted.

The meeting concluded at 7.43 pm.

Chairman

Overview and Scrutiny Committee Matters Arising Schedule

Purpose: To consider progress on the matters arising from previous Challenge and Improvement Committee meetings, now to be called the Overview and Scrutiny Matters Arising Schedule.

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Improvement to street scene across the district	<p>Work item requested by C&I cttee. Extract of mins 09/01/2018:</p> <p>"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."</p>	<p>Date extended for consideration in 2018/19 committee work plan.</p> <p>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.</p> <p>UPDATE: Senior Democratic & Civic Officer is working with the Enterprising Communities Manager to bring a report to Members incorporating several aspects of this work into a renewed Parish Charter. The Forward Plan will shortly be updated with report timescales.</p>	28/06/19	Mark Sturgess



**Overview and Scrutiny
Committee**

Tuesday 25th June 2019

Annual Voice of the Customer Report 2018/19

Report by:	Mark Sturgess, Executive Director of Operations and Head of Paid Service
Contact Officer:	Natalie Kostiuk Customer Experience Officer 01427 676685 Natalie.kostiuk@west-lindsey.gov.uk
Purpose / Summary:	<p>To summarise customer feedback from the year 2018/19 and analyse customer contact data to give a clear view of the voice of the customer.</p> <p>This report was requested by Challenge and Improvement Committee and will also be presented to the Governance and Audit Committee.</p>

RECOMMENDATION:

- **That Members note the content of this Voice of the Customer report.**

IMPLICATIONS

Legal: None arising directly from this report.
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Financial : FIN/28/20/TJB None arising directly from this report.

Staffing : None arising directly from this report.
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Equality and Diversity including Human Rights : By understanding, in more detail about, how customers interact with the Council means we will be able to address issues that are preventing them from access services in an equal manner
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Risk Assessment : N/A

Climate Related Risks and Opportunities : N/A

Title and Location of any Background Papers used in the preparation of this report: Customer Experience Policy 2018/19 – located on the WLDC website. 2018/19 Quarterly Voice of the Customer Reports (circulated to Councillors via the Members Newsletter).
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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**

**Annual Voice of the Customer Report
April 2018 to March 2019**

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1.0 Introduction

What is the Voice of the Customer?

- 1.1 The Voice of the Customer Report (formally known as the annual feedback report) not only looks at customer feedback but also takes into account a wider scope of customer views, expectations and opinions which are collected from a number of customer contact channels. These points include the data collected from day-to-day interactions as well as the compliments, comments and complaints received (customer feedback) and customer satisfaction survey responses. The focus is to turn these insights into actionable solutions to drive improvements and deliver a better service for our customers.

2.0 Customer Feedback

New Complaints Policy and Customer Feedback System

- 2.1 A new process for dealing with customer feedback was implemented in January 2018. Previously complaints were investigated at three different stages. Under the new Customer Experience Policy 2018/19 complaints process they are investigated by one independent officer, the Customer Experience Officer. This is easier for customers and staff to understand.
- 2.2 This is the first Voice of the Customer Report to include a full year's worth of data under the new process.
- 2.3 Since January 2018 all customer feedback has been logged on one central system allowing for easier and more specific reporting to take place.
- 2.4 The new system allows customer feedback to be recorded and categorised. All customer feedback is now logged by specific service and can be reported on by subject and issue. This makes it easier to identify trends and potential improvement actions.
- 2.5 Customer Satisfaction Surveys have been sent on a weekly basis to our customers who have either requested or received a service from us the previous week.
- 2.6 An improvement actions log has been created to feed back to the relevant teams the suggestions and required actions to be taken following analysis. Team Managers then report back to advise of the outcomes and improvements they have achieved once the actions have been implemented. This log also identifies wider areas for improvement which can potentially be built into projects that affect the Council as a whole.

Compliments

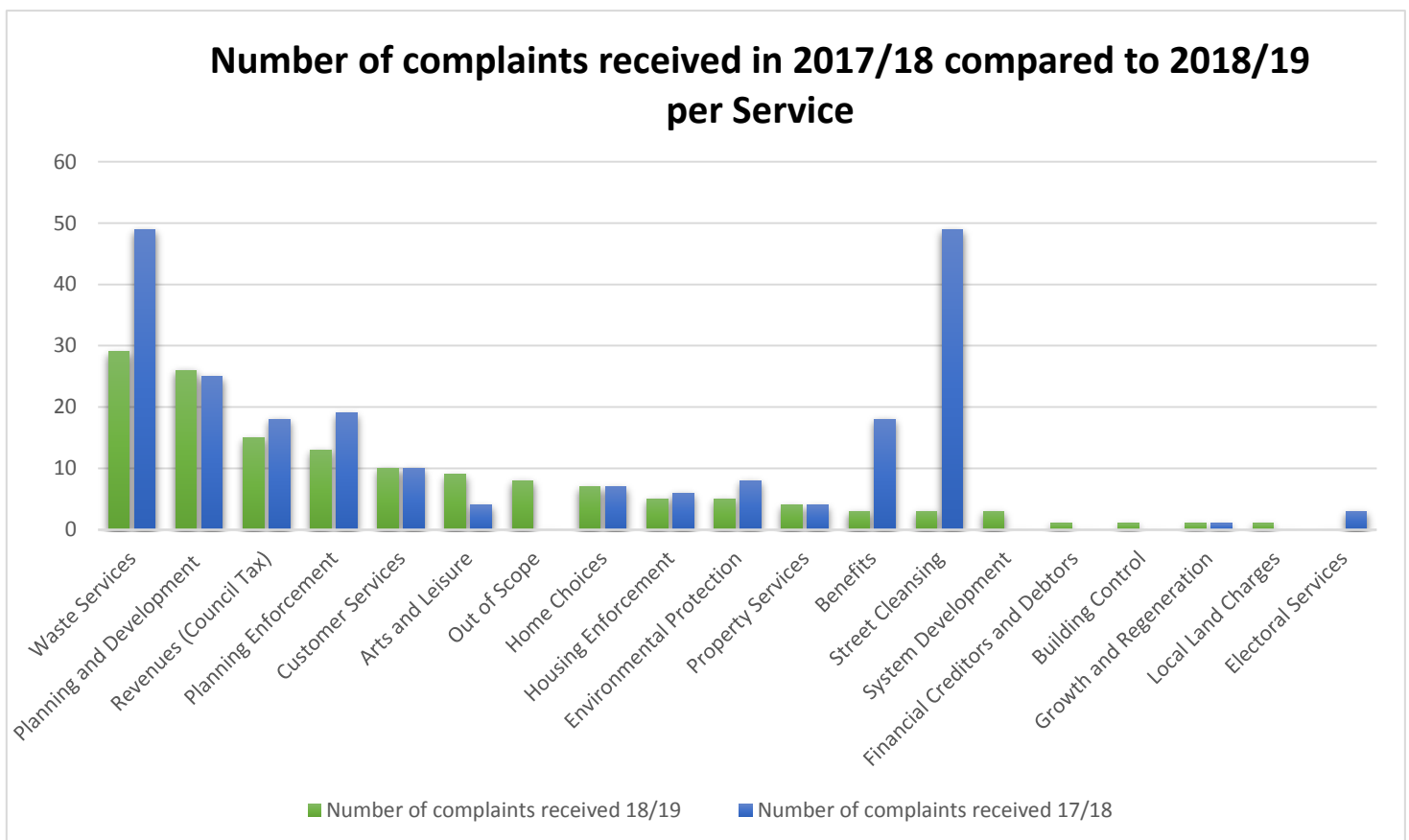
- 2.7 Compliments received allow us to identify what is working well and which aspects of our services our customers appreciate the most. These compliments are used to embed good practice across all Council services. Compliments received also encourage our officers to be the best they can be.
- 2.8 The Council received a total of 505 compliments between April 2018 and March 2019, this is an increase compared to the previous year where 402 compliments were received. More compliments have been recorded due to the proactive work undertaken by the Customer Experience Officer to promote to all staff the importance of capturing and recording customer feedback. The table in Appendix A illustrates how many compliments were received by each individual service.
- 2.9 Compliments received are generally regarding the speed, quality and the efficiency of the service received or regarding officer professionalism including politeness, patience, knowledge and willingness to help.
- 2.10 Further information on the compliments received throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2018/19.

Comments

- 2.11 Comments are important feedback, whilst they may not be praising our services or making a complaint they provide useful insight and suggestions that may help to improve the services and experiences we provide.
- 2.12 The Council received a total of 139 comments between April 2018 and March 2019, this is an increase compared to the previous year where only 79 comments were received. Since the implementation of the new process which incorporates comments now being recorded and responded to an increase has been seen. The table in **Appendix B** illustrates how many comments were received by each individual service.
- 2.13 The nature of comments received can vary, this year has seen a rise in comments relating to the Green Garden Waste Service and for Systems Development relating to the quality of the Council website and planning portal. Several comments have also been received regarding town centre development and car parking issues. A lot of comments are received in relation to Council policies and processes.
- 2.14 Further information on the comments received throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2018/19.

Complaints

- 2.15 Whilst complaints are negative feedback, the Council still encourages customers to make them as this feedback could help to improve our services and customer experience in the future.
- 2.16 A total of 146 complaints have been received between April 2018 and March 2019. This is a slight decrease compared to the previous year where 168 complaints had been received. The table in **Appendix C** illustrates how many complaints were received by each individual service in 2018/19 compared to 2017/18.
- 2.17 It should be noted that in previous years [Waste Services and Street Cleansing] as well as [Revenues (Council Tax) and Benefits] were grouped together in terms of customer feedback category data. The new system has allowed these to be separated into individual services for more accurate reporting.
- 2.18 The graph below illustrates the number of complaints received per service between April 2018 and March 2019 compared to 2017/18;



- 2.19 Waste Services have historically always received the highest amount of complaints, this is relative to the volume of service requests they receive as this service has contact with the largest number of households and customers in the District. It is pleasing to note that Waste Services also receive a lot of positive feedback in the form of compliments recorded.

- 2.20 The topic of or reason for the complaints received is now recorded and reported on. In order of frequency (highest to lowest) the topics/reasons for complaints are as follows: Quality of Service, Decision Made, Staff Behaviour and Lack of Contact or Communication, Process and Repeated Missed Bin Collections. The table in **Appendix C** illustrates how many complaints were received overall categorised by topic/reason.
- 2.21 Under the new process the response time for complaints is 21 days. The amount of time taken to respond to complaints from April 2018 to March 2019 has increased but is still well below the target 21 days. The average time to respond to complaints in 2018/19 was 7.3 days compared to 5.8 days the previous year. It should be highlighted that previous year data includes complaints under the old process where various team managers would investigate complaints at different stages, under the new process there is only one officer, independent of the service that deals with all complaints.
- 2.22 It has been identified that complaints received are becoming more and more complex requiring in-depth information gathering and investigations. This factor has also had an impact on the length of time taken to respond to complaints. Several complaints received recently have required legal advice and some have involved vulnerable customers which required more attention and a more sensitive approach to dealing with matters raised.
- 2.23 Of the 146 complaints received, 52 (35%) were upheld with the Council being found at fault by the independent officer following investigation. This is a decrease compared to the previous year where 84 (50%) of the complaints received were upheld.
- 2.24 The full breakdown of the number of complaints upheld per service can be found in the table in **Appendix D**.
- 2.25 Further and more detailed information on the complaints received and the complaints that have been upheld throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2018/19.

Overall Customer Feedback Statistics

2.26 The table below illustrates the overall reporting data for all customer feedback received compared to the previous year. All of which is detailed within the sections above.

Overall Figures	TOTALS/AVERAGES		Direction of travel
	18/19	17/18	
COMPLAINTS	146	168	↓
COMPLIMENTS	505	402	↑
COMMENTS	139	79	↑
AVG DAYS TO RESPOND	7.3 days	5.8 days	↑
WLDC at Fault	52	84	↓
% WLDC at Fault	35%	50%	↓

Customer Feedback Governance and Reporting

2.27 Customer Feedback is governed by a set of regular reports.

- Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period.
- Monthly reports on feedback received are sent to each service.
- Quarterly Customer Feedback reports are produced for the Service Leadership Team including the Management Team and Service Team Managers.

2.28 Regular reports are submitted to the Management Team.

2.29 The Quality Monitoring Board discusses and monitors learning and improvement actions and will undertake regular quality reviews.

2.30 Quarterly Voice of Customer Reports are published to all Team Managers and Officers and via the regular Members newsletter to our Councillors.

2.31 This Annual Voice of the Customer Report is presented to the Management Team and Challenge and Improvement Committee.

2.31 A report on the Annual Local Government Ombudsman letter is presented to the Management Team and Governance and Audit Committee.

Local Government Ombudsman Complaints (LGO)

- 2.32 Between April 2018 and March 2019 a total of 16 enquiries have been made to the Local Government Ombudsman (LGO) this is a slight increase compared to the previous period where 15 enquiries were made.
- 2.33 15 of the enquiries made have now been closed, there is 1 complaint which the LGO are still currently investigating.
- 2.34 When a complaint is referred to the LGO they decide whether or not to investigate further. The table below shows the outcome of the complaints referred compared to the previous year. A report will follow later this year when the Annual LGO letter has been received which will detail the whole 2018/19 period of complaints to the LGO. This report will include benchmarking data to illustrate how we compare to other District Councils in terms of referrals and instances where councils are found to be at fault. This report will be presented to the Governance and Audit Committee in October 2019.

LGO Outcome	2018/19	2017/18
Not investigated	8	4
Not found to be at fault	4	6
Fault identified	3	5
Still under investigation	1	-

- 2.34 The amount of complaints referred to the LGO where they decided not to investigate has doubled this year. These are complaints where the matter is either out of time or where the customer has another formal route of appeal for their complaint.
- 2.35 It is encouraging to note that the amount of complaints referred to the LGO where fault has been identified has decreased slightly.
- 2.36 The table in **Appendix E** illustrates which services the complaints referred to the LGO relate to.
- 2.37 Further and more detailed information on the complaints referred to the LGO throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2018/19.
- 2.38 Where fault is identified by the LGO a suitable remedy is recommended which usually includes an apology and on occasions a compensation payment for the time and trouble the customer has had to go to in order to make their complaint and escalate it to the LGO.
- 2.39 When a complaint is referred to the LGO there is no financial cost to the authority, unless the LGO find fault recommends that compensation is awarded.

Insights into Action

- 2.40 Gathering feedback from customers enables the Council to use these insights to shape the way it improves and develops. Customer insights relating to teams are sent to the relevant Team Managers stating the actions required and a deadline implementation date, this is escalated to The Management Team if failing to implement within the set timescale. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects.
- 2.41 When feedback is received and complaints are investigated the outcome is examined in order to identify any learning opportunities that can be gained from the issues raised. During the 2018/19 period many improvement actions have been implemented including changes in processes, procedure reviews, implementation of call recording and the introduction of customer standards. Further and more detailed information on the improvement actions made throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2018/19.

Example: Feedback received relating to the guildhall reception area and front desk processes has led to various improvement actions being implemented. Alterations have been made to the layout of the reception and waiting area including more private areas being made available and more suitably blocked off to avoid customers being able to overhear confidential conversations. The reception pod has been moved to make it easier for customers to identify where they need to go and a new processes for providing receipts to customers when documents are handed in has been implemented. A requirement for better awareness of equality issues when dealing with customers was identified so a specific training session was arranged for all customer service staff.

3.0 Customer Satisfaction Measurement

Satisfaction Surveys

- 3.1 The Council has been using an e-survey platform over the last year which enables to sending and analysis of customer satisfaction surveys from one place with real time results.
- 3.2 Surveys are sent to customers on a weekly basis to customers that have contacted the Council or have received a Council service in the previous week.
- 3.3 Currently surveys are only being sent via email but other methods are being investigated including channels such as SMS (to a mobile phone).
- 3.4 The insights gained from surveys are fed into the customer feedback system in order to collate all feedback in one central place. Identifying issues that customers report in survey responses allows the Council to act on and solve those issues before they potentially escalate into a formal complaint.

3.5 Not all services customers are sent satisfaction surveys, currently the services that are surveyed are; Anti-Social Behaviour, Environmental Protection, Food Health and Safety, Housing Enforcement, Planning and Development, Planning Enforcement, Public Protection, Street Cleansing, Waste Services and Street Naming and Numbering. Work is underway to enable surveys across all Council services in the future.

Satisfaction Levels

3.6 During the past year a total of 20,931 satisfaction surveys have been sent out and 2941 responses have been received, giving a response rate of 14%. In total 2725 satisfaction scores were completed and the overall satisfaction rating was 75.93%. This is a slight reduction in the satisfaction scores achieved for the previous year where overall satisfaction was 81%. More surveys were completed between April 2018 and March 2019 giving a bigger sample size and a higher response rate, further analysis will be undertaken to try to understand why satisfaction has decreased

3.7 Based on the responses and information collected the survey has now been redesigned into a simpler format which has been implemented since April 2019. It is hoped that an increase in response rates will be seen going forward. The new survey format also indicates which service the customer interacted with so going forward each service will receive its own individual customer satisfaction score. The target for customer satisfaction has been set at 75% for 2019/20.

3.8 The chart below illustrates the breakdown of all customer satisfaction scores received between April 2018 and March 2019.



4.0 Demand Analysis

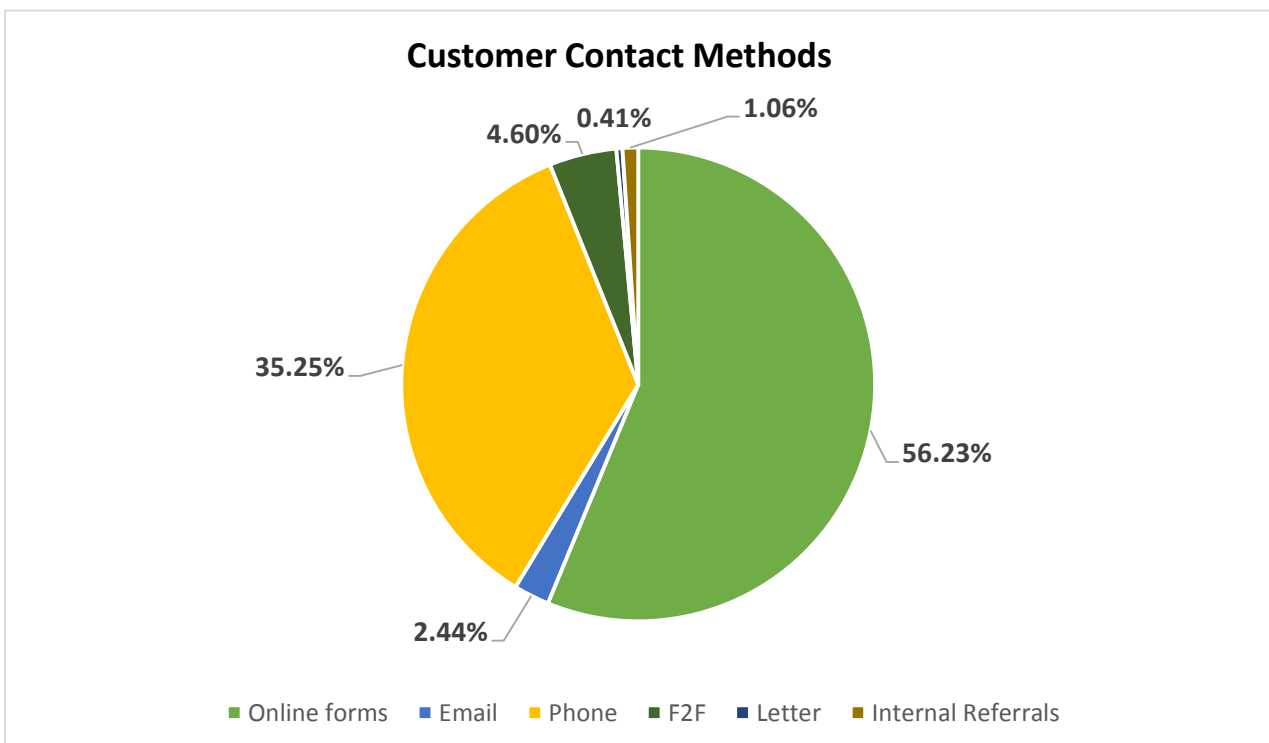
4.1 The demand analysis part of this report focuses the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels.

Service Requests and Customer Contact Methods

4.2 Service requests can be made by customers through various channels. For example telephone, online forms, at the Guildhall and email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.

4.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services. Future investments in technology will allow for improved recording of future service request enabling a better understanding of our demands in this area.

4.4 The overall breakdown of contact channel for the teams mentioned above is: 35.25% from phone, 56.23% from online forms, 2.44% from email and 4.60% from face to face. These figures are the same as the previous year with the majority of customers making contact with us via the phone and online forms.



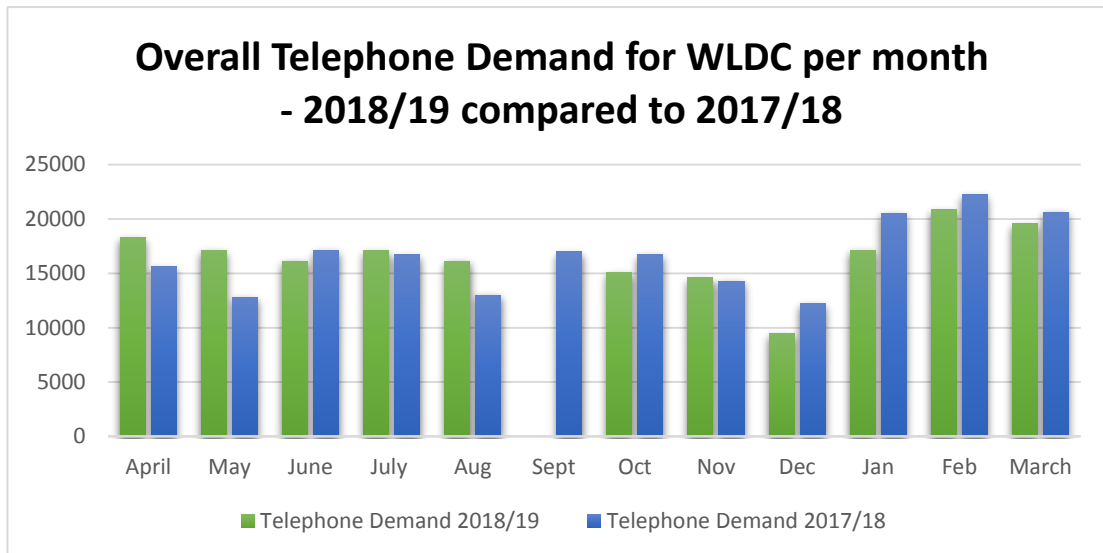
Face to Face Demand

- 4.5 The total number of customers that choose to come into reception is relatively low as many now choose to request services through other means. The footfall for the Guildhall is made up of Council customers as well as Job centre plus (JCP), Lincolnshire County Council (LCC) Voluntary centre services (VCS) and Citizens Advice Bureau (CAB). While these are not our direct customers this still has a direct impact on demand and traffic in reception. On average just under 60% of reception footfall is for our tenants, leaving just over 40% of footfall visiting for the Council's services.
- 4.7 Reception footfall reduces in the summer and Christmas holidays, however demand remains consistent across other months. The volume of visitors to the Guildhall has remained the same compared to the previous year. The percentage of customers visiting for West Lindsey District Council services between April 2018 and March 2019 is 59.17% and for Tenants is 40.83% this breakdown is the same as the previous year.

	QU1	QU2	QU3	QU4	Totals	%
Total Footfall	13536	13427	13645	12674	53282	
WLDC	5580	5255	5673	5249	21757	40.83%
Tenants	7956	8172	7972	7425	31525	59.17%

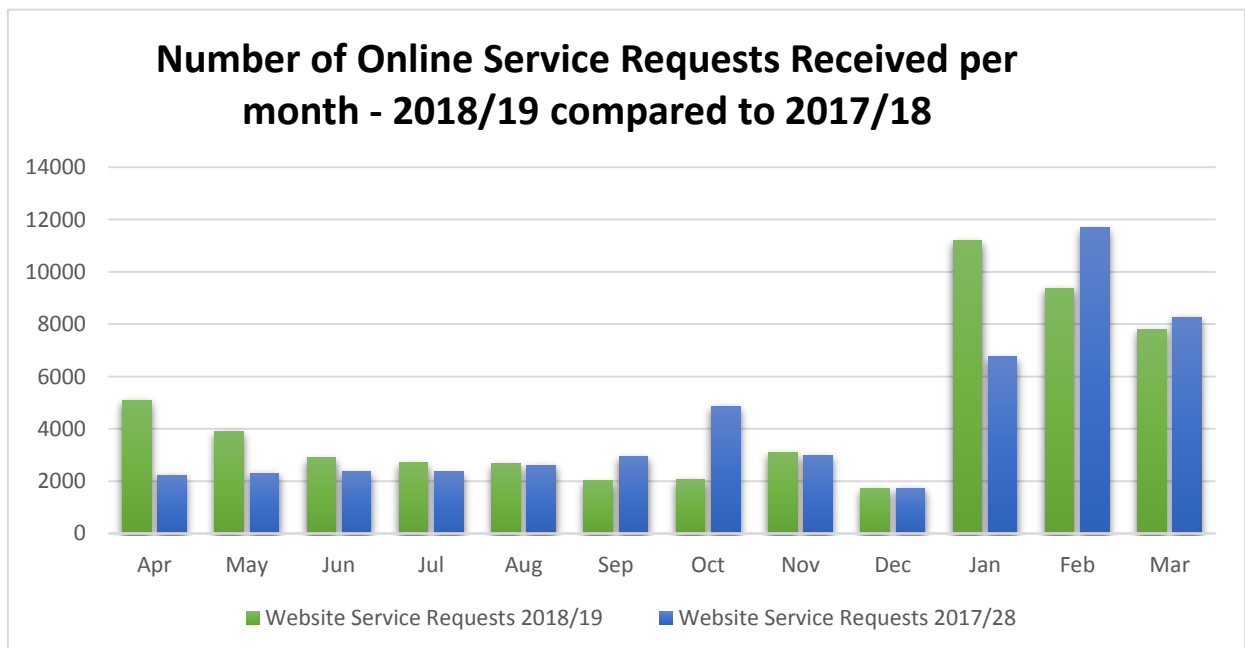
Telephone Demand

- 4.8 The graph below illustrates telephone demand each month compared to the previous year. There is no data available for September 2018 as telephone reports were not available due to a system upgrade.
- 4.9 At the beginning of the 2018/19 period telephone demand was higher than the previous year. Telephone demand decreased and less calls were presented at the end of the year compared to the previous year (2017/18). January, February and March is the period when customers sign up to the Green Garden Waste Service, this year more online subscriptions requests were made compared to via a phone call.
- 4.10 The total amount of calls presented to the Council across the year has remained the same as the previous year. The graph below illustrates how many calls were received each month compared to the previous period.



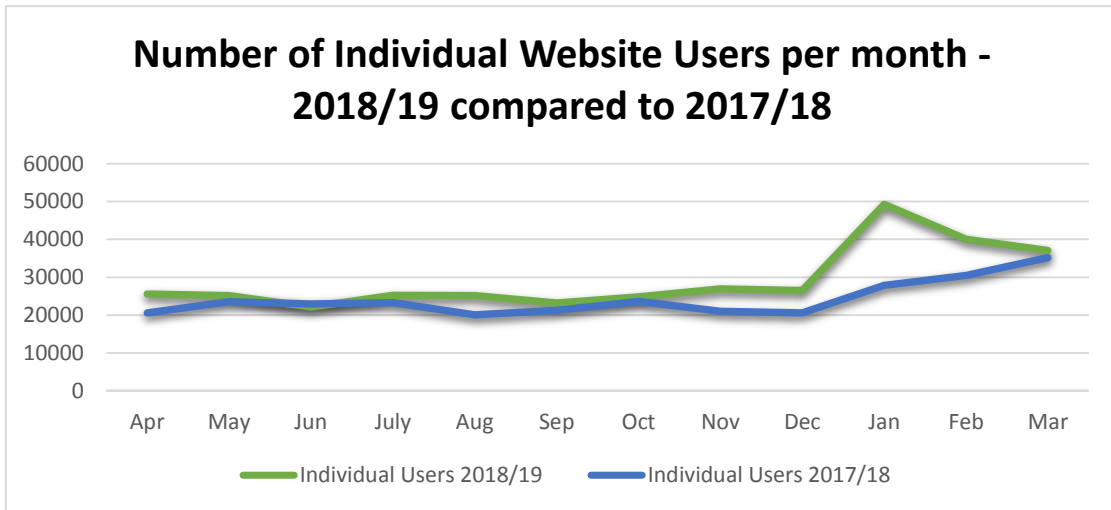
Online Demand

- 4.11 Customers can request or subscribe to a service via the Council website. The most visited pages on the website include the Green Garden Waste Service pages during the subscription period and the second most popular pages are relating to Planning and Development.
- 4.12 There has been an increase in service requests made via online forms during the 2018/19 period. In total 55,418 online requests were received compared to 51,098 the previous year. The graph below illustrates how many online requests were received each month. The increases in January, February and March are due to Green Garden Waste Subscriptions.

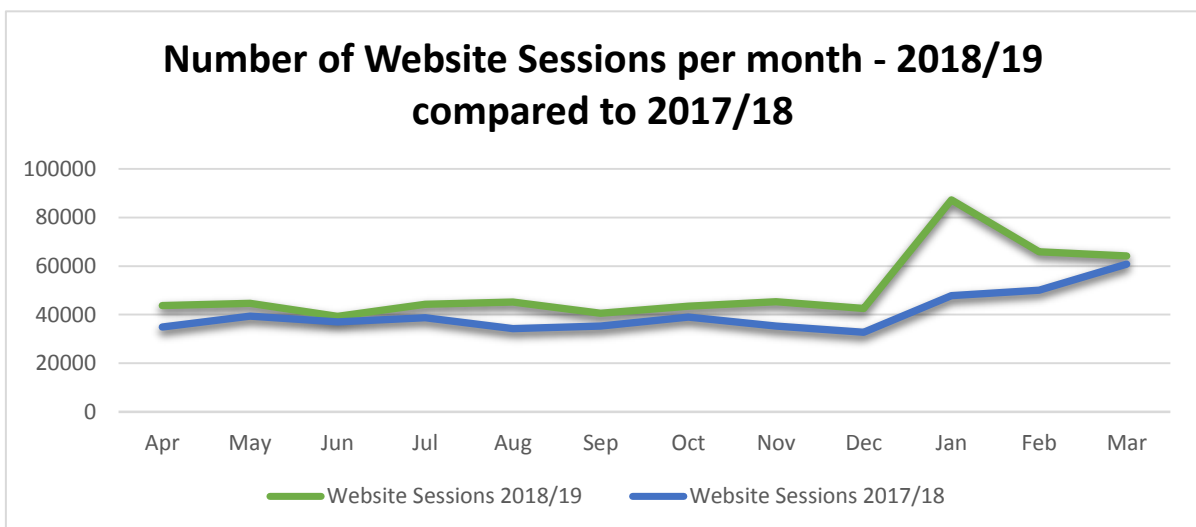


4.13 The graph below illustrates the number of individual website users each month compared to the previous year. As you can see there has been an overall increase in the number of users each month and a dramatic increase in users during the Green Garden Waste subscription period.

4.14 When both telephone and online demand is compared it is evident that during 2018/19 more customers decided to sign up to the Green Garden Waste Service online as there has been a decrease in calls compared to the previous year with an increase in online activity.

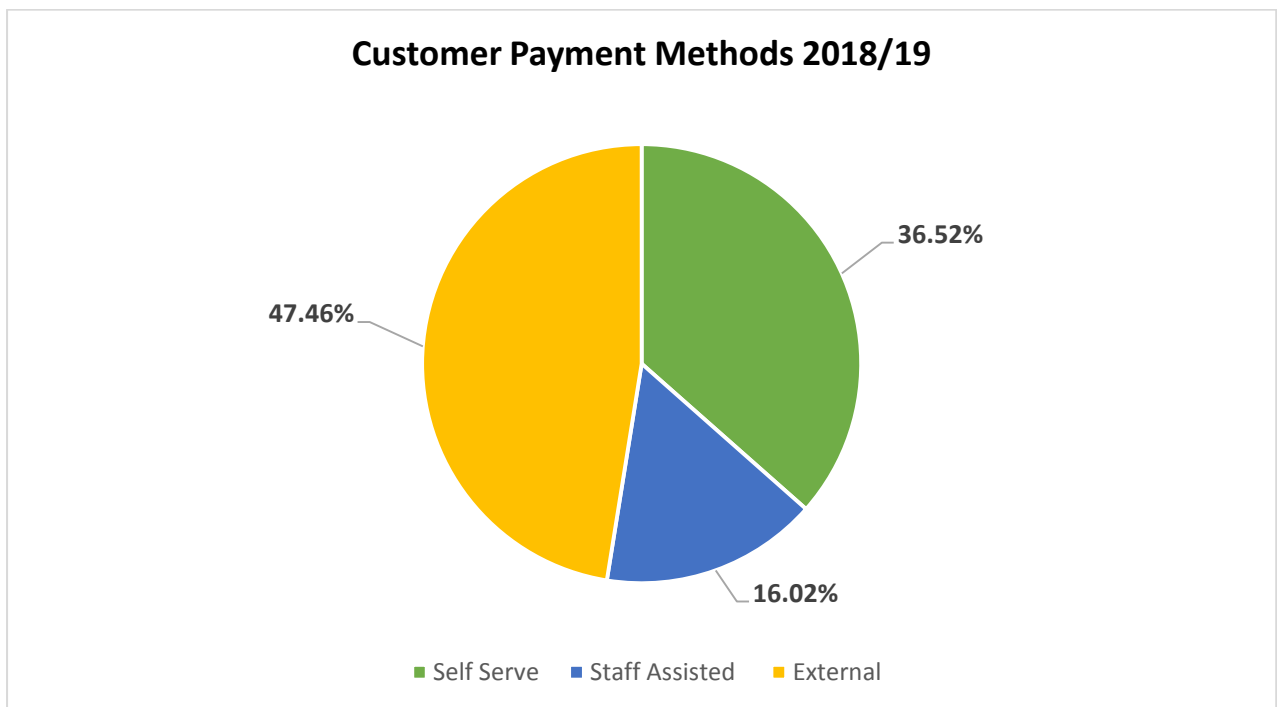


4.15 The graph below illustrates the number of website session per month. During 2018/19 there were over 120,000 more website sessions recorded in total compared to the previous year. Each month more sessions have been recorded than the previous year. This indicates that customers are becoming more confident in using the Council website to access our information and services and that the information provided is more informative and helpful. It is important that our customers' needs can be met via our website, Customer First is about putting the Customer at the centre of everything we do, through excellent customer service, a great experience, and a value-for-money, effective service delivery which is designed around our Customer's needs.



Payment Methods

- 4.16 The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.
- 4.17 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques, cheques and small amounts of cash taken face to face. External Payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.
- 4.18 In the 2018/19 period the payments have consisted of 36.52% Self-Serve Payments, this is a slight increase compared to last year which shows that more customers are confident in making their payments online or using automated systems. 16.02% of payments were Staff-Assisted, this has decreased compared to the previous period due to more people paying online and supporting customers to move to not paying by cash or cheque payments at reception. The volume of External Payments remains the same as the previous period at 47.46%. The breakdown of payment methods is illustrated in the chart below.



5.0 Conclusion

- 5.1 Overall we are receiving more feedback from our customers, in particular in the form of compliments and comments. Under the new process all customer feedback is recorded, historically not as much emphasis was put into recognising all compliments and comments received. There has been a particular rise in positive feedback for individual officers which is encouraging to see.

The 2018/19 period has seen an increase in overall customer contact and requests for our services. The methods in which customers contact us has shifted slightly towards more online self-service methods which means that we need to ensure that the information on our website is accurate, informative and up to date. When reviewing feedback received it is evident that website failure and down time leads to an increase in telephone calls and email contact to our Customer Services Team which increases pressure on the service.

Our customers live, work, or conduct business within our district usually for extended periods of time; and therefore the Council needs to build a positive relationship with customers for long term success.

The information within this report provides important input into the delivery of the Customer First Strategy, providing baseline data, enabling the Council to look through the customer's eyes at the services provided and to think, act and plan from the customer viewpoint which will be essential in making service improvements.

A customer wants to be seen as an individual, and wants to find or obtain what they need quickly and easily. The Council's role is to help customers do what they need to do, with the least possible friction. The data in this report will allow the use of customer analytics to predict customer behaviour, personalised services and continually evaluate the customer journey leading to an improved customer experience overall.

This will enable the Council to deliver excellent customer services, ensuring that it is operating and using its resources in the best way possible to provide a 'right first time' speedy, efficient and effective services.

Appendices

Appendix A – Compliments received per Service 2018-19

Service	Number of compliments received
Customer Services	113
Planning and Development	103
Street Cleansing	60
Waste Services	59
Building Control	32
Revenues	19
Arts and Leisure	16
Home Choices	15
Benefits	11
Housing Enforcement	9
Licencing	8
Local Land Charges	7
Environmental Protection	6
Property Services	6
Growth and Regeneration	6
Food, Health and Safety	6
System Development	5
Planning Enforcement	4
Community Safety	4
Customer Experience	3
Communities	3
Member and Support Services	3
Wellbeing and Health	1
Financial Creditors and Debtors	1
Energy	1
Public Health Funerals	1
Trees and Conservation	1
Communications Team	1
Cemetery	1

Appendix B – Comments received per Service 2018-19

Service	Number of comments received
Waste Services	42
System Development	37
Street Cleansing	12
Property Services	7
Arts and Leisure	6
Environmental Protection	6
Customer Services	6
Housing and Planning Enforcement	5
Revenues	4
Planning and Development	4
Building Control	2
Member and Support Services	2
Out of scope	2
Growth and Regeneration	1
Electoral Services	1
Communities	1
Management Team	1

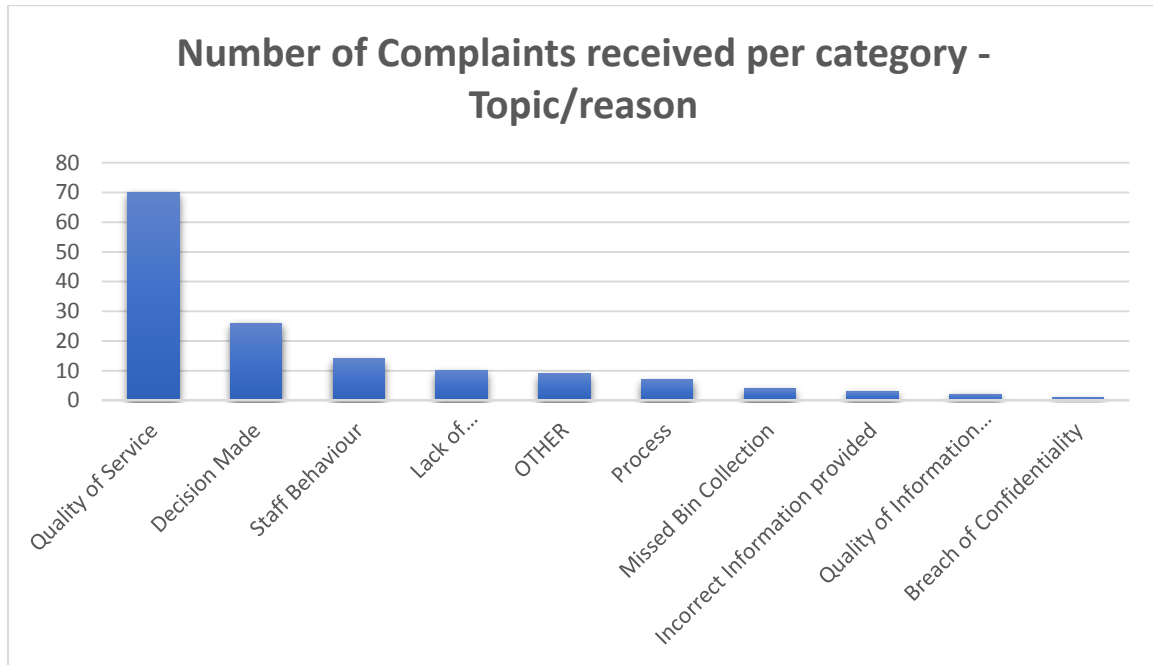
Appendix C - Complaints received per Service 2018-19

Number of complaints received

Service	18/19	17/18
Waste Services	29	*49
Planning and Development	26	25
Revenues (Council Tax)	15	*18
Planning Enforcement	13	19
Customer Services	10	10
Arts and Leisure	9	4
Out of Scope	8	unknown
Home Choices	7	7
Housing Enforcement	5	6
Environmental Protection	5	8
Property Services	4	4
Benefits	3	*18
Street Cleansing	3	*49
System Development	3	0
Financial Creditors and Debtors	1	0
Building Control	1	0
Growth and Regeneration	1	1
Local Land Charges	1	0
Electoral Services	0	3
Crematorium	0	0
Tourism	0	0
Energy	0	0
Wellbeing and Health	0	0
Customer Experience	0	0
Stray Dogs (Customer Services)	0	0
Public Health Funerals	0	0
Licencing	0	0
Cemetery	0	0
Trees and Conservation	0	0
HR	0	0
Communities	0	0
Food, Health and Safety	0	0
Member and Support Services	0	0
Management Team	0	0
Internal Confidential Issues	0	0
Communications Team	0	0

- It should be noted that in previous years Waste Services and Street Cleansing as well as Revenues (Council Tax) and Benefits were grouped together in terms of customer feedback categories. The new system has allowed these to be separated into individual services for more accurate reporting.

Appendix C Continued - Complaint Categories (topics/reasons)



Appendix D – Upheld Complaints per Service 2018-19

Service	Number of Partially upheld complaints	Number of Fully upheld complaints	Total
Waste Services		17	17
Customer Services	1	7	8
Revenues (Council Tax)	5	1	6
Planning and Development	1	3	4
Planning Enforcement	2	1	3
Housing Enforcement	3		3
System Development		3	3
Arts and Leisure		2	2
Home Choices	2		2
Environmental Protection	1		1
Benefits		1	1
Financial Creditors and Debtors		1	1
Local Land Charges		1	1

Appendix E – Complaints referred to the LGO by service

Service	Number of complaints referred to the LGO
Planning and Development	6
Council Tax	3
Planning Enforcement	2
Public Protection	2
Housing Enforcement	1
S106 agreements	1
Arts and Leisure	1

Agenda Item 5b



**Overview and Scrutiny
Committee**

Tuesday, 25th June 2019

Subject: Progress and Delivery Report - Period 4 2018/19

Report by:

Executive Director of Operations

Contact Officer:

Mark Sturgess
Executive Director of Operations

mark.sturgess@west-lindsey.gov.uk

Purpose / Summary:

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.

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.

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: N/A

Financial: N/A

Staffing: N/A

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:
N/A

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

Appendix 2

**Extract from the Corporate Policy and Resources Committee Meeting held on
13 June 2019**

To Follow

Appendix 3

Extract from the Prosperous Communities Committee Meeting held on 4 June 2019

7 PROGRESS AND DELIVERY REPORT - PERIOD 4 2018/19

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 4. 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 four periods to-date, as well as the direction of travel over the four periods. These were brought to Members' attention.

Areas described as performing well included:

- * Trinity Arts Centre
- * Waste Collection

Those areas described as risks included:

- * Home Choices
- * Local Land Charges
- * Housing

Further information was given on each of the above.

Debate ensued and with regard to the Trinity Arts Centre Members sought assurance that the targets set were stretching. Officers advised that in 2011/12 the Centre had been struggling, however since that time there had been a continuous improvement plan in place and the Centre had improved year on year. The targets had also been reviewed each year and "stretched" accordingly.

Several concurred with this view and spoke of the major changes and improvements which had been realised, praising the new centre manager.

It was also confirmed the Centre was losing less money. Closing the Centre would have cost the authority in the region of £80k and therefore if losses were less than £80k the Centre was in effect in profit.

Officers undertook to provide Members with information detailing the current level of subsidy in respect of the Centre.

In response to comments regarding the Director of Travel table contained within the Executive Summary, the Executive Director of Operations confirmed that the report format would be improved for 2019/20.

Making reference to Markets, some Members questioned the figures stated as too high in light of the fact that often on a Saturday there was no more than three or four stalls.

In response the Executive Director of Operations advised that the figures related to the number of stalls paid for and it could be that a trader pays for a stall but then does not trade. Markets had been in decline for a considerable period and a lot of soul searching had taken place as to how the situation could be reversed. An improvement plan was in place. The Council was working closely with Marshall's Yard to further promote the Markets, the re-location of the Farmers Market was part of this programme. A number of operational changes had also been made to reduce costs and make trading more attractive and easier.

Clarity was sought and provided in respect of the data relating to Council Tax and Business rate collection rates, and it was clarified how more money could be collected whilst the collection rate had fallen. Officers advised that benchmarking data would be included in future reports to allow Members greater ability to make comparisons between this Authority and others.

Arising from questions in respect of enforcement, the Executive Director of Operations undertook to provide Members with further information in order that they could understand what was driving the increase in demand and whether this was service specific or geographically based.

The Executive Director of Operations shared with Members details of a recent successful prosecution. Members were reminded that it was of paramount importance that the Authority used its powers proportionally. On the whole the trend in respect of enforcement was a positive one and this was as a result of extra resources having been allocated to the service.

Finally Members made reference to the Community Outreach post, in respect of leisure development, being vacant and sought information as to when the post would be filled. The Executive Director of Operations advised that he would look into this matter. Outreach leisure development was a key performance measure in the new leisure contract and assurance was offered that this area would be addressed in future leisure contract monitoring reports.

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.

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Executive Summary

1.0 Introduction

This report forms the Period Four 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 four (January - March) 2018/19 which also includes the previous three periods for comparison. Performance has improved significantly during the last period of the financial year with 84% of the Council's indicators performing on or above target, an increase of 6.5% on the last period.

In total, 16% of indicators are below target for the period, a reduction of 5.5% compared to period three.

RAG	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)
Exceeding target	45%	43%	32%	36%
Meeting target	26%	30%	45.5%	48%
Below target	21%	23%	21.5%	16%
Missing information	8%	4%	1%	0%

Table 1: Overall summary of performance

Table two shows the direction of travel when compared to the previous period. It should be noted that the reporting periods are not equal in length making direct comparisons using direction of travel difficult. From 2019/20, direction of travel will be measured by comparing each period to the same period in the previous year in order that analysis of performance is more meaningful. For example, period 1 2019/20 will be compared to period 1 2018/19.

Direction of Travel	P1 (Apr-May)	P2 (Jun-Sep)	P3 (Oct-Dec)	P4 (Jan-Mar)
Performance has improved since last period	42%	11%	14%	10%
Performance has remained static since last period	9%	82%	61%	82%
Performance has declined since last period	49%	7%	25%	8%

Table 2: Overall direction of travel

2.0 Performing Well

Trinity Arts Centre – TAC continues to exceed performance expectations as a result of changes to the operational and business model that have been implemented over the last financial year. An ambitious programme of events continues to attract large audiences with sell-out shows from Roy 'Chubby' Brown and pop duo Ward Thomas during period 4. These performances, along with others have attracted new audiences to TAC this period and a gradual diversification of audiences is beginning to occur. This period also welcomed regular venue hirers on the new charge scale. This increased scale enables us to operate more efficiently and with better resources whilst providing value for money for the customer. The children's festival in half-term was oversubscribed and additional workshops were scheduled to cater for high demand. As a result of this success, there are plans to run regular weekly workshops to engage young people in the area and collaborate closely with local schools. TAC has also undergone some structural development, including the installation of LED lighting in the public areas and the bar has been redecorated making the area more welcoming and warm for patrons.

Waste Collection – Performance across all areas is above target, despite challenges from rising staff costs, rising agency costs and higher fuel prices. Despite this, the cost of delivering the service per head of population remains low and is the third lowest within the group. Performance is marked with our similar authority grouping through

APSE. Recycling rates are within tolerance and the Council is working closely with the Lincolnshire Waste Partnership in order to offer a more comprehensive recycling collection service and to reduce the amount of contamination in the recycling stream. Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income from over 350 customers. Over the year complaints have dropped and compliments are now significantly exceed complaints. Results from last year's citizen's panel show an overall satisfaction rate of 89.6%.

3.0 Risk Areas

Home Choices - Performance remains below target for the number of bed and breakfast (B&B) nights, temporary accommodation and homeless prevention. This is a result of households being placed in temporary accommodation as a result of the Council's Severe Weather Emergency Procedures (SWEP), complex households that have been difficult to move on, waiting times being affected by delays in the Acis voids repairs service and households being unable to access social rented accommodation and refused from the private rented sector (PRS). The Home Choices Team is waiting for other services to assist with these cases. There has also been a significant impact on service delivery as a result of the duty to refer persons at risk of homelessness into the authority which began in October 2018. This saw a high number of prison leavers and high risk persons from probation referred into the service which accounts for the high number of B&B nights and temporary accommodation usage during period 4 as it was difficult to move these customers on. A Home Choices performance workshop has been scheduled for April 2019, facilitated by the Performance and Programmes Team in order to identify improvements that can be made to performance. The outcome of this workshop, including agreed actions will be included in the P&D report for period 1, 2019/20.

Housing – The number of properties brought back into use through Council intervention continues to fall below target. Empty homes remain part of the day to day business of the work area and work has been undertaken to ensure that officers from different work areas are taking action in relation to empty homes and the issues that they cause. This has included a member of the Environmental Protection team becoming responsible for dealing with waste in gardens or any vermin related issues which has allowed for more resilience when dealing with empty properties. The Housing Assistance Policy is helping those that wish to bring empty property back into use. It is proposed that this Policy is reviewed in summer 2019 and that the scope for empty property grants is widened to assist with addressing the number of long term empty properties across the wider district.

Land Charges – Income received for period 4 and the year as a whole is below expected levels. This is due to a decrease in the number of paid for searches received by the Council as a result of the downturn in the property market which, for Gainsborough equates to a 13% downturn in the property market. It is difficult for the Council to influence this measure and due to wider economic uncertainties, it is difficult to predict a direction of travel for income received. Overall, the number of searches received has increased but the majority of these are searches that are not paid for and do not bring income in to the Council.

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

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	DoT	What do we need to do to improve and by when?
Asset and Facilities Management	Rental Income – Car Parks	£73,623	£67,616	£48,840	£45,260	↓	The too ambitious income targets set for the 18/19 financial year (particularly around the anticipated use of the Riverside Car park) combined with the temporary closure of the Roseway Car Park and general reduced use of all such facilities has led to this year income figures being below expectation. The income target for 2019/20 has been reduced to reflect achievable goal.
Benefits	Claims older than 30 days	22	20	14.3	9	↑	Introduction of Universal Credit has resulted in fewer new claims for Housing Benefit and Council Tax support, thus allowing old claims to be dealt with quicker. The service will continue to monitor and ensure targets for the next year are reflective of changes brought about by the introduction of UC.
Building Control	Cost of the service to the Council	£4,748	£8,479	£15,141	£25,336	↑	Salary savings during the financial year have led to a lower than predicted cost. All vacancies have now been filled and this will be reflected in next year's performance.
Contracts Management	Savings generated through the Procurement Lincs exercise	£0	£98,000	£0	£1,400	↑	While performance for the period is below target, overall performance for the year has actually exceeded target by £24,400. Further potential savings have already been identified for future procurement exercises and contract renewals.
Council Tax and NNDR	Cost of service per property tax base	£3.24	£7.32	£6.09	£5.58	↑	March costs have not yet been posted which means the cost per property is lower than it should be. There is also one member of staff on long-term sick leave. A temporary member of staff has been recruited to cover long-term sickness absence which should lead to a more accurate reflection of performance showing in period 1 2019/20 when training is complete and the staff member is able to work independently.
Customer Services	Average days taken to resolve a complaint	9	6.6	7.4	6.7	↑	Having a dedicated Customer Experience Officer has resulted in consistently high performance in this area, as well as an improved experience for the customer through adopting a consistent approach to dealing with complaints.
Democratic Services	Satisfaction with member training and development events	100%	100%	100%	100%	→	Performance has remained consistent throughout the year. The service will continue to monitor and ensure members are supported to carry out their duties effectively following the local elections in May.

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	DoT	What do we need to do to improve and by when?
Development Management	% of 'major' planning applications determined within national target	92%	100%	100%	100%	→	There were nine major decisions determined within the period, all had a 100% turnaround time. The target has been amended for 2019/20 to reflect consistently high levels of performance.
	Non-major planning applications determined within national target	100%	99%	99%	99%	→	Continue to monitor. Performance remains consistently above the statutory target.
	Appeals allowed as a % of all decisions	0%	2%	1%	1%	→	There was one appeal allowed during the period. Three appeals were dismissed.
Enforcement and Community Safety	% of landlords breaching selective licensing conditions	1%	1%	1%	1%	→	There has been a minimal breach of conditions and these continue to be monitored via compliance checks.
	Time taken to resolve a housing enforcement request	211.5	142	146	165	↓	Longer-term, complex cases remain open which impacts significantly on overall performance. A new set of measures has been developed for 2019/20 to allow for more informed analysis of performance.
	Time taken to resolve a planning enforcement request	300	224	193	173	↑	Time taken to resolve requests has reduced consistently throughout the year and this positive trend is expected to continue in the next financial year.
	Open community safety complaints at month end	48	64	62	57	↑	There has been additional caseload as a result of issuing fixed penalty notices. Performance has continued to improve over the last three periods.
	Open community safety cases at month end	19	26	15	18	↓	Performance has remained consistently on or above target during the year.
	Average number of days before a community safety case is closed	11	11	8	8	→	As above
Financial Services	Return on the Council's capital investment	1.38%	1.57%	1.76%	1.58%	↓	Performance has been consistently above target throughout the year
Healthy District	New participants at WL leisure centres	467	1,129	798	1,142	↑	Results for the period are following industry trend as higher numbers of people join the gym in January. Good numbers of users are being attracted to the newly refurbished centre.

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	DoT	What do we need to do to improve and by when?
Home Choices	Bed and breakfast nights	89	123	77	148	↓	Below target due to a households being placed in temp accommodation through SWEP, complex households who have been difficult to move on, waiting times being affected by the Acis voids repairs service and households being unable to access social rented and refused from PRS. We are waiting for other agencies to assist with these. The last quarter saw a big impact from implementation of the duty to refer which started in October 18. This was done to make certain statutory bodies have a duty to refer persons at risk of homelessness into the local authority. It was during December and January that saw a high number of prison leavers and high risk customers from probation referred into the service. This accounted for the high number of B&B nights and TA usage as it was difficult to get customers moved on due to a mixture of, Christmas leave, availability of staff, complex issues, void targets for registered providers and conditions on where the customers can live.
	Temporary accommodation usage	15	23 *	23	34	↓	
	Homeless prevention	32	80	57	58	↑	Criteria for prevention cases has changed and in order to report we must produce more information than we ever did before. This has meant it has taken some time to gather information from teams such as housing benefit and DFG's as in previous years we just needed numbers rather than specific information about the actual customer. We are still trying to find ways of capturing this data as this is resource intensive and requires other teams to change their reporting mechanisms. We also have a senior officer now in post doing case work which will increase the number of preventions moving forward.
	Average cost of Disabled Facilities Grants (DFGs)	£9,864	£7,259	£7,094	£6,214	↑	Costs have been consistently high over the last 18 months due to rising contractor costs. A county wide framework for contractors has been agreed and is now in place which should ensure that costs stay consistent across different areas for the coming years. The target will be revised accordingly to reflect this for the next financial year.
Housing	Average number of days from DFG referral to completion	119	124	132	133	↓	A temporary vacancy and staff absence has led to a decrease in performance for the last two periods. Performance is within tolerance for the year as a whole. Resource issues have now been resolved and performance is expected to improve to within agreed tolerances in the new financial year

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	DoT	What do we need to do to improve and by when?
	Long-term properties brought back into use through Council intervention	3	2	7	3	↓	Staffing resource has been limited in this area due to other priorities across work areas and secondments that have reduced officer time. A staffing resource is now in place and the focus continues to be on the highest risk empty properties. Performance is expected to improve in the new financial year
ICT	Service and system availability	100%	100%	100%	99%	↓	Performance remains consistently above target.
Licensing	Number of licensing applications received	147	299 *	282	232	↓	Performance has consistently been on or above target throughout the year. A higher number of applications during the second half of the year has contributed to the pressures in the service re processing times (see below). *it should be noted that p2 covers a 4 month period.
	% of licensing applications completed on time	100%	96%	86%	86%	→	A change in legislation and reduction in staff availability has led to increased processing times. Further resource has been allocated to this service which, once embedded, will lead to improved performance in the new financial year.
Local Land Charges	Income Received	£17,144	£39,165	£27,172	£19,957	↓	Income for the year as a whole is £18,061 below the expected target. This is as a result of a decrease in paid for searches received. The service has received fewer paid for searches this financial year, due to the down-turn in the property market which therefore impacts on income received. This measure is determined by the property market. Uncertainties around the property market (as a result of the current economic climate and Brexit for example) means it is difficult to forecast a direction of travel for this performance measure.
	Local land charges searches received	440	924	633	684	↑	Whilst the overall number of searches for the year as a whole has exceeded target, it is important to note that the majority of these are made up of non-paid for searches which do not contribute to the income received. The number of paid for searches has decreased over the last year which explains why income is below target. The number of paid for searches is determined by the property market. Uncertainties around the property market means it is difficult to forecast a direction of travel for this performance measure.
Markets	Average number of stalls on a Saturday	16	15	12	13	↑	There has been a 22% decline in Saturday stalls this financial year compared to the previous year. Reasons include stall holders giving notice, adverse weather and long-term sickness absence for regular traders.

Service	Measure	P1 (2018/19)	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	DoT	What do we need to do to improve and by when?
	Average number of stalls on a Tuesday	40	38	36	34	↓	There has been a 19% decline in Tuesday stalls this financial year compared to the previous year. See commentary above.
Trinity Arts Centre	Cost of TAC per user	£4.16	£4.51	£3.50	£2.67	↑	Higher audience figures during the period as a result of popular performances from Roy 'Chubby' Brown and Ward Thomas has led to a lower cost per user.
	Received surplus	£14,165	£22,219	£21,871	£19,333	↓	New charging scale, increased audience figures and improvements to the operating and business model have all contributed to higher than anticipated performance for the period.
	Audience figures	3,048	6,414	5,747	4,548	↓	Sell out performances from Roy 'Chubby' Brown and Ward Thomas, and other popular shows have led to higher than anticipated audience figures for the post-Christmas period
	Event occupancy	45.5%	52.5%	43%	49.6%	↑	Whilst performance continues to fall below target, this is a result of the introduction of multiple screenings which has led to a rise in audience figures. A wider choice of viewings therefore leads to an inevitable fall in average occupancy. This indicator is being reviewed for 2019/20 to reflect changes to the programming structure. It should be noted that nationally, average event occupancy is 49% and so TAC is in line with industry standards, despite performing below its own internal target of 55%
Waste Collection	Cost of waste collection service per household	£28.28	£27.15	£27.94	£28.50	↓	Continues to perform above target despite rising wages, fuel costs and rising agency prices. The cost per household still represents good value for money when benchmarked against similar authorities.
	Missed black and blue bin collections	240	261	255	198	↑	Closer working between supervisors and crews has led to a consistent improvement in performance throughout the year. Overall, there has been a 20% decrease in missed bins compared to the last financial year
	Missed black/blue bins collected within the SLA	99%	96%	100%	100%	→	Consistent performance as a result of improved working between supervisors and crews

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

Corporate Health

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast outturn	0.40%	0.31%	2.40%	0%	4%		The actual figure for the period is £634k which equates to 4% of net revenue expenditure	Continue to monitor
Compliments received	88	190	88	124	139	↑	Customer satisfaction surveys resumed during the period which has led to an increase in compliments as predicted.	Continue to monitor
Complaints received	32	35	40	42	40	→	40 complaints were received, of which 19 related to the quality of service received; 7 related to staff behaviour; 9 related to the decision made; 3 related to the process and 2 were out of scope.	Continue to monitor
% of complaints where the Council is at fault	44%	36%	35%	45%	23%	↑	Performance has continued to improve during the year	Quality Monitoring Board continues to meet regularly to review upheld complaints
Digital demand	44%	38%	28%	40%	40%	↑	The significant increase in online activity during the period can be attributed to renewal of garden waste subscriptions.	As part of the Customer First Programme, service redesigns commenced in February which should result in more services being offered online.
Calls answered within 21 seconds	82%	81%	84%	80%	86%	↑	Performance has been consistently on or above target	Continue to monitor
Staff absenteeism	0.4 days	0.55 days	0.57 days	0.7 days	0.6 days	↓	Performance remains above target	Continue to monitor
Service and system availability	100%	100%	100%	98%	99%	↓	Performance remains above target	Continue to monitor
Time taken to pay invoices	11.41 days	11.53 days	11 days	30 days	9.5 days	↑	Consistently above target throughout the year	The target has been revised for 2019/20 to reflect consistently high levels of performance
Effectiveness of Council communications	N/A	N/A	N/A	70%	85%	↑	This is an annual measure. Performance has improved significantly compared to last year's figure of 68%	Continue to monitor
Employee satisfaction	N/A	N/A	N/A	65%	93%	↑	This is an annual measure. Staff satisfaction is up 3% compared to last year	Continue to monitor and amend the target for the next financial year to reflect consistently high satisfaction scores.

Programme Delivery

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

Table 5: Programme delivery

Appendix A: Service Exceptions

Asset and Facilities Management

A too ambitious income target for 18/19 has now been demonstrated by the service's under target performance. The combination of the less than anticipated use of the former Lidl (Riverside) car park and the extended temporary loss of Roseway car park (due to the development of the hotel) amounted to around a £30k loss of income against budget. This matter has now been reflected in the setting of the 2019/20 income target to reflect a more achievable goal.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Rental income – car parks	£73,623	£67,616	£44,840	£75,474	£45,260	↓	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.	Ensure the financial target for 2019/20 is stretch based but achievable

Table 6: Asset and Facilities Management performance exceptions

Benefits

2018-19 has been one of the busiest benefit years for change since 2011 with the introduction of Universal Credit full service for all clients' new claims which means Housing Benefit is closed for the majority of new working-age claims. The Benefits Team have successfully provided Digital and Budgeting Support for new Universal Credit claimants up to 31 March and have helped with the transition onto UC.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
End to end processing times	5.1	4.5	5.2	5	3.7	↑	Improved performance during the period due to receiving new figures for 2019 state pensions and working age benefits which can be processed quickly. The introduction of UC has also reduced the processing times as there are fewer new claims for HB and CT Support.	Continue to monitor and ensure the targets for next year reflect changes to the service.
Claims older than 30 days	22	20	14.3	25	9	↑	The introduction of UC has resulted in fewer new claims for Housing Benefit and Council Tax support, thus allowing old claims to be dealt with quicker.	As above

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

Building Control

Building Control has had a challenging year both in terms of market share and fee income with an ambitious income target, with some months seeing income targets being exceeded but market share dropping. Conversely in other months we have fallen below our expected targets. In the last quarter the service has been striving to achieve its year end budgetary target which has unfortunately not been achieved. This follows the trend in planning's falling fee income applications which often has a direct impact on building control's ability to market our services for works happening in the district. The team have been working on some high profile applications, including the new crematorium, leisure centre and a number of new housing development applications.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of the service to the Council	£4,748	£8,479	£15,141	£54,469	£25,336	↑	Salary savings during the financial year have led to a lower than predicted cost. All vacancies have now been filled and this will be reflected in next year's performance.	Continue to monitor
Applications received	102	211	144	150	137	↓	The drop in applications for is typical for this time of year.	Performance is within tolerance for the year as a whole.
Market Share	71%	75%	75%	80%	66%	↓	The downturn during period 4 is due to 1 housing site submitting 10 dwellings as individual applications rather than 1 single initial notice	Continue to monitor

Table 8: Building Control performance exceptions

Contracts Management and Procurement

Across contract management and procurement a number of exercises have been undertaken in the last period. These include the renewal of the Village Hall Broadband contract which provides internet access at over 30 community venues across the District. LED lighting has been procured for the Guildhall and the audio-visual equipment in the Council Chamber has been upgraded. A new contract for the provision of temporary accommodation has been secured as has capacity to support the development of the Green Infrastructure strategy and ground investigation works for the depot project. Over the last two years, savings of approximately £100k have been achieved across a number of contract renewals.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 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	£0	£18,750	£1,400	↑	While performance for the period is below target, overall performance for the year has actually exceeded target by £24,400.	Further potential savings have already been identified for future procurement exercises and contract renewals.

Table 9: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

This has been a particularly challenging year for the council tax team with a number of staffing issues affecting performance and therefore the cost of the service being lower than anticipated. There has been an increase of £2.7 million in the amount of Council Tax collected this year compared to last year which equates to an overall in year collection rate of 98.08% of the council tax a slight reduction compared to last year of 0.07%. Performance across all other indicators has been maintained when compared to the same period last year. 40,291 annual council tax bills were posted in mid-March with 4,915 e-bills and there were no reported issues. During 2018/19 there has been an increase in over 1,200 customers opting to pay by direct debit and, despite the team promoting e-billing this does not appear to be a popular method of receiving bills with only a small increase of 491 in customers receiving e-bills. Business rate in year collection increased this year by 0.10% and saw an increase of £763,362 in the total sum collected.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of service per property tax base P age 49	£3.24	£7.32	£6.09	£9.10	£5.58	↑	March costs have not yet been posted which means the cost per property is slightly lower than it should be. There is also one member of staff on long-term sick leave.	A temporary member of staff has been recruited to cover long-term sickness absence which should lead to a more accurate reflection of performance showing in period 1 2019/20 when training is complete and they are able to work independently.
NNDR in year collection rate	25.70%	58.39%	82.77%	95.11%	98.63%	↑	Performance for Q4 (and therefore year-end) has been consistently above target and is 0.10% higher than the previous financial year.	Continue with monthly monitoring of collection rate and monthly meetings with Revenue Manager of shared service.
NNDR collected	£4,594,918	£5,694,071	£4,219,174	£2,550,000	£2,662,165	↑	Performance for Q4 (and therefore year-end) has been consistently above target and is 0.10% higher than the previous financial year.	Continue with monthly monitoring of collection rate and monthly meetings with Revenue Manager of shared service.

Table 10: Council Tax and NNDR performance exceptions

Customer Services

We have continued to see demand for the Customer Services team increasing, with the biggest increases felt in face to face demand, which is costly to the Council. The cost of delivery has reduced in this quarter which is a result of successfully driving green garden waste demand to our website. Complaints continue to be resolved within target, which demonstrates that having a dedicated officer to work on complaints has led to a much improved service for the customer. Overall, the number of complaints has dropped this year but the complexity of the complaints received has increased. Further details about this will be provided to Members and Management Team in the annual Voice of the Customer Report 2018/19. Generally, it has been a busy year for the team and our demands are continuing to rise whilst staffing levels remain static. Some of this increased demand can be attributed to the customer services team now taking bookings on behalf of Trinity Arts Centre. Compared to 2017/18 the amount of emails being received has increased by 1,189, telephone calls have increased by 1,721

and face to face demand has increased by 6,371. This represents a total increase of 9,281 contacts over the year. In addition the total number of payments received into the Council has also increased from 452,569 to 471,364 an increase of nearly 19,000. Some of these payments do require the team to interact with customers. The only area that has seen a reduction is outgoing post which has reduced from 49,502 items to 40,638 this year a drop of 8, 864 items of mail. This is a result of a more proactive approach to collecting customer email addresses so that items can be sent by email resulting in a more efficient service for the customer and a cost saving to the Council.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of delivery per customer contact	£1.46	£1.75	£2.44	£2.00	£1.16	↑	The local implementation of universal credit has increased the number of vulnerable customers who now access services face to face and this is set to continue in the foreseeable future	In 2019/20 we will further integrate email activity into the contact centre and implement web chat for customers so we can offer help via web chat and social media. We are undertaking service redesign work across all services which will allow more services to be accessed digitally. This will result in a decreased cost per customer contact.
Average time taken to resolve a complaint	9	6.6	7.4	21	6.7	↑	Performance has been above target throughout the year	Continue to monitor and embed the Customer First programme

Table 11: Customer Services performance exceptions

Democratic Services

During the last quarter, Members attended a workshop on the draft Corporate Plan for 2019-2023 and a small group of Members finalised their work in identifying a suitable ICT device solution which meets their needs. This will be made available to all Members following the elections in May 2019. In terms of the forthcoming elections, the Member Induction Plan and Member Development Pan have been progressed to ensure that all Members will be suitably supported in fulfilling their duties effectively. Work to upgrade the AV facilities in the Council Chamber was completed. This project was well-run and the outcomes have been well received. The FOI service continues to meet its statutory targets despite a 33% increase in the number of FOI requests received in 2018/19 (763) compared to the previous year. Requests relating to matters concerning ICT, Planning and Homelessness have all risen. A focus is to be placed on reviewing the information the Council holds and determining what can be made publicly available, thereby reducing the number of FOI requests that require a formal response.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Member satisfaction with training and development events	100%	100%	100%	90%	100%	→	Performance has remained consistent across the year	Continue to monitor and ensure members are supported to carry out their duties effectively following the local elections in May.

Table 12: Democratic Services performance exceptions

Development Management

Performance results demonstrate that Development Management has been able to maintain high performance levels into Q4 and across the year. Overall for 2018/19, 98% of major applications were determined within national targets and 98% of non-major applications. The number of appeals allowed for the year as a whole equates only to 1% of decisions which demonstrates the quality of decision making. Whilst the number of applications received each month is fairly consistent, with the target often exceeded, there has been a lot of variation from month to month with the income received from planning applications and pre-application enquiry fees. These fluctuations may be expected to continue as the development industry reacts to the wider economy, and allocated sites within the Central Lincolnshire Local Plan continue to come forward.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of 'major' planning applications determined within target	92%	100%	100%	70%	100%	→	There were 9 major decisions determined within the period, all had a 100% turnaround time.	Continue to monitor. The target has been amended for 2019/20 to reflect high levels of performance.
% of other planning applications determined within target	100%	99%	99%	80%	99%	→	Performance remains consistent and significantly above the statutory target	Continue to monitor.
Appeals allowed as a % of decisions	2%	1%	1%	5%	1%	→	There was 1 appeal allowed and 3 appeals dismissed during the period	Continue to monitor.

Table 13: Development Management performance exceptions

Economic Development and Town Centre Management

The first claim has been submitted to the LEP for the Central Lincs Food Enterprise Zone to recover some of the initial planning/preliminary works carried out during 2016/17 and 2017/18. Caistor's Neighbourhood Plan working group and action plan have been established and feasibility work is currently being progressed on a number of key sites. In Saxilby, the 6,000 sq ft business workspace on Riverside Enterprise Park is expected to complete in April 2019, with a lot of market interest especially from SME businesses. In Gainsborough, delivery of three shops under Market Street Renewal has been completed with two already occupied. Four residential dwellings have been completed and are already occupied. 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.

In relation to the Housing Infrastructure Fund, in due diligence for the draw-down of £2.1m to support the Southern SUE, with Keepmoat Development making substantial progress on Phase 1 of the scheme, expecting commencement on site in late 2019.

Phase 1a of the Greater Lincolnshire Local Enterprise Partnership's (GLLEP) £4 million grant for Gainsborough has now been awarded to the Living Over the Shop pilot, a Living Over the Shop roll out and the Gainsborough Transport Study. The Living Over the Shop roll out has now been launched and the first application is likely to be approved in May 2019. Further due diligence on key housing sites to form a 'phase 2' is underway, the Council expects the delivery of 130 dwellings on the Japan Road/ Bowling Green Lane site with the assistance of the GLLEP grant to provide infrastructure for the site.

The Gainsborough Growth Fund Scheme was discontinued in its current format in Jan 2019. Residual monies have been reallocated to support delivery of other wider growth projects including the proposed District-wide Feasibility Fund. The team has commissioned a consultant to carry out a Green Infrastructure Study for Gainsborough to produce an agreed methodology to assist with planning to assess quality of open spaces and will assist with capturing and spending of green spaces development contributions. The commission will also look into any improvements to the Gainsborough Gateway area and provide a list of projects, prioritised and costed to assist the team with any future funding bids.

With regards to Discover Gainsborough, a marketing plan has been written to give the brand direction and in order to raise awareness of Gainsborough, increase visitor numbers and support the wider economy. The Discover Gainsborough / Mayflower 400 workshop took place on 7 Feb at Gainsborough Old Hall. Funding has become available from Mayflower 400 to destination partners (£5,000 each) to develop an online bookable product to drive awareness and commitment to visit. The product is primarily targeted at US visitors but could be promoted to the UK market. Work on the Love Lincolnshire Wolds website is still ongoing. There is a new leaflet called 'what's on in the Wold's' which will cover events throughout the year. These are being distributed via KM Media and Take One to get outside of the county. The destination management plan is still being reviewed.

We have now had our final Townscape Heritage review with National Lottery Heritage Fund and they have granted us permission to proceed with submitting our round two full application. If successful we will be awarded almost £1.5million along with match funding from West Lindsey, this will make a total of over £1.8million for building restoration in the Market Place and Lord Street.

In terms of skills, Made in Gainsborough is in progress for Year 2. Currently 18 Apprenticeship vacancies are being advertised with over 60 applicants to date. There is 100% Apprentice retention from Year 1 with all expected to complete the course successfully. Businesses joining the scheme has increased by a third. The College are looking to scale up the project with Phase 2 – this could include relocation to larger premises within the town. Ongoing support is being provided to Benjamin Adlard via a mentoring programme and a proposal to form a wider community hub. Positive discussion with the University of Lincoln and local employers resulting in a brochure to attract higher level skills.

Enforcement and Community Safety

There continues to be a high demand across the enforcement services, which is accompanied by excellent outcomes and a formal approach to the action taken to resolve them. Across the housing and planning work areas there are a number of ongoing prosecutions and civil penalties, which, if successful, continue to reinforce that the authority takes its enforcement role very seriously and will deal with offences using the powers it has available. Excellent progress has been made in the period in relation to planning enforcement, which has seen a revised closure process come into effect and the caseload reducing down due to the proactive work of officers to 78. This is a figure which is expected to be maintained to ensure that cases can be progressed effectively. Alongside this, across the last 4 months of 18/19, the average closure time has been 120 days, which again demonstrates the effective work undertaken. There is a commitment and desire to ensure that these timescales become the norm moving forward, which is in line with the requirements of the audit undertaken in 2018. There continues to be a high number of complex housing cases that are open, which the now fully resourced team are working to address. Over 40 formal notices have been served within the year, which have contributed to the improvement of over 80 private rented sector properties. The focus for the coming performance year is to ensure that a revised closure process is implemented and to continue to focus on the highest risk cases. In the selective licensing scheme there are now 595 licensed properties, which is an increase on the number initially expected when the scheme commenced. It is also believed that there are around 100 additional properties that could be licensable and officers are now focussed on ensuring that these are investigated. A large amount of resource is being focussed on the formal action relating to unlicensed landlords via either civil penalties or prosecutions and this will continue for the remainder of the scheme. Community Safety work has focussed on environmental issues, with the main area of work being the bagged waste collection areas within the South West Ward of Gainsborough.

There has been a marked improvement in the street scene appearance and a clear process for dealing with these issues is now in place and effective. Fixed penalty notices continue to be issued as required and there are ongoing investigations linked to licensing or fly tipping offences.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Open planning enforcement cases	134	125	119	120	103	↑	Improved case closure procedures have led to a reduction in the number of open cases	Continue to embed new procedures
Number of open community safety complaints at month end	48	64	62	40	57	↑	There has been additional caseload as a result of issuing fixed penalty notices in relation to early presentation of waste.	Continue to monitor. Resources are in place to cope with this level of workload.
Number of open community safety cases at month end	19	26	15	30	18	↓	Performance has been consistently on or above target during the year.	Continue to monitor
Time taken to resolve a housing enforcement request	211.5	142	156	90	165	↓	Longer-term, complex cases remain open and are requiring formal action which impacts on the time taken to resolve requests	A review of performance reporting has taken place which resulted in a new set of measures that better reflect activity within the service. These new measures will roll-out in 2019/20

Table 14: Enforcement performance exceptions

Enterprise and Communities

Funding Our Community Grant Schemes have continued to support a wide range of projects with a good spread across the District. A slight increase in applications to our Match Funding Grant during Q3 and Q4 has increased the grants awarded. Very good levels of match funding secured as a result of Councillor Initiative Fund and Match Funding Grant. Allocation and spend from the Councillor Initiative Fund completed at the end of March 2019 with only nominal amounts left in the budget. A great take up of this scheme during the year and lots of very positive engagement between groups and our Elected Members. Core Community & Voluntary Sector funding review completed during Q4. New 3 year grant funding agreements agreed and currently being put in place for April 2019 onwards. Includes funding for services such as Citizens Advice, Volunteer Centre and Call Connect.

Transport Programme Appointment of new Community Rail Partnership Officer for the North Notts & Lincs Community Rail Partnership. Represents the partnership but employed by WLDC. New hourly Monday to Saturday service at Gainsborough Central Station due to start in May 2019. Agreements on station improvements and service delivery agreed during Q4. Service will connect Gainsborough Central to Sheffield via Retford and Worksop.

Community Right to Bid Only one new nomination received during Q4. Training workshop delivered during Q4 but low interest. Will be exploring comms during 2019/2020 to raise awareness amongst Parish and Town Councils.

Green Spaces Funding of £14,800 received from The Ministry for Housing, Communities & Local Government to support improvement works on parks and green spaces. Spending plan being prepared to meet funding criteria and expected to be confirmed in June 2019.

Place Based Working (South West Ward & Hemswell Cliff) Update report due to go to Prosperous Communities in July 2019 on our place based strategy and associated work. Positive work on-going with local partners in the South West Ward including X-Church and Benjamin Adlard Primary School. This includes exploring funding opportunity for community initiatives, management of pocket park space and mentoring scheme. Land management contract continuing at Hemswell Cliff as part of wider regeneration work. Positive results achieved with reductions in ASB, complaints, criminal damage and greatly improved surroundings and public realm. On-going work with local partners including the Parish Council to achieve a lasting change.

Community Defibrillators We have installed 19 defibrillators during 2018/2019 at various locations across the District. Continued interest and on-going partnership working with LIVES.

Healthy District

The leisure contract has continued to be embedded within the final quarter of the financial year. As previously reported the leisure contract is cost neutral in the first year but from year two will generate an income plus capital repayment. The refurbishment of West Lindsey Leisure Centre has demonstrated a pleasing upturn in the numbers of users and activities on offer. In quarter four usage has been over achieved by 13,500. Customer satisfaction has remained high at 95%, although there have been some issues relating to the wetside facilities in quarter four. Officers are working with the leisure contractors and users to ensure that the improvements are maintained. The leisure centre in Market Rasen is on track to open in May 2020.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
New participants at West Lindsey Leisure Centre	467	1,129	798	600	1,142	↑	Results for the period are following industry trend as higher numbers of people join the gym in January.	Good numbers of users are being attracted to the newly refurbished centre.
West Lindsey Leisure facilities usage	51,240	96,674	65,632	78,750	92,303	↑	As above	As above

Table 15: Healthy District performance exceptions

Home Choices

Since March 2018 the Home Choices team have undertaken a period of transition. Capacity has been reduced due to periods of sick leave, staff leaving and others taking additional duties which meant there were fewer case officers. New legislation and a new IT system to support legislation as well as changes to Government reporting mechanisms has meant we have not been able to analyse data as quickly as we could have previously. However, there is now a full-team in place which will enable better management of caseloads. A performance workshop is also scheduled for April 2019 which will lead to identification of further service improvements where possible. Progress against the agreed actions from this workshop will be reported in the next P&D report. Performance is below target across the indicator set due to households being placed in temporary accommodation as a result of SWEP, complex households that are difficult to move on, waiting time affected by the Acis voids repair service and households being unable to access social rented housing, or refused from PRS. During period 4, there was a big impact from the implementation of the duty to refer which started in October 2018 in order to place a duty on statutory bodies to refer persons at risk of homelessness to the Council. This has led to a high number of prison leavers and high risk persons on probation referred to the Council which therefore had an impact on temporary accommodation usage and bed and breakfast nights.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Temporary accommodation usage	15	23 *	23	18	34	↓	See above service commentary for detailed explanation	Performance workshop scheduled for 10 th April * P2 is a four month period
Bed and Breakfast Nights	89	123	77	0	148	↓	See above service commentary for a detailed explanation	Performance workshop scheduled for 10 th April
Homeless Prevention	32	80	57	201	58	↑	Criteria for prevention cases has changed and we are required to produce more information than ever before which adds time to the process due to the need to gather information from other teams (Benefits, DFGs etc).	We are still trying to find ways of capturing this data as this is resource intensive and requires other teams to change their reporting mechanisms. A senior officer is now in post which will increase the number of preventions moving forward.

Table 16: Home Choices performance exceptions

Housing

The measures in relation to housing continue to show a consistent demand and consistent progress in ensuring that services are delivered effectively. The number of disabled facilities grants delivered remains consistent and the timescales in which they are delivered are all within target. During the previous period there was a staffing resource issue in this work area and existing officers have performed excellently to ensure that the service continues to meet the needs of customers. The average cost of a DFG remains higher than expected, however these costs have been consistently higher for some time. Across the County a framework for contractors has been agreed and is in place, which should ensure that costs stay consistent across different areas and remain at the same level for the coming years. Empty homes remain part of the day to day business of the work area and work has been undertaken to ensure that officers from different work areas are taking action in relation to empty homes and the issues that they cause. This has included a member of the environmental protection team becoming responsible for dealing with waste in gardens or any vermin related issues. This has enabled there to be more resilience when dealing with empty properties. The number of long term empty properties remain consistent and the housing assistance policy is helping those that wish to bring property back into use. It is proposed that the housing assistance policy is reviewed in summer 2019 and that the scope for empty property grants is widened to assist with addressing the number of long term empty properties across the wider district.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 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	£7,094	£4,000	£6,214	↑	Costs have been consistently higher for the last 18 months due to rising contractor costs.	A county wide framework for contractors has been agreed and is now in place which should ensure that costs stay consistent across different areas for the coming years. The target will be revised accordingly to reflect this for the next financial year.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average days from DFG referral to completion	119	124	132	120	133	↓	A temporary vacancy and staff absence has led to a decrease in performance for the last two periods. Performance is within tolerance for the year as a whole.	Resource issues have been resolved and performance is expected to improve to within agreed tolerances in the new financial year
Long-term empty properties brought back into use through Council intervention	3	2	7	25	3	↓	Staffing resource has been limited in this area due to other priorities across work areas and secondments that have reduced officer time.	A staffing resource is now in place and the focus continues to be on the highest risk empty properties. Performance is expected to improve in the new financial year

Table 17: Housing performance exceptions

ICT

Performance is within agreed tolerances across all performance measures, however, long-term sickness absence within the team has had an impact on incident and problem management and change management. Resources have been relocated to provide continuity of service and a new shift system has been implemented in order to provide ICT support from the earlier time of 8am. Excellent progress has been made on business as usual tasks alongside a significant amount of project work on telephones, Members' refresh and the desktop replacement.

Licensing

The provision of the licensing service has faced challenges this year due to numerous reasons, the principal ones being: 1) Implementation of new legislation regarding animal welfare has had a major impact on the staffing resources available, 2) Further challenges emerged due to the receipt of 128 more applications over the previous year, 3) reduced staff available. On a positive note, whilst it took longer to process the increased amount of applications, our income is £10k over budget. Officers have continued to react accordingly when faced with scenarios that have put public safety at risk, which at times the appropriate action has resulted in the revocation or refusal of licences.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Number of licensing applications received	147	299 *	282	180	232	↓	Performance has consistently been on or above target throughout the year. A higher number of applications during the second half of the year has contributed to the pressures in the service re processing times (see below). * it should be noted that p2 covers a 4 month period.	Continue to monitor

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of licensing applications processed within target time	100%	96%	86%	96%	86%	→	A change in legislation and reduction in staff availability has led to increased processing times. A higher demand for the service (128 more applications compared to last year) has also placed additional pressure on resources.	Further resources have been allocated to the service which, once embedded, will lead to improved performance in the new financial year.

Table 18: Licensing performance exceptions

Local Land Charges

Generally throughout the UK there has been a national reduction in property sales of around 20%, locally this figure is around 13% which has had a detrimental impact on the number of land charge searches received along with the associated income also. There have been 140 fewer paid for searches received this year and this has impacted on the amount of income received which is beyond the control of the service and largely dependent on the property market. The service is currently recruiting to fill a vacancy within the team and once the full team is established the expectation is that we will concentrate on offering the best possible service in order to increase our market share/revenue.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Income received	£17,144	£39,165	£27,172	£30,375	£19,957	↓	Income for the year as a whole is £18,061 below the expected target. This is as a result of a decrease in paid for searches received. The service has received fewer paid for searches this financial year, due to the down-turn in the property market which therefore impacts on income received.	This measure is determined by the property market. Uncertainties around the property market (as a result of the current economic climate and Brexit for example) means it is difficult to forecast a direction of travel for this performance measure.
Local Land Charges searches received	440	924	633	579	684	↑	Whilst the overall number of searches for the year as a whole has exceeded target, it is important to note that the majority of these are made up of non-paid for searches which do not contribute to the income received. The number of paid for searches has decreased over the last year which explains why income is below target.	The number of paid for searches is determined by the property market. Uncertainties around the property market means it is difficult to forecast a direction of travel for this performance measure.

Table 19: Local Land Charges performance exceptions

Markets

Gainsborough Market continues to underperformance against targets and stall take-up by traders for the Tuesday market has declined throughout the year with a 19% decrease for the year overall when compared to the previous financial year. Stall take-up for the Saturday market has also declined by 22% for the year overall compared to the previous financial year. Looking at the market as a whole, there has been a 31% decrease in the number of stalls for this year compared to 2017/18 as a result of various factors including traders giving notice to take up other employment, adverse weather and long-term sickness for some of the market's usual traders. In house led operational changes have now been implemented which should lead to efficiency savings being made. The Council is seeking to understand options around different delivery methods for Gainsborough Market with an interim arrangement in place with Marshall's Yard in the meantime. After engagement with traders, a new payment system has been implemented with traders now required to pay market rent via debit/credit card. This new system has been well received by traders and has led to a decrease in monies owed to the Council. In 2019, the inaugural Gainsborough Food and Garden Festival is scheduled to take place over three days in June. This event will support the local community and shops and will have a positive impact on the Gainsborough Market.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average number of stalls - Saturday	16	15	12	20	13	↑	There has been a 22% decline in Saturday stalls this year compared to the previous year. Reasons include stall holders giving notice, adverse weather and long-term sickness absence for regular traders.	The Council is seeking to understand different delivery methods for the Gainsborough Market with an interim arrangement in place with Marshall's Yard in the meantime.
Average number of stalls - Tuesday	40	38	36	60	34	↓	There has been a 19% decline in Tuesday stalls this year compared to the previous year. See commentary above.	As above

Table 20: Markets performance exceptions

Regulatory Services

The primary focus of the regulatory service work area has been to ensure that the resources available for food hygiene inspections are sufficient and enable the Council to meet its scheduled target from the Food Standards Agency. In the last reporting period additional information was provided to elected members in relation to the challenge faced in order to meet the FSA target. Measures have now been put in place via a review of the resources available in February 2019 and agreement from Management Team for additional resources in March 2019. This additional resource (1 FTE) will be in place by July 2019 after a recruitment process has been undertaken. Within the 2018/19 year a total of 248 scheduled inspections have taken place, alongside an additional 47 revisits and a further 35 proactive visits following complaints. Over the last 5 years, around 80% of scheduled inspections have been completed per annum and the performance this year is in line with this. The additional resources will enable the Council to seek to achieve a level of between 90 and 95% in the coming year, subject to the additional resource commencing in July 19. Officers continue to focus their inspections on the highest risk premises and the number of broadly compliant food premises has consistently remained at 97%.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Nuisance complaints completed on time	100%	100%	100%	90%	100%	→	Performance has remained consistent throughout the year	Continue to monitor
Number of registered food premises receiving a proactive inspection as per FSA standards	43	77	57	90	71	↓	There are insufficient resources to meet the FSA target. See service commentary above for a fuller explanation.	A business case was put together and presented to Management Team in March where it was agreed that additional resource (1 FTE) will be put in place by July 2019.
% of food premises rated 3* or above	97%	97%	97%	94%	97%	→	Performance has remained consistently above target throughout the year	Continue to monitor

Table 21: Regulatory Services performance exceptions

Street Cleansing

Performance throughout the service is within the parameters set at the beginning of the year despite some challenges. During period four, there has been a small decrease in cost per household, however, there will be challenges ahead with wage rises, increased agency costs and increasing fuel costs. Overall, street cleansing costs per household for 2018/19 was £12.21 which, when benchmarked through APSE, was the third lowest of all authorities in the Council's benchmarking group. The service continues to have strong links with communities, the success of the Great British Spring Clean initiative in March 2018 has helped in keeping communities engaged with further tidy ups during the year and there has been an 11% increase compared to the same period last year. With further community engagement, this trend is set to continue next year. Income generation for 2018/19 remains below target but within agreed tolerances, mainly due to a down-turn in this type of work. Weed spraying was completed in period three in line with the SLA with LCC and this is set to continue next financial year. WLDC's Schedule 4 EPA 1990 scheme has resulted in a reduction in the amount of abandoned shopping trolleys by 70%, as well as generating additional income for the Council. The street cleansing service continues to strive to deliver an excellent service to its stakeholders and again, for period four, compliments far exceed complaints. Over the year, complaints have fallen and results from this year's Citizens' Panel show a 71% satisfaction rate which is slightly down from last year's figure of 73.6%

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Volunteer Litter Picks	25	23	18	15	21	→	Performance remains above target	Continue to monitor

Table 22: Street cleansing performance exceptions

Systems Development

The teams continue to deliver significant projects during the normal course of their work load. The Digital team is currently involved in the upgrade of some corporate systems (GIS & LLPG), and carrying out normal system development work. The Digital team is continuing to work with Rutland County Council by developing their website. The new Minerva site has recently been developed and launched in the new Office 365 environment. The technical team continues to proactively manage their work plan through the system development requests, and has successfully completed the Year End Processes and Roll-over, without incident. Our LLPG & SNN officer continues to manage the LLPG and maintains the standard of Gold for the majority of the year. The recent appointment of a Trainee System Development Officer has secured a permanent role for the apprentice who has recently completed his training.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
LLPG Standard	Gold	Gold	Gold	National standard	Gold	→	Performance remains above target	Continue to monitor
Website availability	100%	100%	98%	98%	100%	→	Performance remains above target	Continue to monitor

Table 23: Systems Development performance exceptions

Trinity Arts Centre

Period 4 opened with a very strong January aided by the sell-out performances of Roy 'Chubby' Brown and Pop Folk Duo Ward Thomas. These performances, along with many others welcomed new audiences to Trinity this period and a gradual diversification of audiences has begun to occur. We were lucky to host an incredible performance of 'The Shy Manifesto' which joined us on its national tour and equally 'Murder, She Didn't Write' which achieved an incredible occupancy rate for that genre. This period also welcomed regular venue hirers on the new charge scale who saw the value for money in the service we provide. The increase in charge enables us to operate more efficiently and with better resources. Our children's festival in half-term had to have additional workshops scheduled due to the original ones selling out ahead of the day. We are now looking to run regular weekly workshops to engage young people in the area and collaborate closely with the local schools. Trinity has also undergone some structural development, including the installation of LED lighting in the public areas and the bar has been redecorated making the area more welcoming and warm for patrons.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of the TAC per user	£4.16	£4.51	£3.50	£5.50	£2.67	↑	Sell-out performances during the period led to higher audience figures and therefore a lower cost per user. This figure is also influenced by an improved operating and business model.	Continue to embed changes already implemented.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Received surplus	£14,164	£22,219	£21,871	£10,500	£19,333	↓	New charging scale, increased audience figures and improvements to the operating and business model have all contributed to higher than anticipated performance.	Continue to embed changes already implemented.
Audience Figures	3,048	6,414	5,747	2,700	4,548	↓	Sell out performances from Roy 'Chubby' Brown and Ward Thomas, and other popular shows have led to higher than anticipated audience figures for the post-Christmas period	Continue to pursue ambitious events programming
Average event occupancy	45.5%	52.5%	43%	55%	49.6%	↑	Whilst performance continues to fall below target, this is a result of the introduction of multiple screenings which has led to a rise in audience figures. A wider choice of viewings therefore leads to an inevitable fall in average occupancy	This indicator is being reviewed for 2019/20 to reflect the changes to the programming structure at TAC.

Table 24: Trinity Arts Centre performance exceptions

Waste Collection

Performance throughout the service is within the parameters set at the beginning of the year despite some challenges. The recycling rate has dropped but is still within tolerance. This is due to garden waste collection now being a chargeable service and the hot summer which reduced grass growing considerably. We are working closely with the Lincolnshire waste partnership to be able to offer a more comprehensive recycling collection service and to reduce the amount of contamination within the recycling stream. Residual waste collected remains consistent, many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins likely encourages recycling. Missed collections have seen a 20% decrease compared to last year as a result of improved working practices. The cost of service is £28 per household which even with rising wages, agency costs and fuel costs is still an excellent rate when benchmarked with others. The chargeable green waste service has also brought this figure down by nearly £20 per household. Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income and now has over 350 customers. Over the year complaints have dropped and compliments are now well out weighing complaints. Results from last year's citizen's panel show that an 89.6% satisfaction rate with the service which is slightly down from last year but this was to be expected with the charge on the green waste service.

Measure	P1 Perf	P2 Perf	P3 Perf	P4 Target	P4 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	£27.94	£45.37	£28.50	↓	Continues to perform above target despite rising wages, fuel costs and rising agency prices.	The cost per household still represents good value for money when benchmarked against similar authorities.
Missed black and blue bin collections	240	261	255	345	198	↑	Overall, there has been a 20% decrease in missed bins compared to the last financial year	Continue to embed improvements
Missed black/blue bins collected within the SLA	99%	96%	100%	95%	100%	→	Consistent performance as a result of improved working between supervisors and crews.	Continue to embed improvements

Table 25: Waste Collection performance exceptions



**Overview and Scrutiny
Committee**

Tuesday, 25 June 2019

Subject: Review of Overview and Scrutiny Operating Methodology

Report by:

Executive Director of Operations

Contact Officer:

Mark Sturgess
Executive Director of Operations

mark.sturgess@west-lindsey.gov.uk

Purpose / Summary:

To reconsider the Operating Methodology following the review of the scrutiny function within the Council and the amendments made to the scrutiny committee.

RECOMMENDATION(S):

- 1. That Members of the Committee approve the proposed Operating Methodology for implementation throughout the 2019/20 Civic Year.**

IMPLICATIONS

Legal: N/A

Financial: N/A

Staffing: N/A

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:

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 O&S Chairman)

Yes

No

X

Key Decision:

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

Yes

No

X

1 Background

- 1.1 In October 2014 the (then named) Challenge and Improvement Committee agreed a methodology for the first time.
- 1.2 The methodology set out criteria for when any item could be called in for scrutiny either as an ongoing project, poor performance or for pre-decision scrutiny.
- 1.3 The approach has generally worked well and allowed the Committee to invite organisations that provide services within the District for discussions around issues of concern for members.

2 Committee Functions and Fulfilling the Scrutiny Role

- 2.1 The functions of the Overview and Scrutiny Committee are detailed in Part IV of the Constitution, attached as Appendix 2.
- 2.2 The Overview and Scrutiny Procedure Rules are given in Part V of the Constitution (attached as Appendix 3) and detail how the committee should exercise its rights under the traditional call-in process.
- 2.3 These functions and procedure rules were considered as part of the 2018/19 scrutiny review and have been agreed as amendments to the Constitution at the Annual Meeting of Council on 20 May 2019.

3 Review of Existing Operating Methodology

- 3.1 As a result of the 2018/19 review of the scrutiny function within the Council, changes were made to the membership requirements of the committee and it was agreed that the methodology be reviewed for the 2019/20 civic year.
- 3.2 Members of the committee had previously noted that the processes detailed in the methodology were overly wordy and not always easy to follow.
- 3.3 Therefore, the purpose of this review would be to improve the format of the methodology and ensure it was as clear and concise as possible.
- 3.4 The proposed amended version of the Operating Methodology can be found at Appendix 1.

4 Conclusion and Recommendation

- 4.1 The intention of the amended operating methodology is to provide Members with the framework required to make informed and appropriate requests for scrutiny items.

- 4.2 Members are asked to read, comment and, if satisfied, approve the amended methodology for implementation in this current civic year.

Overview and Scrutiny Operating Methodology

Reviewed June 2019

Functions covered within this document:

1. Performance management (for service areas presenting performance figures below target)
2. Pre-decision scrutiny (also known as pre-scrutiny and identified from the Forward Plan)
3. Ongoing project work (for example as requested or identified by a policy committee or Council)

1. Performance Management

The Committee can request a Service Performance Review (to identify reasons for off-track performance and ways to improve) when:

- ✓ The performance has been off track for at least two consecutive reporting periods
- ✓ Recommendations from the relevant committee have been implemented and allowed time to have an impact
- ✓ At least four committee Members wish to request the review

The following restrictions apply:

- ✗ A maximum of four such reviews can be requested in any municipal year
- ✗ Any service area subject to such a review is excluded from re-examination under any process for the subsequent six month period (ie, further two reporting periods)

Process for a Service Performance Review:

- ✓ The request is to be made in writing, signed by at least four committee Members, set out the reasons for the request and be submitted to the O&S Clerk at least 21 days prior to the next committee meeting.
- ✓ The request will be considered at the next meeting and, if agreed, terms of reference for the review group should be set.
- ✓ Alternatively, where a request for a Service Performance Review is identified during a Committee meeting, and is supported by at least four Members of Committee, this will replace the request in writing.
- ✓ The Chairman (or representative) of the relevant policy committee is to be invited to the meeting where the scope of the review is considered.
- ✓ The findings of the review will be heard by the O&S Committee and presented to the relevant policy committee, where the Chairman (or representative) of O&S shall also attend.
- ✓ If the policy committee does not wish to accept the recommendations of the review group, the decision shall be referred to Council.

2. Pre-Decision Scrutiny

The Committee can identify items for pre-decision scrutiny (also known as pre-scrutiny) from those detailed on the Forward Plan. These could be items which are politically sensitive or of high public interest and where the Committee considers it would be of benefit to scrutinise the

proposed decisions in advance.

These items can be selected from the Forward Plan during meetings of the Committee by a proposer, seconder and majority vote.

The following restrictions apply:

- ✗ A maximum of four 'pre-scrutiny' items can be identified per municipal year.
- ✗ The Committee cannot dictate the timeline or prevent the decision being submitted to the relevant policy committee within the pre-agreed timescales.
- ✗ Any decision considered under pre-scrutiny cannot then be called-in under the traditional process.
- ✗ Any item considered under pre-scrutiny is excluded from re-examination under any process for the subsequent six month period.
- ✗ NB: The policy committee is not strictly bound by recommendations from O&S however it is expected that they should be given due consideration.

Process for Pre-Decision Scrutiny:

- ✓ The O&S Committee will receive the exact report due to be presented at the policy committee, at least 1 cycle prior to the policy meeting.
- ✓ The O&S Committee will make recommendations to the policy committee where it feels there are areas to be further addressed in order to support the proposed decision.
- ✓ The Officer responsible for the report will work with the Chairman / representatives of O&S to revise the report accordingly (when necessary).
- ✓ The amended report, along with the minute from the O&S meeting and the original report, will be submitted to the policy committee within the original timescale.

3. Ongoing Project Work

The O&S Committee can be requested by either of the policy committees, or Council, to conduct reviews of policy, services or any aspect of a service as identified by the relevant committee.

Any such request will be made to the Chairman of the O&S Committee from the Chairman (or representative) of the requesting committee / Council. The purpose, scope and terms of reference for the review will be agreed by the requesting committee and shared with the Chairman of O&S at the time of the request.

Such reviews will form part of the work plan for the O&S Committee, report timescales will be set out in the Forward Plan and recommendations will be agreed and shared with the referring committee.

Overview and Scrutiny Committee

1. To exercise the Council's responsibilities for overview and scrutiny and agree each year an operating methodology;
2. To conduct reviews of policy, services or aspects of service that have either been referred by a policy committee or the council, relate to the Forward Plan or have been chosen by the committee according to the agreed criteria for selecting such reviews;
3. To approve and keep under review an annual overview and scrutiny work programme, including the work programme of any scrutiny panels established in accordance with the Overview and Scrutiny Committee work programme;
4. To approve the scope, timetable and method for each review by a scrutiny panel to put in place and ensure that such reviews are monitored and managed efficiently and in accordance with the Overview and Scrutiny Procedure Rules;
5. To make reports and recommendations to the Council, a policy committee or any other Council committee arising from the exercise of these terms of reference;
6. To consider the Forward Plan and comment as appropriate to the relevant Committee on proposed decisions which relate to services within their remit (before they are taken by the appropriate policy committee);
7. To exercise the powers of call in and scrutiny in relation to policy committee decisions made but not implemented, as set out in section 21(3) of the Local Government Act 2000 and challenge such decisions in accordance with the procedure set out in the Overview and Scrutiny Procedure Rules in Part V of this Constitution;
8. To comment on the proposed annual service and budget plans for all council services before final approval by the Corporate Policy and Resources Committee and Council;
9. To take an overview of the policies, forward plans and related authorities of all public bodies and agencies as they affect the council's area or its inhabitants;
10. To maintain under review the arrangements for the performance monitoring of Council services;

11. To discharge the statutory functions arising under section 19 of the Police and Justice Act 2006 relating to issues of crime and disorder and to develop and implement such procedures, protocols and criteria as deemed by the Committee to be appropriate.
12. This Committee has an operating methodology which is agreed annually at its first full meeting.

Note: Members cannot serve on this Committee if they are serving Members of either of the Policy Committees.

Overview and Scrutiny Procedure Rules

1. Number and Arrangements for Overview and Scrutiny Committee

1.1 The Council will have one Overview and Scrutiny Committee.

‘Overview and Scrutiny Committee’

It will perform all overview and scrutiny functions on behalf of the Council and will be politically balanced.

1.2 The terms of reference of the Overview and Scrutiny Committee will be as detailed in Article 7 and Part IV of the Constitution.

2. Seats on Overview and Scrutiny Committee

2.1 All Councillors with the exception of the Chairman, Leader of the Council, Deputy Leader of the Council, Leader of the Opposition and any serving Member of either policy committee may be members of the Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

2.2 A member must if he/she is involved in the consideration of a matter at a meeting of the Overview and Scrutiny Committee of the Authority or a sub-committee of that Committee, regard himself/herself as having a personal and a prejudicial interest if that consideration relates to a decision made, or action taken, by another of the Council's –

- committees or sub-committees; or
- joint committees or joint sub-committees.

of which he/she may also be a member and took part in that decision making.

2.3 Sub-paragraph (2.2) above shall not apply if that member attends that meeting for the purpose of answering questions or otherwise giving evidence relating to that decision or action.

3. Co-optees

3.1 The Overview and Scrutiny Committee shall be entitled to appoint a number of people as non-voting co-optees.

4. Meetings of the Overview and Scrutiny Committee

4.1 Special meetings may be called from time to time as and when appropriate.

- 4.2 An Overview and Scrutiny Committee meeting may be called by the Chairman of the Committee, by a simple majority of members of the Committee or by the Proper Officer if he/she considers it necessary or appropriate.

5. Quorum

- 5.1 The quorum for the Overview and Scrutiny Committee shall be one quarter of the whole numbers of members provided that in no case shall the quorum of the committee be less than four voting members.

6. Work Programme

- 6.1 The Overview and Scrutiny Committee will be responsible for reporting annually to the Council on both its proposed work plan and its work in the preceding year and, in doing so, shall take into account wishes of members on the Committee who are not members of the largest political group on the Council.

7. Agenda Items

- 7.1 Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the Proper Officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request, the Proper Officer will ensure that it is included on the next available agenda.
- 7.2 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and policy committees to review particular areas of council activity. Where it does so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the relevant policy committee and/or Council. The Council and/or the relevant policy committee shall consider the report of the Overview and Scrutiny Committee at the next available meeting.
- 7.3 There will be a standing item on the agenda of all ordinary meetings of the Overview and Scrutiny Committee which will allow for consideration to be given to the work programme.

8. Policy Review and Development

- 8.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budgetary and Policy Framework Procedure Rules in Part V of this Constitution.
- 8.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budgetary framework, the Overview and Scrutiny Committee may make proposals to policy committees for developments in so far as they relate to matters within its terms of reference.

- 8.3 The Overview and Scrutiny Committee may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist in this process. It may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that it reasonably considers necessary to inform its deliberations. It may ask witnesses to attend to address it on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

9. Reports from the Overview and Scrutiny Committee

- 9.1 Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare formal reports and submit them to the Proper Officer for consideration by the relevant policy committee (if the proposals are consistent with the existing budgetary and policy framework), or to the Council as appropriate (e.g. if the recommendation would require a departure from, or a change to, the agreed budgetary and policy framework).
- 9.2 If the Overview and Scrutiny Committee cannot agree on one single final report to the Council or the relevant policy committee as appropriate, then up to one minority report may be prepared and submitted for consideration by the Council or policy committee with the majority report.
- 9.3 The Council or policy committee shall consider any report of the Overview and Scrutiny Committee at the next available meeting after being submitted to the Proper Officer.

10. Consideration of Overview and Scrutiny Committee's Reports by Policy Committees

- 10.1 Once an Overview and Scrutiny report on any matter which is the responsibility of a policy committee has been completed, it shall be included on the agenda of the next available meeting of the relevant policy committee.

11. Rights of Overview and Scrutiny Committee Members to Documents

- 11.1 In addition to their rights as Councillors, members of the Overview and Scrutiny Committee have the additional right to documents and to notice of meetings as set out in the Access to Information Procedure Rules in Part V of this Constitution.
- 11.2 Nothing in this paragraph prevents more detailed liaison between the relevant policy committee and the Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

12. Members and Officers Giving Account

- 12.1 The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any council functions within its remit. As well as reviewing documentation, in fulfilling the

scrutiny role, it may require any member of a policy committee, the Head of Paid Service or an Executive Director to attend before it to explain in relation to matters within its remit –

- (a) any particular decision or series of decisions; and
- (b) the extent to which the actions taken implement Council policy

and it is the duty of those persons to attend if so required.

More junior officers may be invited to assist the Committee.

- 12.2 Where any member or officer is required to attend the Overview and Scrutiny Committee under this provision, the Chairman of the Committee will inform the Proper Officer. The Proper Officer shall inform the member or officer in writing giving at least five working days' notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee. Where the account to be given to the Committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for presentation of that documentation.
- 12.3 Where, in exceptional circumstances, the member or officer is unable to attend on the required date, and then the Overview and Scrutiny Committee shall, in consultation with the member or officer, arrange an alternative date for attendance.

13. Attendance by Others

- 13.1 The Overview and Scrutiny Committee may invite people other than those people referred to in paragraph 12 above to address it, discuss issues of local concern and/or answer questions on issues within the remit of the committee. The committee may, for example, wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend.

14. Call-In

- 14.1 Call-in should occur where members of the Overview and Scrutiny Committee have evidence which suggests that the policy committee(s) for which it is responsible did not take the decision in accordance with the principles set out in Article 12.
- 14.2 Five working days are to be allowed for the call-in of decisions. The procedure is as follows –
- (a) If four members on the Overview and Scrutiny Committee wish to call in a decision with a view to requesting that the relevant policy committee reconsiders the decision, this must be done within five

working days of publication of the decision, provided the issue in question has not been recorded as urgent.

- (b) Any request to call in a decision must be in writing, be signed by the four members and set out the resolution to be considered. The call-in notice should also set out the reason(s) why the decision should be reconsidered. The notice should be sent to the Head of Paid Service no later than 5pm on the fifth working day following publication of the decision.
 - (c) Decisions can only be called in once and must be considered at the next meeting of the Overview and Scrutiny Committee unless the agenda for that meeting has already been published. If the agenda has been published, the issue will be considered at the subsequent Overview and Scrutiny Committee meeting unless the matter is considered urgent by the Chairman of the Overview and Scrutiny Committee, taking into account any views of the Chairman of the Committee whose decision has been called in.
 - (d) The date of publication of the decision will be deemed to be the day on which the minutes were published on the Council's website.
 - (e) If having considered the decision the Overview and Scrutiny Committee may:
 - (i) refer back to the relevant policy committee for further consideration, setting out in writing its recommendations; or
 - (ii) not refer back to the relevant policy committee and the decision shall take effect on the date of the overview and scrutiny meeting.
- 14.3 Where a matter is to be referred to another committee, call-in only applies after the matter has been considered by that other committee.
- 14.4 Call-in does not apply to recommendations to Council nor to Council decisions themselves.
- 14.5 The Chairman of the committee whose decision has been called in shall be invited to the Overview and Scrutiny Committee meeting when the item is considered. The Chairman of the Overview and Scrutiny Committee (or his/her representative) shall attend the policy committee meeting when the called-in item goes back for consideration.
- 14.6 Where a policy committee does not wish to accept the recommendation(s) of the Overview and Scrutiny Committee on a called-in decision, the decision shall be referred to Council.
- 14.7 The call-in procedure set out above shall not apply where the decision being taken by the policy committee is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's

or the public interest. The record of the decision shall state whether, in the opinion of the decision-making committee, the decision is an urgent one and, therefore, not subject to call-in. The committee taking the decision must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. The Chairman of the Overview and Scrutiny Committee shall be consulted before any matter is dealt with under this urgency procedure.

- 14.8 Urgency in this context goes further than the urgency provisions contained in the Local Government (Access to Information) Act 1985 relating to late reports. A report may well have been submitted to the relevant committee in good time but the implementation of the decision is nevertheless considered urgent.
- 14.9 The operation of the provisions relating to call-in and urgency shall be monitored annually.

15. Procedure at Overview and Scrutiny Committee Meetings

- 15.1 The Overview and Scrutiny Committee shall consider the following business –
- (a) minutes of the last meeting;
 - (b) declarations of interest;
 - (c) consideration of any matter referred to the Committee for a decision in relation to call-in of a decision;
 - (d) (responses of the policy committee(s) to reports of the Overview and Scrutiny Committee;
 - (e) the business otherwise set out in the agenda for the meeting; and
 - (f) the work programme.
- 15.2 Where the Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the Committee may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:
- (a) that the investigation be conducted fairly and all members of the Committee given the opportunity to ask questions of attendees, to contribute and speak;
 - (b) that those assisting the Committee by giving evidence be treated with respect and courtesy; and
 - (c) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.
- 15.3 Following any investigation or review, the Committee shall prepare a report for submission to the appropriate policy committee and/or Council as appropriate and shall make its report and findings public.

16. Oversight Commissions

16.1 Part of the role of the Overview and Scrutiny Committee is to provide support to the two policy committees by holding commissions on specific areas as requested by those committees.

To commence a commission: -

- The Prosperous Communities Committee and/or the Corporate Policy and Resources Committee will agree the purpose, scope and terms of reference of a commission and make a formal request via the Chair of Overview and Scrutiny (by formal report) that a commission is established to investigate in detail a particular issue from a national, regional, sub-regional and local perspective.
- The proposed report and terms of reference for a commission should be agreed with the Chair of Overview and Scrutiny Committee prior to being submitted to the commissioning policy committee for agreement.'
- In undertaking such a commission, the Overview and Scrutiny Committee may hold inquiries and investigate options for future direction in policy development. They may appoint advisers and assessors to assist in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address it on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so, as specified in the Constitutional operating procedures.
- If a budget is required this will need to be agreed by the commissioning Committee.
- The Overview and Scrutiny Committee will report back their findings to the Commissioning Policy Committee.

FORWARD PLAN FOR ALL COMMITTEES

Title	Lead Officer	Purpose of the report	Other C'tee	Decision Maker
OVERVIEW AND SCRUTINY				
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.		Overview and Scrutiny Committee 03/09/19
OCTOBER 2019				
Presentation Item - Lincolnshire Police	Ele Snow	To receive latest news and figures from Lincolnshire Police.		Overview and Scrutiny Committee 08/10/19
12 NOVEMBER 2019				
Selective Licensing Annual Update C & I	Andy Gray			Overview and Scrutiny 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.		Overview and Scrutiny Committee 12/11/19
31 MARCH 2020				

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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.	Overview and Scrutiny Committee 31/03/20
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CORPORATE POLICY AND RESOURCES

25 JULY 2019

5-7 Market Place Refurbishment	Wendy Osgodby	The refurbishment of 5-7 Market Place, including significant structural works.	Corporate Policy and Resources Committee 19/09/19
Paistor Southdale Development	Karen Whitfield	To approve plans for GP and residential development	Corporate Policy and Resources Committee 25/07/19
Roses Sports Ground - Football Foundation Application	Karen Whitfield	To request permission for the Council to be a joint applicant with the Trinity Foundation for funding	Corporate Policy and Resources Committee 13/06/19
Gainsborough Green Corridor & 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. 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	Corporate Policy and Resources Committee 25/07/19

and nearby green spaces.

Progress and Delivery Report - Period 1 2019/20	Mark Sturgess	This report presents performance of the Council's key services against agreed performance measures and indicates areas where improvements could be made, having regard to the remedial measures set out in the report.	Prosperous Communities Committee 16/07/19	Corporate Policy and Resources Committee 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 25/07/19

09 SEPTEMBER 2019

To introduce a Data Protection Appropriate Policy Document	Steve Anderson	To introduce a Data Protection Appropriate Policy Document to comply with the Data Protection Act 2018	Joint Staff Consultative Committee 05/09/19	Corporate Policy and Resources Committee 19/09/19
Introduction of a Privacy Management Framework	Steve Anderson	Introduction of a Privacy Management Framework to demonstrate compliance with the GDPR principle of accountability	Joint Staff Consultative Committee 05/09/19	Corporate Policy and Resources Committee 19/09/19

7 NOVEMBER 2019

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 22/10/19	Corporate Policy and Resources Committee 07/11/19
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Proposed Fees & Charges 2020/21	Sue Leversedge	proposed fees and charges for CP		Corporate Policy and Resources Committee 07/11/19
Budget and Treasury Monitoring Mid Year Review 2019/20	Tracey Bircumshaw, Sue Leversedge	Forecast outturn position as at 30th September 19		Corporate Policy and Resources Committee 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 17/03/20	Corporate Policy and Resources Committee 06/02/20
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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 06/02/20
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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 06/02/20
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9 APRIL 2020

Budget and Treasury Monitoring Period 4 2019/20	Tracey Bircumshaw, Sue Leversedge	to report final outturn position 2019/20		Corporate Policy and Resources Committee 09/04/20
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COUNCIL

1 JULY 2019

Making the Willoughton Neighbourhood Plan	Nev Brown	To make the Willoughton Neighbourhood Plan in accordance with the Neighbourhood Planning Regulations 2012.		Council 01/07/19
Membership of the Licensing Committee - Appointment of Additional Members	Katie Coughlan, Alan Robinson	To appoint additional Members to Licensing Committee in order that it meets the statutory requirements of the LA2003 and to reaffirm the Chairmanship in light of having re-appointed the Committee		Council 01/07/19
Treasury Management Annual Report 2018/19	Tracey Bircumshaw	To provide members with the annual report on treasury management performance 2018/19	Corporate Policy and Resources Committee 13/06/19	Council 01/07/19

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GOVERNANCE AND AUDIT

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 13/05/19
Unaudited Statement of Accounts	Caroline Capon	To present the		Governance and Audit Committee 18/06/19
Cost of Consultants and Agency Workers	Tracey Bircumshaw	Annual update for Members on the expenditure incurred during 2018/19 on the engagement of consultants and agency workers.		Governance and Audit Committee 18/06/19
Draft AGS 2018/19	James O'Shaughnessy	To provide a draft version of the Council's AGS for 2018/19		Governance and Audit Committee 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 23/07/19
Audited Statement of Accounts	Tracey Bircumshaw	To approve the Audited Statement of Accounts	Governance and Audit Committee 23/07/19
Annual Governance Statement 2017/18 Action Plan	James O'Shaughnessy	To present the updated position on the AGS 2017/18 action plan	Governance and Audit Committee 23/07/19
Annual Governance Statement 2018/19	James O'Shaughnessy	To present the Council's Annual Governance Statement and Action Plan for 2018/19	Governance and Audit Committee 23/07/19
EXTERNAL AUDIT REPORT - ISA 260	Tracey Bircumshaw	External Auditor, Mazars will present their ISA260 report relating to our Statement of Accounts 2018/19	Governance and Audit Committee 21/07/20
Annual Voice of the Customer Report 2018/19	Natalie Kostiuk	To summarise customer feedback from the year 2018/19 and analyse customer contact data to give a clear view of the voice of the customer	Governance and Audit Committee 23/07/19

15 OCTOBER 2019

Member Development - Annual Report	Alan Robinson	To demonstrate progress of Member Development over the previous 12 months and to set out proposals for the coming year.	Governance and Audit Committee 15/10/19
Internal Audit Q2 19/20	James Welbourn	To present the update for quarter 2 to G and A committee	Governance and Audit Committee 15/10/19
Local Government Ombudsman	Natalie Kostiuk	Report on the LGO Annual Review	Governance and

Annual Review Letter 2018/19		Letter 2019. Covering complaints to the LGO for the 2018-2019 period. Examining upheld complaints and benchmarking/trends.	Audit Committee 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 15/10/19
14 JANUARY 2020			
Internal Audit Q3 19/20	James Welbourn	To present the update for quarter 3 to G and A committee	Governance and Audit Committee 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 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 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 14/01/20
10 MARCH 2020			
Accounts Closedown 2019/20 - Accounting Matters	Caroline Capon	To review and approve the accounting policies actuary assumptions and materiality levels that will be used for the preparation of the 2018/19 accounts. For the External Auditor to explain	Governance and Audit Committee 10/03/20

the process of the External Audit of the Statement of Accounts and approach to the Value for Money Audit 2018/19.

14 APRIL 2020

Internal Audit Q4 19/20	James Welbourn	To present the update for quarter 4 to G and A committee	Governance and Audit Committee 14/04/20
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JOINT STAFF CONSULTATIVE

4 JULY 2019

Review of Safeguarding Procedure	Rachel Parkin	Changes to the safeguarding procedure for staff to ensure the process is correct and responsibilities for staff are clear.	Joint Staff Consultative Committee 04/07/19
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LICENSING

PROSPEROUS COMMUNITIES

16 JULY 2019

Vulnerable Persons Resettlement Scheme	Rachel Parkin	To discuss the participation into the Vulnerable Persons Resettlement Scheme	Prosperous Communities Committee 16/07/19
Appointment of Member Champions	Katie Coughlan	The annual appointment of Member Champions. I haven't inputted Management Team for now as it doesn't seem to	Prosperous Communities Committee 16/07/19

fit with the timescales for the first Prosperous of the year

Housing Assistance Policy Review	Andy Gray	To update the Housing Assistance Policy and amend certain criteria relating to specific grants.	Prosperous Communities Committee 16/07/19
Place Based Strategy	Grant White	Update on place based strategy including work in South West Ward and Hemswell Cliff.	Prosperous Communities Committee 16/07/19

10 SEPTEMBER 2019

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 10/09/19
Housing Assistance Policy Review	Sarah Elvin, Andy Gray	To update the Housing Assistance Policy	Prosperous Communities Committee 10/09/19
RAF Scampton Community Governance Review	Grant White	To present the case for initiating and completing a Community Governance Review.	Prosperous Communities Committee 10/09/19

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 22/10/19
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3 DECEMBER 2019

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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 03/12/19
Update on Gainsborough Market	Ady Selby	Update on delivery of Gainsborough Market	Prosperous Communities Committee 03/12/19

REGULATORY

12 SEPTEMBER 2019

Public Space Protection Orders - Gainsborough Cemeteries	Andy Gray	To provide consultation results to Committee and make a recommendation on a Public Space Protection Order	Regulatory Committee 12/09/19
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DECEMBER 2019

Public Space Protection Orders - Gainsborough Town Council Land	Andy Gray	To provide committee with feedback in relation to any future PSPOs that may be considered on Town Council land.	Regulatory Committee 05/12/19
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Overview and Scrutiny (as of 17 June 2019)

Purpose:

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

Recommendation:

1. That members note the contents of this document.

Title	Lead Officer	Purpose of the report
3 SEPTEMBER 2019		
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.
8 OCTOBER 2019		
Presentation Item – Lincolnshire Police	Ele Snow, Democratic and Civic Officer	To receive latest news and figures from Lincolnshire Police
12 NOVEMBER 2019		
Selective Licensing Annual Update O&S	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.
7 JANUARY 2020		

18 FEBRUARY 2020

31 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.

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.
