

AGENDA

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

Overview and Scrutiny Committee
Tuesday, 3rd September, 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 Overview and Scrutiny Committee held on 25 June 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 23 August 2019.

5. Public Reports

- i) Progress and Delivery Report - Period 1 2019/20 9 - 39

6. General Work Items

- i) Forward Plan 40 - 50
- ii) Committee Workplan 51 - 52

7. Exclusion of Public and Press

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act.

8. Preparation for Presentation by Lincolnshire Police 53

To discuss areas of concern within West Lindsey in preparation for the presentation on crime, disorder and public safety from Lincolnshire Police, under Section 19 of the Police and Justice Act 2006.

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Friday, 23 August 2019

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Overview and Scrutiny Committee held in the Council Chamber - The Guildhall on 25 June 2019 commencing at 6.30 pm.

Present: Councillor Mrs Lesley Rollings (Chairman)
Councillor Mrs Diana Rodgers (Vice-Chairman) and
Councillor Mrs Angela White (Vice-Chairman)

Councillor Mrs Caralyne Grimble
Councillor Cherie Hill
Councillor Lewis Strange
Councillor Jeff Summers

In Attendance:
Alan Robinson Strategic Lead Governance and People/Monitoring Officer
Andy Gray Housing and Enforcement Manager
Ellen King Senior Performance Officer
Natalie Kostiuk Customer Experience Officer
Ele Snow Democratic and Civic Officer

Apologies: Councillor Mrs Angela Lawrence
Councillor Roger Patterson
Councillor Mrs Judy Rainsforth

1 CHAIRMAN'S WELCOME

The Chairman welcomed all present to the first meeting of the Overview and Scrutiny Committee of the Civic Year, with special mention to those Councillors who had been newly elected.

2 MINUTES OF THE PREVIOUS MEETING

RESOLVED that the Minutes of the meeting of the Challenge and Improvement Committee held on 2 April 2019 be confirmed and signed as a correct record.

3 MEMBERS' DECLARATIONS OF INTEREST

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

4 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 17 June 2019.

The Democratic and Civic Officer explained there was one completed matter on the schedule which was clarified for new Members of the Committee. It was highlighted that it was related to the completed work of the Public Realm Working Group and the resulting report would be scheduled into the forward plan. With no further comment it was

RESOLVED that the Matters Arising Schedule as at 17 June 2019 be received and noted.

5 VOICE OF THE CUSTOMER ANNUAL REPORT

The Customer Experience Officer introduced the Voice of the Customer report for consideration by the Committee. She explained that it was an annual report covering all aspects of customer feedback including satisfaction levels, rather than focussing on complaint information, and also sought to identify drivers for improvement across the council. For those who were not aware of recent changes to the customer complaints process, this was explained and highlighted that the report being presented was the first full year's worth of data.

Members were informed that the collected data regarding comments, compliments and complaints had been more clearly categorised with the aim of making it easier to identify trends. It was highlighted that the number of compliments and comments had increased and the number of complaints had decreased. The Customer Experience Officer also explained that the percentage of upheld complaints had decreased. She detailed how the data was broken down per service area with a comparison to the previous year's data. This was with the exception of waste services and street cleansing which had previously been categorised together but had now been separated.

The final point highlighted for Members was regarding learning outcomes and improvement actions which had arisen as a result of feedback received or the outcome of complaint investigations. The Committee was told about several changes that had been implemented in the ground floor Customer Services area as a result of customer feedback or complaint outcomes.

Committee Members expressed their thanks to the Customer Experience Officer and noted the positive changes that had been implemented. There was discussion regarding certain areas of the report such as the average number of days to respond and specific service complaints. The Committee heard that the average number of days to respond had increased, however, the context of this was against a previous three stage complaint process where each team dealt with their own complaints rather than the current process with one Officer, independent of the team, investigating from start to finish. It was also noted that the average response time of 7.3 days was well below the target of 21 days. Where there had been an unexpected increase in complaints, for example for Arts and Leisure, it was explained that this tended to be where there had been service changes implemented which had not been welcomed by all existing customers. It was highlighted that for the same service area there had been compliments and comments in favour of the changes and the overall feedback had been positive.

There was further discussion regarding communication access routes for customers, such as online, telephone or face to face and it was confirmed that there was ongoing

improvement work for both online and telephone services but that customers would always be able to choose their preferred way of contacting the authority.

The Chairman thanked the Customer Experience Officer for the detailed report and it was

RESOLVED that the Annual Voice of the Customer Report be noted.

6 PROGRESS AND DELIVERY REPORT - PERIOD 4 2018/19

The Committee gave consideration to the Progress and Delivery Report for period four of the 2018/19 civic year. The Senior Performance Officer explained it was a report of exceptions, that was to say, the report covered areas that were above or below target and did not detail the areas that were on target. She explained that the report was seen by both policy committees and Members were provided with the minutes from those committees. The Senior Performance Officer highlighted a couple of areas for Members, specifically Trinity Arts Centre which had shown particularly good service over the past 12 months and Waste Collection Services which were above target in all areas. She also highlighted the Home Choices service as an area of concern but explained that there had been a performance workshop held, the results of which, including the action plan, would be covered in the period one report for the 2019/20 civic year.

The Chairman invited comments from the Committee and there was significant discussion regarding the areas that were under-performing over two or more periods. The Chairman suggested it was important for the performance measures to accurately reflect the day to day functioning of each service. She gave an example that the number of paid for market stalls might not always match with the number of active market stalls. It was also noted that targets had to be realistic to ensure a service was not consistently shown as under- or over-performing simply because the target was unrealistic.

The Senior Performance Officer reiterated that this was the final report for the previous year and confirmed that performance measures had been reviewed. These would be reflected in the first period report which would be seen by the Committee at the September meeting. The Monitoring Officer highlighted that the purpose for the Overview and Scrutiny Committee was to review whether the two policy committees had given sufficient challenge to the data within the report and whether it was felt there were other areas to be addressed.

There was further discussion regarding the services highlighted by the policy committees, such as the Home Choices Team, and the Senior Performance Officer confirmed that the details for the action plan for this service would be included in the next report. The Monitoring Officer commented that there had been legislative changes in some areas, which had understandably had an impact on teams' performance, however the updated performance measures had now taken those changes into account and performance would be measured more accurately against the amended legislation from period one onwards.

The Chairman read aloud the recommendation from the report and with no further comment it was

RESOLVED that Members be assured that suitable challenge had been made by both policy committees to the information contained within the report.

7 OVERVIEW AND SCRUTINY OPERATING METHODOLOGY

The Chairman invited the Democratic and Civic Officer to introduce the report regarding the Overview and Scrutiny Operating Methodology. The Officer explained that, as per the Constitution, the Operating Methodology for the Committee was reviewed every year and then agreed by the Committee at the start of each municipal year. She stated that, as a result of the recent scrutiny review, the Operating Methodology had been re-written to ensure it was clear, concise and reflected the working methods of the Committee, but the detail of how the Committee should work had not been changed.

The Chairman invited comments from the Committee and there were questions as to why an item could not be called-in if it had been subject to pre-decision scrutiny. The Monitoring Officer explained that if the Committee was involved in pre-decision scrutiny, it then became a part of the decision-making process and could not be considered unbiased. For this reason, the decision could not then be called-in. He highlighted that the Committee had always functioned in such a way and this had not been changed from previous Operating Methodologies.

There was further discussion regarding the time scales for call-in, with a Member of Committee noting that policy committee decisions could be implemented before there was the opportunity to call-in the decision. The Monitoring Officer stated that the authority could not enact a decision prior to the close of the call-in period, except in extreme circumstances, and suggested that with the use of pre-decision scrutiny, there need not be any concern about delayed decisions.

With no further comments it was

RESOLVED that the Overview and Scrutiny Operating Methodology, for implementation throughout the 2019/20 Civic Year, be approved.

8 FORWARD PLAN

The Democratic and Civic Officer introduced the forward plan and explained that it showed all the items due to be seen through the committee system over the coming months. As discussed in the Operating Methodology, the Committee could request reports for pre-decision scrutiny or use the forward plan as an overview of upcoming important decisions.

With no items requested at this time it was

RESOLVED that the forward plan be noted.

9 COMMITTEE WORKPLAN

The Democratic and Civic Officer introduced the workplan for the coming months and highlighted that items would be added as identified throughout the municipal year.

The Chairman requested that an invitation be extended to the Environment Agency to talk

with the Committee about issues with flooding in the district. It was acknowledged it was a complex area and residents would expect the Council to maintain open dialogue. It was also suggested that other relevant organisations, such as Severn Trent and Anglian Water may also be able to add to the conversation.

Members of Committee accepted there would be further items added to the work plan and with no further discussion it was

RESOLVED that:

- a) an invitation be extended to the Environment Agency to attend a future committee date; and
- b) the workplan be noted.

The meeting concluded at 7.56 pm.

Chairman

Overview and Scrutiny Committee Matters Arising Schedule

Purpose: To consider progress on the matters arising from previous Overview and Scrutiny Committee meetings.

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Green					
	Invitation for Environment Agency to attend O&S	Invite the Environment Agency to attend O&S re flooding concerns across the district		27/09/19	Ele Snow



**Overview and Scrutiny
Committee**

Tuesday 3 September, 2019

Subject: Progress and Delivery Report - Period 1 2019/20

Report by:

Executive Director of Operations

Contact Officer:

Mark Sturgess
Executive Director of Operations

mark.sturgess@west-lindsey.gov.uk

Purpose / Summary:

To consider the Progress and Delivery report for period one 2019-20.

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.
2. To agree to the formation of a Member working group, comprising Members of O&S Committee, whose remit will be to oversee the performance measure and target setting process in readiness for 2020/21.

IMPLICATIONS

Legal:
There are no legal implications as a result of this report

Financial : FIN/41/20/SL
There are no financial implications as a result of this report

Staffing :
There are no staffing implications as a result of this report

Equality and Diversity including Human Rights :

N/A

Risk Assessment :

N/A

Climate Related Risks and Opportunities :

N/A

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

N/A

Call in and Urgency:

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

Yes No

Key Decision:

Yes No

1.0 Introduction

Councillors have received Progress and Delivery (P&D) reports since 2012. These performance reports provide information on how the Council is performing using a balanced scorecard approach that measures performance of Council services based on the following perspectives:

- Customer
- Financial
- Process
- Quality

The purpose of the P&D reporting cycle is to provide Councillors on policy committees the opportunity to discuss service based performance with officers and for Councillors to be given assurance that proposed measures to remedy consistently below target performance are sufficient enough to allow for required improvements. Once the report has been received by each policy committee, the Council's Challenge and Improve Committee is given the opportunity to scrutinise any challenges made, thus feeding in to a cycle of continuous improvement of the Council's performance management processes.

As per the Council's Constitution, this report provides information on an exception basis, i.e. those performance measures that are performing above or below agreed targets for at least two consecutive periods. Where performance is below expected standards, Team Managers are required to provide explanatory commentary, including what remedial action is/will be taken to improve performance to the expected level. Performance measures that are performing within agreed tolerance levels are not included in this report, though all P&D performance measures continue to be monitored corporately, facilitated by the Performance and Programmes Team.

Performance measures for 2019/20 were agreed by a member steering group in February 2019. The Council is scheduled to begin its measure and target setting process for 2020/21 during period three and it is recommended that a member working group comprised of members of Overview and Scrutiny Committee is established to oversee the process, with officer support from the Performance and Programmes Team.

How to use this report

Performance is assessed using the RAG traffic light system as follows:

	Performance is below agreed tolerance levels
	Performance is within agreed tolerance levels
	Performance is better than agreed tolerance levels.

The municipal year is divided into four periods in alignment with the Council's committee schedule. Period one covers April and May, period two runs from June – September, period three covers October – December and period four runs from January – March. As well as current performance, information for the preceding three periods is included in the report on a rolling basis to provide context and to allow for comparison. In addition, direction of travel is also included which compares performance for the current period to the same period the previous year, i.e. period one 2019/20 is compared to period one 2018/19.

	Performance has improved
	Performance has remained static
	Performance has declined

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Executive Summary

1.0 Overall Summary of Performance

Table one shows a summary of service performance for period one (April-May) 2019/20 which also includes the preceding three periods for comparison. A total of 88.6% of the Council's key performance indicators are either meeting or exceeding target compared to 11.4% that are below target. Further information relating to those areas that have performed above target can be found in the 'commentary' column of [Table 2](#) (measures where performance is outside agreed tolerance for two periods or more), and in the associated tables in [Appendix A](#).

57.7% of all performance measures are outside agreed tolerance levels (red or green) for the period. Of these, 50% have been outside agreed tolerances for two periods or more. Of these indicators:

- 60.7% of indicators have been above target for two periods or more (green), equating to 17 indicators.
- 21.4% have been below target for two periods or more (red), equating to 6 indicators.
- The remaining 17.9% (or 5 indicators) have been outside tolerance for at least two periods but the position is mixed, i.e. performance has moved from above to below target (green to red); or from below to above target (red to green).

RAG	2018/19			2019/20
	Period Two	Period Three	Period Four	Period One
Exceeding target	43%	32%	36%	48%
Meeting target	30%	45.5%	48%	40.6%
Below target	23%	21.5%	16%	11.4%
Missing information	4%	1%	0%	0%

Table 1: Overall summary of performance

2.0 Identified Improvement Actions

[Table 2](#) identifies measures where performance is outside agreed tolerance (red or green) for two periods or more. Where remedial action has been identified to ensure underperformance is rectified, this has been included in the 'commentary' column.

Those measures where additional improvement action has been requested by Management Team have been highlighted below, Members will be kept informed of progress on a rolling basis through Progress and Delivery reporting.

[Home Choices](#)

A performance workshop was held on 10th April 2019 and the following improvement actions were identified.

Action(s)	Who	When	Updates
Temporary accommodation usage			
Understand funding opportunities from the burden budget for additional referrals	Home Choices Team Manager	Period 2 (2019/20)	
Bed and breakfast nights			
Identify escalation process to raise complex cases as soon as possible	Home Choices Team Manager / Executive Director of Resources	Period 2 (2019/20)	
Need to ensure potential long-term customers and reference in performance reports	Home Choices Team Manager	Ongoing	
Action(s)	Who	When	Updates
Average length of stay in temporary accommodation			
Need to understand maximum and minimum time in performance levels	Home Choices Team Manager /	Period 2 (2019/20)	

	Senior Performance Officer		
Make linkages with Enforcement Manager in regards to customers being made homeless due to arrange closure of housing as a result of sub-standard conditions	Home Choices Team Manager	Period 2 (2019/20)	
Homelessness Prevention			
Need to explore Discretionary Housing Payment (DHP) usage at WLDC; how are the payments used? What is the process and identify improvements	Home Choices Team Manager / Benefits Team Manager	Period 2	
Safeguarding			
Need to ensure measure sets are reflective of compliance measures	Home Choices Manager / Senior Performance Officer	Period 2	
Monitor performance at service level with annual report to Prosperous Communities Committee	Home Choices Team Manager	TBC	
Wellbeing			
Monitor performance at a service level with six monthly report to Prosperous Communities Committee	Home Choices Team Manager	TBC	
All Performance Measures			
Implementation of team training and development plan	Home Choices Team Manager	Ongoing	
Instigate benchmarking of measures	Home Choices Team Manager / Senior Performance Officer	Period 2 (2019/20)	The Senior Performance Officer is working with other local authorities to enable benchmarking to take place. A meeting is scheduled with South Kesteven DC in July 2019 specifically to focus on homelessness benchmarking.
Team Specific			
Development of operational risk register	Performance & Programmes Team Manager	Period 2 (2019/20)	

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

Service	Measure	Preceding three periods			Current period		
		P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	Current Target	P1 (2019/20)	Commentary
Asset and Facilities Management	Rental income – car parks	£67,616	£44,840	£45,620	£308,300	£120,588	The bulk of income for this period comes from car parking permits; sales of which always peak during period one. The annual target of £308,300 was set in line with the Medium-Term Financial Plan (MTFP) which assumes a buyer would be found for the former Lidl site. However, this hasn't been the case meaning it is unlikely the target will be met by year-end unless a buyer is found during period two or three.
	Rental income – received assets	£191,821	£130,033	£112,274	£671,700	£125,405	The target set is for the year as a whole. Current performance suggests this is on track to be met.
	Rental portfolio voids	8%	9%	8%	12%	7%	No issues noted.
Benefits	End to end processing times	4.5 days	5.2 days	3.7 days	5 days	3.9 days	Fewer new claims received as claimants are being transferred to UC meaning there are fewer transactions to process.
	Number of claims older than 30 days	20.0	14.3	9.0	20	15.5	There are fewer new claims received due to claimants transferring to UC. This makes it easier to manage the number of older claims.
Building Control	Income received	£78,632	£49,804	£51,365	£44,600	£55,025	There has been an unusually buoyant market and a greater focus by the service on marketing our core business with almost double the amount of quotations sent in April and May compared to the preceding two months. This has generated more applications.
Council Tax and NNDR	Number of properties on the tax base per FTE	5,528	5,798	5,737	5,000	5,384	369 fewer properties compared to last year due to a member of staff being on long-term sick leave and three staff members on maternity leave. All vacancies have been filled and staff training is ongoing which will lead to an improvement in performance during period 2. Performance remains above target, despite staffing issues.
	NNDR collection rate	58.39%	82.77%	98.63%	95.11%	25.81%	The target is set for the year as a whole and current performance suggests this will be met or exceeded. A total of £4,458,385.87 has been collected during period 1. The Inland Revenue paid its instalment earlier than usual (in April) which equates to 1.74% of the overall debt. The police headquarters have also paid instalments earlier than usual, equating to 0.4% of the total debt. Early payments are a one-off situation that may not be repeated next financial year.

		Preceding three periods			Current period		
Service	Measure	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	Current Target	P1 (2019/20)	Commentary
Democratic Services	% of FOIs turned around in the statutory time limit	99%	100%	100%	99%	100%	There have been 122 FOIs received during the period. The increase in requests can be linked to the implementation of GDPR which has increased people's awareness of their rights to access information. Information continues to be made publicly available where possible in an effort to reduce the number of requests received.
Development Management	% of major planning applications determined on time	100%	100%	100%	90%	100%	14 major applications were determined within statutory timescales during the period.
	% of non-major planning applications determined on time	99%	99%	99%	80%	99%	Of the 148 non-major applications during the period, 147 were determined on time.
	Planning appeals allowed as a % of all appeals	2%	2%	1%	9%	2%	During the period, 3 appeals were allowed and 2 were dismissed
Enforcement and Community Safety	% of licensed properties in Gainsborough south-west ward	77%	82%	82%	90%	95%	95% of properties in the south-west ward are now licensed which equates to 626 properties. Licensing of properties is ongoing where new landlords enter the market. There will always be a certain percentage of properties that are unlicensed as we are in an ongoing process of identifying new, unlicensed properties.
Healthy District	Customer satisfaction with West Lindsey leisure facilities	95%	95%	95%	80%	94%	Satisfaction levels remain consistently high and will continue to be monitored.
	Volume of people using the West Lindsey leisure centre	96,674	65,632	92,303	52,500	57,131	Usage has increased by 11.5% compared to the same period last year.
Home Choices	Number of households in temporary accommodation	23	23	34	12	20	High risk offenders and people with complex needs have been refused assistance from a number of move on projects. A new procedure has been established to ensure that exit plans are agreed before the customer moves in. Regular meetings are held with support staff and the customer with clear

		Preceding three periods			Current period		
Service	Measure	P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	Current Target	P1 (2019/20)	Commentary
							guidelines set out from the start about what is acceptable behaviour and what is expected of the customer in finding future accommodation.
	Number of cases prevented from becoming homeless within the statutory target	80	57	58	60	48	Performance continues to decline. Explanation as above
	Number of nights spent in B&B accommodation	123	77	148	0	59	Performance has improved by 30 days compared to the same period last year. Three families were unable to be accommodated on police advice due to violence related issues. Performance has improved by 30 days compared to the same period last year but remains below target.
Housing	Average cost of Disabled Facilities Grants (DFGs)	£7,259	£7,094	£6,214	£7,500	£3,859	The average cost of a DFG has reduced by 60.9% compared to the same period last year. It is difficult to predict performance across periods as it depends on the type of work carried out.
Page 17	Average number of days from DFG referral to completion	124	132	133	120	199	The increase in days from referral to completion is due to long-term staffing absence. The staffing absence has now been resolved and performance is expected to come back on target during period 2.
Licensing	Income received	£51,804	£28,650	£31,278	£118,700	£22,476	The target is for the year as a whole and performance is measured against direction of travel. Income is up by 13.7% compared to the same period last year. This is a result of an increase in licensing applications received, in addition to the increase in animal welfare fees as a result of recent changes in legislation.
	% of licensing applications processed in the target time	96%	86%	86%	96%	99%	Performance has improved significantly from the last quarter of 2018/19.
	Number of licensing applications received	299	282	232	130	178	The number of applications has increased.

Service	Measure	Preceding three periods			Current period		
		P2 (2018/19)	P3 (2018/19)	P4 (2018/19)	Current Target	P1 (2019/20)	Commentary
Local Land Charges	Number of searches received	440	924	633	386	158	The number of searches received is impacted by the housing market and searches are lower than expected across the industry.
	Market Share	64%	65%	59%	65%	68%	Although the number of searches is lower than expected, the Council's market share has improved, showing confidence in the service provided by the Council.
Town Centre Management	Average number of paid for market stall - Tuesday	15.7	12.6	13	14	9.5	During the period, a total of 74 stalls have been paid for, compared to 129 for the same period last year, this represents a 43% decrease. This is due to traders giving notice, adverse weather and long-term sickness of traders. In house operational changes have been implemented which should lead to efficiency savings being made by the end of 2019/20. An interim arrangement is in place with Marshall's Yard in the meantime.
Trinity Arts Centre	Audience figures	6,414	5,747	4,548	2,400	3,136	Audience figures have increased by 2.89% compared to the same period last year
Waste Collection	Missed black and blue bin collections	318	255	198	95	105	There has been a high staff turnover during the period (leavers and new starters) which has affected performance. Missed bins collected within the service level agreement of 5 days remains within acceptable tolerance at 93% for the period. Regular crews will be kept together in order to reduce the number of missed collections. Further training is being provided for office staff following an office staff restructure.

Table 2: Measures performing outside agreed tolerance levels for at least two consecutive periods

Corporate Health

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast outturn	0.31%	0%	2.35%	↑	Performance remains above target	Continue to monitor
Time taken to pay invoices	11.4 days	14 days	9 days	↑	The time taken to process invoices has improved by 21% compared to the same period last year	Continue to monitor
% of debtors that are late by 30 days or more	N/A	NTS	6.69%	N/A	This is a new measure for 2019/20.	2019/20 is a baseline year and a target will be set in 2020/21.
Average Customer satisfaction rating out of 5*	N/A	3.5*	3.8*	N/A	This is a new measure for 2019/20. Satisfaction is rated out five stars with a target of 3.5 stars which equates to a 75% satisfaction rating. This is based on baseline data gathered during 2018/19.	Further work has been carried out to enable additional services to collect customer satisfaction and these will be included in the results for period 2.
Complaints received	32	NTS	44	↓	Complaints have increased by 37.5% compared to the same period last year. The complaints received can be categorised into the following areas: quality of service (24), decision made (6), staff behaviour (4), manner of staff communication (1), incorrect information provided (3), lack of communication or response to the customer (1) and missed bins (2). The remaining 3 complaints were out of scope.	Detailed analysis will be undertaken to identify any trends. There has been an increase in complaints regarding missed garden waste collections. Customer Services is working with the garden waste service to ensure customer expectations are met.
% of complaints where the Council is at fault	44%	45%	46%	↓	Analysis of the complaints received during the period will be completed by the end of July with the findings to be discussed at Quality Monitoring Board where recommendations for improvement will be made.	The planned service redesigns will identify where improvements can be made to improve the customer's experience.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Average number of days to resolve a complaint	9 days	21 days	5.6 days	↑	The time taken to resolve complaints has improved by 3.4 days compared to the same period last year, despite the increased number of complaints.	Continue to monitor
Digital demand	44%	NTS	33%	↓	Demand has fallen compared to the same period last year as a result of the early launch of green waste subscriptions which resulted in a peak in digital demand in January.	Digital demand for services varies according to customer requirement and how services are delivered to customers. The same pattern is expected to emerge for 2020/21 garden waste subscriptions; therefore the expected peak will be captured in performance figures for period 4.
% of calls answered within 21 seconds	82%	80%	81%	↓	The volume of calls to the Council has decreased which is part of a wider trend for a reduction in customer contact across all channels	Continue to roll out the Customer First programme and embed the customer standards
Staff absenteeism	0.41 days	0.6 days	0.46 days	↓	Sickness absence remains consistently above target.	Continue to monitor
Server and system availability	100%	98%	100%	→	Performance remains consistently above target.	Continue to monitor
Number of data breaches resulting in action by the ICO	N/A	0	0	N/A	New measure for 19/20. There have been 20 data breaches reported during the period, all of which have been dealt with internally and did not require escalation to the ICO.	The majority of data breaches relate to user error. This is being mitigated through improved GDPR training and consistently reinforcing good practice to all staff.

Table 3: Corporate Health measures

Appendix A: Service Exceptions

Asset and Facilities Management

Despite an increase in rental income compared to the same period last year, it is not expected that the target for the year as a whole is likely to be met. As agreed by fees and charges, parking permits effectively doubled in price, accounting for the increased income during period one, however, the majority of permits have been purchased now and it is not expected that this increased income will continue. Although the income target has been reduced to account for the lack of income from the former Lidl site, it is still a stretch target and, unless the former Lidl site is occupied, it is not anticipated that the target will be met by year end.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Planned Maintenance	65%	70%	18%	↓	The planned works programme and general servicing contracts have not yet commenced. Responsive maintenance for the period stands at 82%	Most planned works are performed and paid for in the second half of the year. Condition surveys are due to be carried out in September 2019. Performance is therefore expected to meet the year-end target.
Rental income – car parks	£72,773	£308,300	£120,588	↑	The bulk of income for this period comes from car parking permits; sales of which always peak during period one. The annual target of £308,300 was set in line with the Medium-Term Financial Plan (MTFP) which assumes a buyer would be found for the former Lidl site. However, a buyer hasn't yet been identified.	Unless a buyer is found for the former Lidl site during period two or three, it is unlikely that the year-end target of £308,300 will be met.
Rental income – received assets	£123,542	£671,700	£125,405	↑	The target set is for the year as a whole. Current performance suggests this is on track to be met.	The circa £2,000 increase in income compared to the same period last year is a result of Retail Price Index rent reviews.
Rental portfolio voids	2%	12%	7%	↓	The number of voids has increased by 1 additional property (30 Church Street) but both this, and the former Lidl premises have offers currently out. There has also been interest received from 2 parties in relation to space at The Plough Business Hub.	Timelines are dependent on how the lease negotiations progress.

Table 4: Asset and Facilities Management performance exceptions

Benefits

April and May have been busy months for claim reviews but the team has seen a steady fall in New Claims received as most working age claimants now claim Universal Credit (UC) for help with housing costs. There has been a high demand for Discretionary Housing Payments (DHPs), with many applications received from people wishing to move house or finding that budgeting is a problem following the transfer to UC. End to end processing times for new claims and changes in circumstance have fluctuated during the period and this will continue to be monitored.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
End to end processing times	5.6 days	5 days	3.9 days	↑	Fewer new claims received as claimants are being transferred to UC meaning there are fewer transactions to process.	Continue to monitor
Number of claims older than 30 days	22	20	15.5	↑	There are fewer new claims received due to claimants transferring to UC. This makes it easier to manage the number of older claims.	Continue to monitor. The length of claims is affected by the customer's circumstances which are sometimes beyond the Council's control.

Table 5: Housing Benefit and Local Council Tax Support performance exceptions

Building Control

The service has seen a higher than expected number of applications during the period and this is reflected in the income figures, particularly in May. This is a result of the service placing a higher emphasis on core business. At 71%, market share is down compared to the same period last year (82%) although performance is still within agreed parameters. Of the applications received during the period, 72 were building notices, 35 were full plan applications, 2 were partnership applications, 10 were partnership applications from other authorities and 2 were regularisation applications. A member of staff has left during this period and the recruitment process is underway to fill this vacancy with a new officer expected to be in post by October 2019, pending a successful recruitment process.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Income received	£40,453	£44,600	£55,025	↑	There has been an unusually buoyant market and a greater focus by the service on marketing our core business with almost double the amount of quotations sent in April and May compared to the preceding two months. This has generated more applications.	Continue to monitor

Table 6: Building Control performance exceptions

Contracts Management and Procurement

It has been a busy start to the year, with a number of procurement exercises run to obtain support for the delivery of the Council's key capital projects. Across all work areas, nine contracts have been awarded in the period, of which three were awarded to local suppliers.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
% of contracts awarded to local suppliers	22%	20%	33%	↑	Local contractors were awarded three out of a possible nine contracts during the period.	Continue to monitor.

Table 7: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

A total of 45,206 Council Tax bills were issued in March with 2,185 reminders issued during May in respect of unpaid April instalments. The new long-term empty property premium was implemented in April, including a policy for exceptions to be claimed providing certain criteria were fulfilled. Five such exception applications have been received so far, all of which have been awarded in line with the policy.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
No of properties on the Council Tax base per FTE	5,753	5,000	5,384	↓	369 fewer properties compared to last year due to a member of staff being on long-term sick leave and three staff members on maternity leave.	All vacancies have been filled and staff training is ongoing which will lead to an improvement in performance during period 2.
Council Tax in year collection rate	20.01%	98.08%	19.88%	↓	The target set is for the year as a whole and current performance suggests this target will be met or exceeded. A total of £12,882,516.10 has been collected during period 1. A total of 8,957 customers are paying over 12 instalments and there has been an increase in collectible debit from 2018/19 of £3.6 million.	The team rigorously pursue non-payment of Council Tax; with reminders being issued every month and summonses issued most months. Recovery action is taken in accordance with legislation.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
NNDR in year collection rate	25.70%	95.11%	25.81%	↑	The target is set for the year as a whole and current performance suggests this will be met or exceeded. A total of £4,458,385.87 has been collected during period 1. The Inland Revenue and Police headquarters have paid their instalments earlier than usual which equates to 2.14% of the total debt.	Early payments are a one-off situation that may not be repeated next financial year. NNDR continues to be monitored monthly, with regular monitoring meetings held with City Of Lincoln Council.
Cost of service per property tax base	£6.85	£9.10	£10.15	↓	The costs for May have not yet been posted.	Ensure costs are posted before the close of period going forward.

Table 8: Council Tax and NNDR performance exceptions

Democratic Services

Democratic Services have been busy following the local elections in May. New and returning Members have been inducted into the Council, with 19 training sessions and familiarisation events held during the period. The roll out of new equipment for Members has been positive with good feedback so far. The Council continues to receive increased volumes of Freedom of Information Requests (122 for period 1 compared to 120 in the same period last year) but has maintained its 100% response rate within statutory timescales. The increase in FOI requests can be linked to the implementation of GDPR which has increased awareness of people's rights to access information. FOI requests have been received across 39 different areas with the most frequent requests relating to Business Rates, Planning, Housing and ICT.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
% of FOIs turned around in the statutory time limit	100%	99%	100%	→	There have been 122 FOIs received during the period. The increase in requests can be linked to the implementation of GDPR which has increased awareness of people's rights to access information.	Information continues to be made publicly available where possible in an effort to reduce the number of requests received.
Number of FOI challenges that are subsequently upheld	0	5	0	→	No challenges upheld during the period	Continue to monitor

Table 9: Democratic Services performance exceptions

Development Management

The number of applications received during the period was above target, with a higher number of non-major planning applications received. This is reflected in the fee income for the period of £104,310 which is on track to meet the year-end target although income is £10,570 lower than the same period last year. Performance remains high for processing all types of planning applications and the quality of decisions made is reflected in the fact that only 2% of all appeals were allowed.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Received planning applications	259	230	278	↑	Applications for the period can be broken down as 4 majors, 61 minors, 85 other and 128 additional.	Continue to monitor
% of major planning applications determined on time	92%	90%	100%	↑	There were 14 major applications determined within statutory timescales during the period.	Continue to monitor
% of non-major applications determined on time	100%	80%	99%	↓	Of the 148 non-major applications during the period, 147 were determined on time.	Continue to monitor
Appeals allowed as a % of all appeals	0%	9%	2%	↓	During the period, 3 appeals were allowed and 2 were dismissed	Continue to monitor

Table 10: Development Management performance exceptions

Enforcement and Community Safety

Revised measures are in place for housing and planning enforcement that provide a more accurate reflection of performance across all aspects of the service's activity. It should be noted that significant progress has been made in regards to performance measures for planning and housing enforcement and officers should be commended for their work not only in regards to day to day cases, but also for the successful prosecution achieved during the period. There has been a significant improvement in the number of housing enforcement cases closed with 81% of cases being closed within six months. In May, 86% of cases were provided with an initial response within 20 working days. The time taken to resolve enforcement requests has reduced by 31 days which is a significant improvement and further demonstration of progress within the service. The licensing of properties in the South-West Ward continues to progress and it is estimated that 95% of eligible properties are now licensed, bringing the total to 626. Alongside this, compliance continues to be achieved for community safety notices and resolution of community based issues. There have been 12 formal notices served during the period alongside prosecutions being progressed and civil penalties being issued.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Average time before a community safety case is closed	10.5 days	15 days	8 days	↑	Work relating to community safety continues to achieve compliance with notices and resolution of community based issues.	Continue to monitor.
Number of community safety cases closed following compliance with Fixed Penalty Notices (FPN)	N/A	40	50	N/A	The average time taken to close a community safety case has reduced by 13.5% to 8 days. This is due to the reduction in longstanding cases and a now consistent and ongoing caseload for early presentation of waste offences in the south-west ward which, in most cases, are able to be closed within a week.	Continue to monitor.
% of licensed properties within the South-West ward	73%	90%	95%	↑	95% of properties in the south-west ward are now licensed which equates to 626 properties.	Licensing of properties is ongoing where new landlords enter the market. There will always be a certain percentage of properties that are unlicensed as we are in an ongoing process of identifying new, unlicensed properties.
% of housing enforcement cases closed within 6 months	N/A	75%	81%	N/A	There have been 12 formal notices issued during the period alongside prosecutions being progressed and civil penalties being issued.	Continue to monitor.

Table 11: Enforcement performance exceptions

Garden Waste Collection

The online subscription form was opened to customers in January, which was earlier than the previous year and ensured that customers were provided with as many opportunities to subscribe to the service as possible. A new system to allow repeat customers to renew their subscriptions online was rolled out this year. Some customers did report issues accessing the online form though these were satisfactorily resolved by Customer Services and frequent comms messages were put out to notify customers and keep them informed during periods of high demand. Negotiations are currently ongoing with the Council's payment provider to ensure these issues are resolved going forward. Problems with the production of bin subscription stickers, late subscribers to the scheme and new crews becoming acquainted with the collection rounds resulted in missed bins at a level anticipated by the service and plans are in place for next year to ensure that stickers are sent earlier in the year to new customers during year three to prevent repeat problems. Changes have been made to the round sheet to highlight new subscriptions/ renewals to assist crews on their rounds which will result in a reduction of missed collections.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Income generated by the Garden Waste service	£850,199	£780,615	£882,385	↑	A successful comms campaign during the period resulted in an increase in customers.	Some residents are presenting their bins without a subscription. The crews are placing hangers on these bins with instructions for customers of how to renew their subscription.
Subscription take up	N/A	58%	62%	N/A	This is a new measure for 2019/20. A total of 2,530 bins were sold during the period.	The service continues to be marketed to residents with a clear comms plan in place.
% of garden waste collections that were missed	N/A	0.2%	0.14%	N/A	This is a new measure for 2019/20. The volume of missed bins has reduced by 21 bins compared to last year. Collections have been missed as a result of problems with the production of bin subscription stickers, late subscribers to the scheme and new crews becoming acquainted with rounds.	Stickers will be sent earlier next year to prevent repeat problems. Changes have been made to the round sheet to highlight new subscriptions/renewals which will better assist crews on their rounds.

Table 12: Garden Waste performance exceptions

Customer satisfaction with the newly refurbished leisure centre remains high and issues surrounding the wet-side showers have been resolved, resulting in positive customer feedback. There have been 116 outreach users during the period and a total of 70 users referred by GPs through participation in the Healthy Lifestyle scheme. The Active Communities Manager position is currently vacant which has caused a delay in some activity. The position is currently being advertised and it is hoped that the vacancy will be filled during period 2. Interim arrangements are in place to cover this work in the meantime and the vacancy is not expected to have an impact on performance.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Customer satisfaction with West Lindsey leisure facilities	95%	75%	94%	↓	Customer satisfaction remains high and issues surrounding the wet-side showers have now been resolved.	Continue to monitor
Volume of people using the West Lindsey leisure centre	51,240	52,500	57,131	↑	Usage figures have increased by 11.5% compared to the same period last year.	Continue to monitor

Table 13: Healthy District performance exceptions

Home Choices

A performance workshop was held for this service on 10th April 2019 and the outcome of this is included for Member's attention in the [executive summary](#) of this report. A total of 12 people from the Housing Register have been supported with finding accommodation during the period. This is a new measure introduced for 2019/20 to show the proactive work being undertaken by the service to assist people in need of housing. The target for the number of nights spent in bed and breakfast accommodation is always set at zero in line with government recommendations, however, in reality it is difficult to achieve this target as complex cases require the use of B&B accommodation while suitable alternatives are found.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Number of households using temporary accommodation Page 28	15	12	20	↓	High risk offenders and people with complex needs have been refused assistance from a number of move on projects.	A new procedure has been established to ensure that exit plans are agreed before the customer moves in. Regular meetings are held with support staff and the customer with clear guidelines set out from the start about what is acceptable behaviour and what is expected of the customer in finding future accommodation.
The number of cases prevented from becoming homeless within the statutory target (56 days)	32	60	47	↑	Performance continues to decline though it has improved by 15 cases compared to the same period last year. Explanation as above. New measures imposed by the Homeless Reduction act means prevention and relief cases need more in depth work and so cases will take longer to achieve formal outcomes.	As above
Homeless Relief	N/A	30	18	N/A	This is a new measure for 2019/20. The number of preventions is higher than relief cases which shows that the team are becoming involved with cases earlier to prevent crisis situations. Referrals from Acis Group have been low due to their staffing issues.	Discussions with Acis have resumed re referrals of those at risk of eviction. The team have become involved in more strategic discussions with partner agencies to resolve complex issues for a number of households rather than deal with each case individually.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Number of nights spent in B&B accommodation	89	0	59	↑	Three families were unable to be accommodated on police advice due to violence related issues. Performance has improved by 30 days compared to the same period last year but remains below target.	As of 17 th June 2019, 2 out of 5 units of accommodation are available with clear plans in place to avoid further use of B&B accommodation for the remaining families in Cross Street. Plans have been put in place for single person households to be accommodated out of area but, due to the needs of the people involved, it hasn't been possible to find suitable accommodation that isn't B&B.

Table 14: Home Choices performance exceptions

Housing

The grant provided for Disabled Facilities Grants (DFGs) has increased again for 2019/20. In order to ensure that the grant is fully spent it is essential to ensure that timescales for completion improve. The work area is now fully resourced and a staff member on long-term absence has returned which is expected to have a positive impact on the timescales for completion in period 2. The volume of grant received to deliver these works has also increased, therefore the level of resource required to enable this will also be reviewed during 2019. With regards to empty properties, there were 573 empty properties at the end of period one which is within agreed tolerance levels. The focus has been on providing assistance via the empty property grant scheme for which there are 22 applications in progress and 9 grants that have been completed to a total value of £66,000. Indicatively, within the Gainsborough South-West ward, the number of long-term empty properties has reduced by 8% from 99 to 91.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Average cost of Disabled Facilities Grants (DFGs)	£9,863.50	£7,500	£3,859	↑	The average cost of a DFG has reduced by 60.9% compared to the same period last year.	Continue to monitor. It is difficult to predict performance across periods as it depends on the type of work carried out.
Average number of days from DFG referral to completion	127	120	199	↓	The increase in days from referral to completion is due to long-term staffing absence.	The staffing absence has now been resolved and performance is expected to come back on target during period 2.

Table 15: Housing performance exceptions

ICT

A performance workshop was held with the ICT service on 12th June which has identified an improved set of performance measures that will reflect activity across the service in a more meaningful way. These new measures are due to be signed off at the Partnership Board in September 2019, after which they will be rolled out through P&D. Baseline data will be gathered during period two and a request for ICT benchmarking data has been sent to the East Midlands Councils Performance Network. Benchmarking data will also be gathered through other available avenues.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Incident and problem management	106%	95%	105%	↓	These measures are being reviewed to ensure information provided is more meaningful and reflective of service activity.	A revised set of measures is due to be signed off at the Partnership Board in September 2019, after which time they will be incorporated into the P&D cycle.
Change management	100%	93%	115%	↑		

Table 16: ICT performance exceptions

Licensing

Period one has produced positive results with higher than expected income received. This has been generated by a 21% increase in applications (which equates to 31 applications) compared to the same period last year. The number and type of applications fluctuates from period to period, an example of this is applications made under the new animal welfare regulations for things like dog breeding/boarding, which has increased for P1 2019/20 when compared to P1 of 2018/19. There has also been an increase in the number of Temporary Event Notices in relation to alcohol and entertainment. In the main the number of applications received is demand led and to a great extent beyond our control.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Income received	£19,769	£118,700	£22,476	↑	The target is for the year as a whole and performance is measured against direction of travel. Income is up by 13.7% compared to the same period last year. This is a result of an increase in licensing applications received, in addition to the increase in animal welfare fees as a result of recent changes in legislation.	Continue to monitor
Number of applications received	147	130	178	↑	There has been an increase in applications of 21% compared to the same period last year. See service summary above for an explanation of the type of applications that have been received.	Continue to monitor

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
% of applications processed within the target time	100%	96%	99%	↓	Performance has improved significantly from the last quarter of 2018/19 (86%). Additional resource allocated to the team has contributed to this improvement.	Continue to monitor

Table 17: Licensing performance exceptions

Local Land Charges

Performance within the team has been negatively impacted as a result of a vacant post. Following successful recruitment, the post has been filled with the new officer due to start in early June 2019. It is therefore expected that the time taken to process a search will be back on target by the end of period 2 (September). Whilst the number of searches received is below target, this is largely dependent on the housing market and the number of searches received has dropped across the industry. Despite this, the Council's market share is above target which demonstrates confidence in the service provided by the Council.

Page	Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
31	Number of searches received	193	386	158	↓	This is impacted by the housing market and searches are lower than expected across the industry.	Proactively market the service to encourage new and repeat customers.
	Market Share	64%	65%	68%	↑	Although the number of searches is lower than expected, the Council's market share has improved, showing confidence in the service provided by the Council.	Proactively market the service to encourage new and repeat customers.
	Time taken to process a search	6.78 days	10 days	19 days	↓	There has been a loss of 12 working days during April due to staff absence, as well as two bank holidays which have impacted turnaround times.	The vacant post in the team has been filled with the new officer due to start in June. The team is now back to full capacity and it is expected that performance will be back on target by the end of period 2.

Table 18: Local Land Charges performance exceptions

Regulatory Services

Previous Progress and Delivery reports have highlighted the unsatisfactory volume of food inspections completed, which was due to the resources that have been available to undertake them. As a result, an additional resource for this work has been approved with the new post holder due to commence work during summer 2019. The level of service requests within the Environmental Protection work area is consistent and this is expected to continue over the course of the year.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
% of food premises rated at 3* or above	97%	95%	97%	→	Performance remains consistently above target. Of the premises that are rated 3* or above, 72% of these are rated 5*	Continue to monitor
Number of Environmental Protection requests received	N/A	82	110	N/A	This is a new measure for 2019/20. No performance issues noted during the period.	Continue to monitor
% of Environmental Protection cases closed within 6 months	N/A	75%	97%	N/A	This is a new measure for 2019/20. For overall case closures, only three have taken longer than six months to deal with.	Continue to monitor

Table 19: Regulatory Services performance exceptions

Street Cleansing

The cost per household for period one 2019/20 is £12.69, this represents a 3.9% increase on last year (£12.21), mainly due to rising fuel costs, although it still places the Council in the top quartile of all local authorities when benchmarked through APSE. The service continues to have strong links with communities, the Great British Spring Clean initiative helped increase the number of voluntary litter picks in April/May and has helped in to keep communities engaged in further community tidy ups which is reflected in a higher target being set for the year. The numbers engaging in community tidy ups is ever increasing, with an increase of 20% compared to the same period last year. It is expected that that this trend will continue through further community engagement. Since the introduction of Schedule 4, the scheme to remove abandoned shopping trollies, there has been a 70% reduction in the amount of abandoned shopping trollies, as well as generating additional income for the service. The weed spraying Service Level Agreement with LCC is set to continue for 2019/20, this will generate an income of £18,000, which should be realised in period two. There were 132 instances of fly tipping in period one of which 125 were collected and disposed of within the Service Level Agreement, which represents a collection/removal rate of 95.5%. The street cleansing service continues to strive to deliver an excellent service to its stakeholders and again for period one compliments far exceed complaints.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Income generated	£5,043	£8,733	£9,037	↑	This figure includes income from collection of abandoned shopping trollies of £5,400	Continue to monitor
Volunteer litter picks	25	12	30	↑	The Great British Spring Clean continues to be promoted to positive effect.	Further community engagement is expected to lead to a continued increase in the number of litter picks and this is reflected in the higher target set for 2019/20

Table 20: Street cleansing performance exceptions

Systems Development

The change in service provider for the Local Land and Property Gazetteer during the period was successful and resulted in only minimal disruption to the service during the implementation phase. The silver LLPG award is therefore particularly positive given the scale of change during the implementation of the new system during April.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Level of LLPG standard achieved	Gold	National standard	Silver	↓	LLPG standards are measured from a minimum National Standard, progressing through to bronze silver and gold. Performance remains consistently above target	The new system is being monitored regularly and plans are in place to ensure export files are sent each working day in line with the Council's obligations.
Website availability	100%	98%	99%	↓	A planned maintenance outage in April led to a slight drop in performance.	Robust monitoring of the service ensures performance remains consistently high.

Table 21: Systems Development performance exceptions

Town Centre Management

The Council is now undertaking to monitor footfall in Gainsborough and Market Rasen, with Caistor to be included later in the year. 2019/20 is being used as a baseline year with footfall during the period standing at 7,257 for Gainsborough and 2,997 for Market Rasen. Gainsborough Market continues to underperform against targets, stall take up by traders on the Tuesday market has slowly declined, for period one there has been a take up of 291 stalls against 377 for the same period last year, representing a 23% decrease although the number of stalls for the period is within expected parameters. Stall take up for the Saturday market has also declined by 43% compared to the same period last year. The decline in the number of stalls is due to traders giving notice, adverse weather and long term sickness. In-house led operational changes have now been implemented which should lead to efficiency savings being made. Further options are to be viewed, the Council is seeking to understand options around different delivery methods for Gainsborough Market, and meanwhile an interim

arrangement with Marshalls Yard is in place. The Gainsborough Farmers Market has now been relocated onto Market Street, Gainsborough, this will forge a link with Marshalls Yard & the Gainsborough Market Place which is hoped will bring extra footfall into the Market Place. There is a new, three day event scheduled for 7th – 9th June 2019, The Gainsborough Food and Garden Festival which will be taking place mainly in the Town Centre will help support the local community/shops, charities and the general Market. After engagement with traders a new payment system has been implemented, as of December 2018 traders are required to pay their market rent via debit/credit card on a day by day basis. The new system has been well received by traders and is much preferred to the old invoicing system.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Average number of paid for market stalls - Saturday	16.5	14	9.5	↓	During the period, a total of 74 stalls have been paid for, compared to 129 for the same period last year, this represents a 43% decrease. This is due to traders giving notice, adverse weather and long-term sickness of traders.	In house operational changes have been implemented which should lead to efficiency savings being made by the end of 2019/20. An interim arrangement is in place with Marshall's Yard in the meantime.

Table 22: Town Centre Management performance exceptions

Trinity Arts Centre

The Arts Centre's financial performance has started off on a very strong footing, with box office income at £33,925.02 for the period. This allows for an optimistic outlook for the rest of the financial year. The new season brochure has now landed on the doorsteps of patrons and uptake of future shows demonstrates a positive start for the year. The Centre's new contracts are now in regular use meaning that TAC will begin to retain more income for visiting productions as a result of stronger deals being negotiated. May was a quieter month for the number of performances available to the public as a result of school holidays during the period which resulted in TAC programming additional performances specifically for young people.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Audience figures	3,048	2,400	3,136	↑	Audience figures have increased by 2.89% compared to the same period last year	Continue to monitor

Table 23: Trinity Arts Centre performance exceptions

Waste Collection

The recycling rate has risen as a result of the green garden waste collection service commencing again. A successful communications campaign at the beginning of the year has ensured a higher number of subscribers for the green garden waste service compared to the same period last year. We are working closely with the Lincolnshire Waste Partnership to be able to offer a more comprehensive recycling collection service and we are also working with Lincolnshire County Council to reduce the amount of contamination within the recycling stream. A communications plan is being developed to support this. The amount of residual

waste collected remains consistent and, while other local authorities are seeing a rise in residual waste, West Lindsey's approach to residual waste encourages recycling. Commercial waste continues to outperform predictions in the business case and there are now 350 customers signed up to the service.

Measure	Baseline Perf (P1 2018/19)	Target	Current Perf (P1 2019/20)	DOT	What is affecting performance?	What do we need to do to improve and by when?
Income generated by the trade waste scheme	N/A	£159,000	£33,220	N/A	This is a new measure for 2019/20. Larger contracts have been awarded and there are now 350 customers signed up to the scheme.	Improved advertising to continue to attract more customers
Missed black and blue bin collections	120	95	105	↓	There has been a high staff turnover during the period (leavers and new starters) which has affected performance. Missed bins collected within the service level agreement of 5 days remains within acceptable tolerance at 93% for the period	Regular crews will be kept together in order to reduce the number of missed collections. Further training is being provided for office staff following an office staff restructure.

Table 24: Waste Collection performance exceptions

Appendix 2

Extract from the Corporate Policy and Resources Committee Meeting held on 25 July 2019

14 PROGRESS AND DELIVERY REPORT - PERIOD 1 2019/20

Members considered the Progress and Delivery report for period 1 of 2019/20.

The below areas were highlighted:

- Performance remained below target for the average number of market stalls. An action plan for markets had been signed off, along with the relocation of the Farmers' Market;

Members were to receive a progress report on this area at Prosperous Communities Committee in December;

- A workshop had been held in April on the subject of Home Choices, and a number of areas had been highlighted for improvement actions.

Members then provided comment, and asked questions of officers. The following information was provided:

- Home Choices was an important area and both a national and district priority. A number of changes had been introduced with the aim of improving the service; one of these changes was taking the housing register back 'in-house'.
- The presentation and complexity of the housing need had altered dramatically. More individuals are presenting with drug, drink, debt and anti-social behavioural problems; something more was needed by Members and the public in terms of commentary;
- The Home Choices team now have the ability to compare themselves against other districts with help from the Ministry of Housing, Communities and Local Government (MHCLG) ;
- The criteria for homelessness was now different. There was a duty to assist everyone that presented to the Council, but this duty did not extend necessarily to finding housing. The rates attached to providing accommodation had declined because of the Homelessness Reduction Act.

The main areas of concern in the district were Gainsborough and Market Rasen;

- There had been an error within the report under 'Healthy District' - the number

of people using the Leisure Centre. The numbers were still below target.

RESOLVED to note the report.

Appendix 3

Extract from the Prosperous Communities Committee Meeting held on 16 July 2019

15 PROGRESS AND DELIVERY REPORT - PERIOD 1 2019/20

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 1 for the 2019/2020 year. 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.

Table two identified measures where performance was outside agreed tolerance for two periods or more. Measures where additional improvement actions had been requested by Management Team had also been highlighted, these primarily related to the Home Choice Function.

Debate ensued and the majority of Councillors indicated they were pleased with the report and welcomed the improved clarity; the recommendations were moved and seconded.

However concern was raised that the Committee were not being challenging enough. Some Members considered the situation in respect of the Market dire, and suggested the Council had given up and were doing nothing to try and reverse the trend. It also questioned why the measures had been changed.

In response, Officers advised the report was an exception basis report, and therefore only those measures which were falling above or below their target featured. Assurance was offered that the Markets Team were undertaking lots of work in accordance with the previous decisions undertaken by the Committee. This included an options appraisal with the results due to be reported to the Committee in December. Concern was expressed that the timeline was too long.

The Executive Director for Economic and Commercial Growth summarised to the committee the current position, in terms of previous decisions. The Council were currently in a one year contract with Marshalls Yard for increased promotion of the Markets and two Annual Events, the impact of this would be included within December's report, as the contract reached its conclusion.

There was a general discussion regarding some of the alternative options which should be explored, including charity markets and boot sales. The weekend event

organised in June had proven that people would come to the Market place if there was something there. Members spoke at length regarding the challenges Markets across the country faced, although this was disputed by some, with the suggestion that a more inventive stance was required.

In light of the comments raised, particularly regarding the Saturday market operations, it was apparent the Team Manager's comments included with the report had not satisfied the Committee's concerns.

Members therefore requested that the Market Manager be requested to provide additional comments in respect of the improvement works and efficiencies being generated in respect of the Market Operations in the next report. In the event that Members' remained dissatisfied, it was suggested that the Markets Manager be requested to attend a future meeting.

On that basis it was **RESOLVED** that: -

having critically appraised the performance of the Council's services 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, the Market Manager be requested to provide additional comments in respect of the improvement works and efficiencies being generated in respect of the Market Operations in the next report. In the event that Members' remained dissatisfied the Markets Manager be requested to attend a future meeting.

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 O & S	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				

Page 40 of 40

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

19 SEPTEMBER 2019

CCTV Code of Practice - Policy	Grant White	To introduce updated version of CCTV Code of Practice and seek committee approval.	Joint Staff Consultative Committee 05/09/19	Corporate Policy and Resources Committee 19/09/19
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
Review of Recruitment & Selection Policy	Emma Redwood	To review the council's recruitment & selection policy and update as required	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
SureStaff and West Lindsey Staffing Services	Ian Knowles	To present Director's report and recommendation in respect of the two companies		Corporate Policy and Resources Committee 19/09/19
Customer Hub Refurbishment	Michelle Carrington	To approve the refurbishment of		Corporate Policy

the Customer Hub, and to release monies from Reserves to meet the costs of the refurbishment

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
5-7 Market Place Refurbishment	Wendy Osgodby	The refurbishment of 5-7 Market Place, including significant structural works.		Corporate Policy and Resources Committee 07/11/19
Caistor Southdale Development	Karen Whitfield	To approve plans for GP and residential development		Corporate Policy and Resources Committee 07/11/19
MAINTENANCE POLICY of Property & Physical Assets	Gary Reeve	New policy and guidance documents relating to the maintenance of WLDC property and land		Corporate Policy and Resources Committee 07/11/19
Locally Defined Discount for Almshouses	Alison McCulloch	Report following motion at full council for CP		Corporate Policy and Resources Committee 07/11/19
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	Tracey Bircumshaw,	Forecast outturn position as at 30th		Corporate Policy

Mid Year Review 2019/20	Sue Leversedge	September 19		and Resources Committee 07/11/19
12 DECEMBER 2019				
National Non Domestic Rates, Sundry Debtors, Council Tax and Housing Benefit Overpayments Write Offs	Alison McCulloch	Report detailing debts which are irrecoverable	Corporate Policy and Resources Committee 12/12/19	Corporate Policy and Resources Committee 12/12/19
9 JANUARY 2020				
Whistleblowing Policy	Emma Redwood	To review the council's Whistleblowing Policy		Corporate Policy and Resources Committee 09/01/20
Review of Earmarked Reserves and Revenue Grants Unapplied	Sue Leversedge	To consider the proposals informed through the annual review of reserves process.		Corporate Policy and Resources Committee 09/01/20
5 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
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
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

Compassionate Leave Policy	Emma Redwood	To write a Compassionate Leave Policy for the council	Joint Staff Consultative Committee 16/01/20	06/02/20 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
Stress Management Policy	Emma Redwood	To review the council's stress management policy and update as required	Joint Staff Consultative Committee 26/03/20	Corporate Policy and Resources Committee 09/04/20
Officer Code of Conduct	Emma Redwood	To review the officer code of conduct and update as required		Corporate Policy and Resources Committee 09/04/20

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COUNCIL

4 NOVEMBER 2019

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 04/11/19
Review of Polling Districts and Polling Places	Celia Chapman	To review the polling stations and places		Council 04/11/19

20 JANUARY 2020

Local Council Tax Support Scheme for 2019/20	Alison McCulloch	To determine the local council tax support scheme for 2019/20	Corporate Policy and Resources Committee 12/12/19	Council 20/01/20
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11 MAY 2020 (ANNUAL)

Annual Constitution Review	Katie Coughlan	Annual review ahead of annual council in 2020	Governance and Audit Committee 14/04/20	Council 11/05/20
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GOVERNANCE AND AUDIT

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
Annual Audit Letter 2018/19	Caroline Capon	To review the Annual Audit Letter which summarises the audit work for the 2018/19 financial 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 Annual Review Letter 2018/19	Natalie Kostiuik	Report on the LGO Annual Review Letter 2019. Covering complaints to the LGO for the 2018-2019 period. Examining upheld complaints and benchmarking/trends.		Governance and 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

WLDC Risk Strategy 2019-2023 and Six-Monthly Review of Strategic Risks	James O'Shaughnessy	To present for approval the Council's Risk Strategy 2019-2023. To present for review the strategic risks facing the Council - October 2019.	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
Page 46 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
Page 46 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
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 the process of the External Audit of the Statement of Accounts and approach to the Value for Money Audit 2018/19.	Governance and Audit Committee 14/01/20

10 MARCH 2020

Internal Audit Charter	James Welbourn	IA Charter for 20/21		Governance and Audit Committee 10/03/20
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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

5 SEPTEMBER 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 05/09/19
CS Staff Survey	Emma Redwood	To update members on the outcome of the Institute of Customer Service (ICS) staff survey 2019		Joint Staff Consultative Committee 05/09/19
Sickness Absence Report	Emma Redwood	To report on the council's sickness absence levels for year ending 2018/19 and current in year levels 2019/20		Joint Staff Consultative Committee 05/09/19
Annual Corporate Health & Safety Report	Emma Redwood	To provide information on the annual corporate health and safety report	Joint Staff Consultative Committee 05/09/19	Joint Staff Consultative Committee 05/09/19

28 MARCH 2020

Gender Pay Report 2018	Emma Redwood	To report on the Gender Pay Gap for WLDC as at 31st March 2018		Joint Staff Consultative Committee
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LICENSING

PROSPEROUS COMMUNITIES

10 SEPTEMBER 2019

Housing Assistance Policy Review	Sarah Elvin, Andy Gray	To update the Housing Assistance Policy	Prosperous Communities Committee 10/09/19
Modern Slavery Statement	Rachel Parkin	For information - to detail the commitment the council will take in preventing Modern Slavery within its own practices	Prosperous Communities Committee 10/09/19

22 OCTOBER 2019

Parish Charter	Grant White	To present proposals for adoption of a new Parish Charter.	Prosperous Communities Committee 22/10/19
Place Based Strategy	Grant White	Update on place based strategy including work in South West Ward and Hemswell Cliff.	Prosperous Communities Committee 22/10/19
Employment & Skills Partnership	Amanda Bouttell	Report to update on pilot year achievement and set out delivery plan for continuation.	Prosperous Communities Committee 22/10/19
Social Lettings Agency	Diane Krochmal	To report findings having been previously authorised to investigate	Prosperous Communities

Shared District Council Safeguarding Policy	Rachel Parkin	the principle of establishing a social lettings agency To request permission to join with other Lincolnshire district councils for a combined shared safeguarding policy and to agree policy changes	Committee 22/10/19 Prosperous Communities Committee 22/10/19
Proposed Fees and Charges 2020/21	Sue Leversedge	Propose Fees and Charges to take effect from 1 April 2020.	Prosperous Communities Committee 22/10/19

3 DECEMBER 2019

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

28 JANUARY 2020

Prosperous Communities Committee Budget 2020/21	Sue Leversedge	This report sets out the details of the Committee's draft revenue budget for the period of 2020/21 and estimates to 2024/25.	Prosperous Communities Committee 28/01/20
Progress of health related work	Diane Krochmal	To provide an annual update report on progress of health related work	Prosperous Communities Committee 28/01/20
Gainsborough Bus Station Refurbishment	Matthew Snee	Proposal for refurbishment of Gainsborough Bus Station as part of Transport Programme.	Prosperous Communities Committee

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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5 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 12 August 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.
23 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.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted