

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

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

Overview and Scrutiny Committee
Tuesday, 30th July, 2024 at 6.30 pm
Council Chamber - The Guildhall

Members:

- Councillor Paul Howitt-Cowan (Chairman)
- Councillor Jacob Flear (Vice-Chairman)
- Councillor Moira Westley (Vice-Chairman)
- Councillor Eve Bennett
- Councillor Trevor Bridgwood
- Councillor Liz Clews
- Councillor Adam Duguid
- Councillor Paul Key
- Councillor Paul Lee
- Councillor Lynda Mullally
- Councillor Maureen Palmer
- Councillor Roger Pilgrim

1. **Apologies for Absence**
2. **Minutes of the previous meeting** (PAGES 3 - 7)
To confirm and sign as a correct record the Minutes of the Meeting of the Overview and Scrutiny Committee held on Tuesday, 26 March 2024.
3. **Members' Declarations of Interest**
Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGE 8)
Matters arising schedule setting out current position of previously agreed actions as at 22 July 2024.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

5. Public Reports

- i) Overview & Scrutiny Committee: Review of Operating Methodology (PAGES 9 - 26)
- ii) Scrutiny of Progress and Delivery Reporting through the Policy Committees: Quarter Four and Year End 2023/24 (PAGES 27 - 91)

6. General Work Items

- i) Forward Plan (PAGES 92 - 96)
- ii) Committee Workplan (PAGE 97)

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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act.

8. Exempt Report(s)

- i) Preparation for Presentation from Everyone Active (VERBAL REPORT)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Monday, 22 July 2024

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Overview and Scrutiny Committee held in the Council Chamber - The Guildhall on 26 March 2024 commencing at 6.30 pm.

Present: Councillor Paul Howitt-Cowan (Chairman)
Councillor Jacob Flear (Vice-Chairman)

Councillor Trevor Bridgwood
Councillor Paul Key
Councillor Lynda Mullally
Councillor Maureen Palmer
Councillor Roger Pilgrim
Cllr Stephen Bunney

In Attendance:

Nova Roberts Director of Change Management, ICT & Regulatory Services
Ele Snow Senior Democratic and Civic Officer
Maisie McInnes Democratic and Civic Officer

Also In Attendance: One member of public

Apologies: Councillor Jeanette McGhee
Councillor Moira Westley

40 MINUTES OF THE PREVIOUS MEETING

RESOLVED that the Minutes of the Meeting of the Overview and Scrutiny Committee held on Tuesday 20 February 2024 be approved and signed as a correct record.

41 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations.

42 MATTERS ARISING SCHEDULE

The Chairman took the opportunity at this point to welcome everyone to the meeting and gave a special mention to Rachel Stamp, Waste Partnerships and Projects Manager, Lincolnshire County Council, and welcomed the member of public who had attended to observe the meeting.

The Senior Democratic Services Officer presented the Matters Arising Schedule setting out the position of previously agreed actions as at 18 March 2024.

With no comments or questions, the Matters Arising Schedule was **DULY NOTED**.

43 PRESENTATION ITEM - PAPER AND CARDBOARD RECYCLING COLLECTIONS (ROLL-OUT OF THE PURPLE-LIDDED BINS)

Members received a presentation on the Twin Stream Recycling Implementation from Rachel Stamp, Waste Partnerships and Projects Manager at Lincolnshire County Council. The presentation included responses to the questions raised by the Committee at the previous meeting.

The Waste Partnerships and Projects Manager highlighted that Lincolnshire had the highest quality paper and card material recycling in the UK, and West Lindsey was ahead of other local authorities, sustaining high recycling rates with less than 10% contamination and 80% quality recycling.

She reiterated that engagement and communication with residents and other local authorities was a key priority and there was a dedicated lead officer at the Council. The Corporate objectives, to improve the quality of waste to maximise recycling, was in line with the Joint Municipal Waste Strategy. Each district had their own unique factors, different demographics and working practices.

In terms of financial impact, Lincolnshire County Council had generated some income from the paper and card recycling, but this was offset with the implementation cost, the purchase of bins, and communications. There were also increased disposal costs and fuel costs. The initiative had helped the Council put back into the service to maintain their waste budget and quality of recycling.

There were some areas across the county which were hard to reach with haulage collections and so still used sack collections. Conversations with waste providers were ongoing, as it was difficult to find a provider that would take paper and card recycling in a plastic refuse sack. Other options could include stackable boxes for residents but would require a different vehicle to collect to these areas. Specifically in West Lindsey, there was a poor level of quality recycling from the South West Ward in Gainsborough, and there was a need to revisit and work with the community liaison in this area to improve recycling. The Council would not be able to provide separate paper and card collection in this area.

Overall, statistics demonstrated that the recycling rate nationally had decreased, but Lincolnshire maintained its high standards of recycling. They were aiming for waste minimisation in line with government work in this area. National statistics reported the volume of recycling, compared to the quality of recyclable waste, and the Council was trying to lobby the Department for Environment, Food and Rural Affairs (DEFRA) to change its approach to reporting on recycling.

The Waste Partnerships and Projects Manager concluded her presentation and invited Members to ask questions. She thanked the Director of Commercial and Operations and his team at the depot for their hard work, as well as West Lindsey District Council and residents for their commitment to recycling, and cooperation working in partnership with Lincolnshire County Council.

The Chairman thanked the Waste Partnerships and Projects Manager for her detailed and interesting presentation, and praised the work that was ongoing.

During the course of discussions, Members were pleased to hear the incinerator was not running at capacity, meaning there was room for expansion still, and enquired what impact the devolution deal might have on waste services in the county. The Waste Partnerships and Projects Manager responded that the Council had a statutory duty to collect waste, and the only changes would be joint working and finding synergies with the combined authorities.

Members enquired whether waste collections in the Gainsborough South West Ward could be completed using a caged lorry, and asked if the recycling collected from this ward contaminated other recyclate. It was explained that Officers were able to do a visual inspection of recycling to determine the quality, however, there was a future planning and communications campaign for the ward with the aim of improving recycling rates, as any other alternatives would come at an extra cost to the Council.

Members asked how much card and paper was wasted due to it being wet. The County Council was able to do a waste composition analysis, but it was difficult to determine the quality of the product to begin with. It was agreed that statistics regarding the non-recyclables would be shared with the Committee after the meeting. It was also highlighted that the use of communications and education about waste and recycling through local schools was high priority of the waste service, with over 6000 school children having been involved in campaigns so far.

Members also heard that food waste collection was to be mandated through parliament, and Lincolnshire were working to be ahead of this, with planning for the introduction of food waste collections well underway. Members enquired whether progress on that implementation could also be presented to the Overview and Scrutiny Committee in the future.

The Chairman again thanked the Waste Partnerships and Projects Manager for attending and her comprehensive presentation. He reiterated the invitation for her to return in relation to the implementation of food waste collection, and congratulated all involved for their work.

44 MARKETS WORKING GROUP SIX MONTHLY UPDATE

The Director of Commercial and Operational Services presented the update on the Markets Working Group. He highlighted the Terms of Reference (ToR) which set out the membership and purpose of the group, and frequency of meetings to be on a 4-weekly cycle. The group were unable to meet as regularly as hoped due to work pressures and other commitments. The Markets Working Group had met four times, and an action plan had been presented to Members with one outstanding action on the design of future market stalls. There had been a visit to Barnsley to look at their heavy-duty gazebo stalls, and Officers were looking into the cost of erecting the stalls and dismantling to present this information back to Members. There was a three-year plan in place promoting levelling up and prosperity work. There was a new Town Manager supporting market offerings in Caistor and Market Rasen, as well as Gainsborough, and work on fees and charges was being done to incentivise market operators. There was a new Antiques market with an estimated 50 traders due to start on Saturdays from April to October.

Members recognised the work done on the markets by Officers and suggested there was a need to look at the quantity of waste from traders. It was also suggested that work could be done on reviewing the townscape and the potential for traders to open a shop in the local area.

The Committee thanked the Director of Commercial and Operational Services and with no further comments or questions, the Markets Working Group Six Monthly Update was **DULY NOTED**.

45 DRAFT ANNUAL REPORT - OVERVIEW & SCRUTINY AND REVIEW OF OPERATING METHODOLOGY

The Senior Democratic and Civic Officer presented the draft Annual Overview and Scrutiny report and explained that as stated in the constitution, the Chairman would present the report at Annual Council. The report contained a summary of the work undertaken by the Committee over the year, a look ahead to the upcoming civic year and also an initial review of the operating methodology. The Committee was asked to consider the report and any amendments or additions they wished to make to the report.

Members discussed and reflected on the challenges over the past year, and the collaborative effort put into bringing together the Cultural Strategy. Members raised concerns regarding training and the Senior Democratic and Civic Officer shared that a handbook had been produced for Members, and confirmed work would take place over the summer to revisit this.

The Chairman thanked the Senior Democratic and Civic Officer for the report, and, having been proposed and seconded, took the vote. It was

RESOLVED that

- a) consideration had been given to the content of the draft annual report, and the Operating Methodology, with comments for the latter to be shared through the Constitution Review; and
- b) the annual report be supported for submission to Annual Council; and
- c) any comments made through the course of debate be further considered by the Director – Change Management, ICT & Regulatory Services and Chairman of the Committee prior to the finalised report being submitted to Annual Council in May 2024.

Note: Councillor P. Key requested that his vote against the above resolutions be recorded.

46 FORWARD PLAN

With no comments or questions, the Forward Plan was **DULY NOTED**.

47 COMMITTEE WORKPLAN

The Senior Democratic Services Officer presented the Committee Workplan and explained there was one meeting left of the municipal year on 30 April 2024, with work planning for the upcoming year to take place at the first meeting in July 2024.

With no further comments or questions, the Workplan was **DULY NOTED**.

The meeting concluded at 7.28 pm.

Chairman

Overview and Scrutiny 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.

Matters Arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Green	Initiate Invite to Future4Me to revisit Overview & Scrutiny Committee	O&S 03/10/23: Committee supported a request for a return invitation be made to the Future4Me organisation	<p>Update 27/12/23: contact has been made, awaiting further response</p> <p>Update 06/02/24: response received, further discussion underway.</p> <p>Update 22/07/24: new request to be made based on aiding the understanding of the Committee with new membership since the previous presentation. Date extended accordingly.</p>	30/09/24	Ele Snow
Green	Update from the Health Scrutiny Committee	Include updates from the Health Scrutiny Committee representative on future O&S agendas.	<p>O&S 20.02.24: The Chairman requested for updates to be received by the Committee.</p> <p>Update 22/07/24: To be discussed with the Health Scrutiny representative for future updates to be shared accordingly, dependent on meeting dates. Due date extended in order for dates to be confirmed.</p>	30/09/24	Ele Snow



**Overview and Scrutiny
Committee**

Tuesday, 30 July 2024

**Subject: Overview & Scrutiny Committee - Review of Operating
Methodology**

Report by:

Ele Snow
Senior Democratic and Civic Officer

Ele.Snow@west-lindsey.gov.uk

Purpose / Summary:

To consider and approve the Operating
Procedure for the Overview and Scrutiny
Committee, Civic Year 2024 / 2025

RECOMMENDATION(S):

- 1. That Members of the Committee approve the Operating Methodology for implementation throughout the 2024/25 Civic Year**

IMPLICATIONS

Legal: The Constitution of the Council states that the Overview and Scrutiny Committee will undertake a review of its Operating Methodology each year (Part IV, Responsibility for Functions, page 16, paragraph 1)

Financial: There are no financial implications arising from this report.

Staffing: The Overview and Scrutiny Committee is supported by existing resources within the Democratic Services team, there are no additional staffing implications arising from this report.

Equality and Diversity including Human Rights: The work of the Overview and Scrutiny Committee seeks to benefit all those residing, working or visiting in West Lindsey. Where additional needs are highlighted, for example access to public meetings, these are addressed as necessary.

Data Protection Implications: There are no data protection implications arising from this report, however, where there may be discussion items which involve the likely disclosure of personal or private information, the Committee will resolve to exclude public and press from such items.

Climate Related Risks and Opportunities: Whilst there are no related risks arising from this report, consideration must be given to opportunities for climate related improvements. Consideration may be given to, for example, the number of meetings, the requirement for Members to travel, and ensuring that there is sufficient business to necessitate meetings to take place.

Section 17 Crime and Disorder Considerations: There are no relevant considerations arising from this report, however the Committee does receive at least annual reports under section 19 of the Police and Justice Act 2006.

Health Implications: There are no health implications arising from this report, although it is noted that aspects of the work of the Overview and Scrutiny Committee aim to support the work of the Council in improving health and wellbeing provision across the district.

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

Risk Assessment: N/A

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

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

Yes

No

Key Decision:

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

Yes

No

1 Background

- 1.1 The Operating Methodology for the Overview and Scrutiny Committee sets out the criteria for fulfilling the main functions of the Committee. The methodology was introduced in 2014, with an updated version reviewed and agreed by the Committee in 2019. It is reviewed annually with amendments considered in line with each annual review of the Constitution.
- 1.2 This approach has worked well and allowed the Committee to structure the work streams, according to the criteria in the methodology, throughout each year.
- 1.3 The Operating Methodology as approved by the Committee in July 2023 is attached for review at Appendix 1.

2 Committee Functions and Fulfilling the Scrutiny Role

- 2.1 The functions of the Overview and Scrutiny Committee are detailed in Part IV of the Constitution, attached as Appendix 2 (please note this section is pending the amendments as approved at Annual Council).
- 2.2 The Overview and Scrutiny Procedure Rules are given in Part V of the Constitution (attached as Appendix 3) and detail how the Committee should exercise its rights under the traditional call-in process.
- 2.3 These functions and procedure rules are considered annually as a part of the Constitution Review presented for approval at Annual Council.
- 2.4 Any amendments are then factored into the review and the Operating Methodology.

3 Review of Existing Operating Methodology

- 3.1 The current version of the Operating Methodology has been in place since July 2023 and was considered by the Committee as a part of the Overview and Scrutiny Annual Report.
- 3.2 Following that review, and the annual review of the Constitution, there were no suggested amendments.
- 3.3 Once approved, the Operating Methodology will be used as a reference point when considering items for the Committee's work plan for the coming civic year.

4 Conclusion and Recommendation

- 4.1 Members are asked to read, comment and, if satisfied, approve the Operating Methodology for 2024/25.

Overview and Scrutiny Operating Methodology

Functions covered within this document:

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

1. Performance Management

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

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

The following restrictions apply:

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

Process for a Service Performance Review:

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

2. Pre-Decision Scrutiny

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

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

The following restrictions apply:

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

Process for Pre-Decision Scrutiny:

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

3. Ongoing Project Work

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

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

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

Where the Committee chooses to conduct a review of policy or services that has not been referred by a policy committee, or does not fall under items 1 or 2 as detailed above, such reviews are limited to one review per civic year.

Updated Versions / Amendments to Operating Methodology*:

June 2019

May 2022

June 2023

*the Operating Methodology is reviewed annually by the Committee, however the above dates refer to amendments made.

Overview and Scrutiny Committee

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

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

Overview and Scrutiny Procedure Rules

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Overview and Scrutiny Procedure Rules

1. Number and Arrangements for Overview and Scrutiny Committee

1.1 The Council will have one Overview and Scrutiny Committee.

‘Overview and Scrutiny Committee’

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

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

2. Seats on Overview and Scrutiny Committee

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

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

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

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

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

3. Co-optees

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

4. Meetings of the Overview and Scrutiny Committee

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

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

5. Quorum

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

6. Work Programme

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

7. Agenda Items

7.1 Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the Proper Officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request, the Proper Officer will ensure that it is included on the next available agenda.

7.2 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and policy committees to review particular areas of council activity. Where it does so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the relevant policy committee and/or Council. The Council and/or the relevant policy committee shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

7.3 There will be a standing item on the agenda of all ordinary meetings of the Overview and Scrutiny Committee which will allow for consideration to be given to the work programme.

8. Policy Review and Development

8.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budgetary and Policy Framework Procedure Rules in Part V of this Constitution.

8.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budgetary framework, the Overview and Scrutiny Committee may make proposals to policy committees for developments in so far as they relate to matters within its terms of reference.

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

9. Reports from the Overview and Scrutiny Committee

9.1 Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare formal reports and submit them to the Proper Officer for consideration by the relevant policy committee (if the proposals are consistent with the existing budgetary and policy framework), or to the Council as appropriate (e.g. if the recommendation would require a departure from, or a change to, the agreed budgetary and policy framework).

9.2 If the Overview and Scrutiny Committee cannot agree on one single final report to the Council or the relevant policy committee as appropriate, then up to one minority report may be prepared and submitted for consideration by the Council or policy committee with the majority report.

9.3 The Council or policy committee shall consider any report of the Overview and Scrutiny Committee at the next available meeting after being submitted to the Proper Officer.

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

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

11. Rights of Overview and Scrutiny Committee Members to Documents

11.1 In addition to their rights as Councillors, members of the Overview and Scrutiny Committee have the additional right to documents and to notice of meetings as set out in the Access to Information Procedure Rules in Part V of this Constitution.

11.2 Nothing in this paragraph prevents more detailed liaison between the relevant policy committee and the Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

12. Members and Officers Giving Account

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

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

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

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

More junior officers may be invited to assist the Committee.

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

13. Attendance by Others

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

14. Call-In

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

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

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

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

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

15. Procedure at Overview and Scrutiny Committee Meetings

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

16. Oversight Commissions

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

To commence a commission: -

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



**Overview and Scrutiny
Committee**

Tuesday, 30 July 2024

**Subject: Scrutiny of Progress and Delivery Quarter 4 and Year End
2023/2024**

Report by: Director, Change Management and Regulatory Services

Contact Officer: Claire Bailey
Change, Projects and Performance Officer

Claire.bailey@west-lindsey.gov.uk

Purpose / Summary: To consider the responses arising from the Council's policy committees with regards to quarter four and year end Progress and Delivery reporting.

RECOMMENDATION(S):

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

1 Introduction

- 1.1 Members of the Overview and Scrutiny Committee are required to scrutinise the challenge of the two policy committees to the content of the council's Progress and Delivery reports.
- 1.2 To assist this scrutiny, a summary of the relevant minutes are provided to the Committee, as well as the full Progress and Delivery report.
- 1.3 Minutes of the Prosperous Communities Committee, where the report was presented on 4 June 2024, are summarised at section two of this report, with the full minute attached at Appendix 1.
- 1.4 Minutes of the Corporate Policy and Resources Committee, where the report was presented on 27 June 2024, are summarised at section three of this report, with the full minute attached at Appendix 2.
- 1.5 The full Progress and Delivery report for quarter 4 and year end of financial year 2023-2024 are attached at Appendices 3 and 4, for information only.
- 1.6 Members are asked to examine the responses given to the report by these two policy committees and assure themselves that the appropriate level of challenge is being made to the information contained in the report.

2 Summary of Minutes – Prosperous Communities Committee 4 June 2024

- 2.1 There was considerable debate in relation to **Disabled Facilities Grants** (DFGs) particularly the time taken to complete works required. DFGs had been the focus of the Committee previously. Officers reiterated that whilst the funding structure remained as it was, there was no opportunity to improve the timescales. It was highlighted that the funding strategy remained with Lincolnshire County Council.
- 2.2 With regard to the **markets data**, it was enquired whether there was any way of monitoring footfall within Gainsborough town centre, to be able to ascertain whether anecdotal evidence of increased footfall on market days was a true picture. It was confirmed that footfall cameras in the town centre were in the testing phase and that data would be available to share in the future.
- 2.3 Members of the Committee drew attention to the **reduced rates of Council Tax collections** and recognised that it was a worrying trend which could lead to significant financial pressures. Officers agreed with the potential risk, and offered assurance to the Committee that work was ongoing to improve collection rates and ensure the reduced collections did not continue.

- 2.4 In relation to rates of **fly-tipping**, the Committee enquired whether increased fines had had an impact. Early indications showed that those who had been issued with fines at the new higher rate had been paying immediately. It was highlighted that the new measures for the 2024/25 reporting periods included the fixed penalty charges so Members would see that information starting to be reported in future reports.
- 2.5 Further debate focused on matters relating to the market share for **land charges**, where it was explained a benchmarking exercise was underway.
- 2.6 Regarding the cleanliness issues which had been raised about the **Gainsborough Leisure Centre**, Members were assured that Officers were visiting on a weekly basis to maintain oversight. With regard to the reduction in the number of outreach sessions, it was explained that in previous years there had been more sessions held but with lower engagement levels, therefore this year had focused on those sessions where there was highest attendance. It was recognised that further detail within the report could provide greater context, however, it was noted that the upcoming Sports and Leisure Development Strategy would help align those areas of work.
- 2.7 Further comments were made regarding the impact of not having a cross-boundary agreement for the use of **household waste recycling centres**. Members questioned whether that lead to incidents of fly-tipping in the district. It was recognised this was an area that had previously been discussed, however, there was currently no expectation of a cross-boundary agreement being reached.
- 2.8 Final comments highlighted the success of **Planning and Regeneration**, the continuation of the **garden waste collections** and the **crematorium business plan** which would be presented to the Committee in due course.

3 Summary of Minutes – Corporate Policy and Resources Committee 27 June 2024

- 3.1 Members raised concerns regarding **recycling rates**: the Performance and Programme Manager explained a piece of work was being produced on recycling and would be reported back to Members.
- 3.2 Regarding concerns about the reporting of **leisure centre dissatisfaction rates**, the Committee felt complaints were not being recorded and suggested it be reviewed. It was confirmed a report would be going to the Prosperous Communities Committee and the issue regarding complaints would be taken forward.
- 3.3 Members asked for assurance regarding **staff absence** and asked if there were any gaps in resourcing. The Chief Executive assured Members this was being managed and there were no significant vacancies.

- 3.4 Members praised the 83% performance rate and felt officers were working extremely hard to deliver quality services across the district.

4 Conclusion

- 4.1 The Committee are asked to examine the responses given to the report by the Prosperous Communities and the Corporate Policy and Resources Committees and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.

Appendix 1

Excerpt of Minutes Prosperous Communities Committee 4 June 2024

5 PROGRESS AND DELIVERY QUARTER FOUR REPORT AND SUMMARY OF YEAR END PERFORMANCE 2023/24

The Committee heard from the Change, Projects and Performance Officer regarding the Progress and Delivery report for quarter four (January – March) including performance improvement plan and year-end 2023/24 report.

Members heard how quarter four compared with quarter three and included a breakdown of the performance improvement plans in place and explained which of those would be moving forward and which were no longer valid owing to the changed performance measures. The officer highlighted the report contents per portfolio, and noted that it remained a 'by exception' report, meaning those areas that were 'on target' were not included. With regard to the year end report, there were additional measures in the current report which had not been in place the previous year, meaning there was no comparable data. The correlation with the Corporate Plan was further highlighted to the Committee.

The Chairman thanked the Officer and suggested that the Committee addressed the report according to each section.

There was considerable debate in relation to Disabled Facilities Grants (DFGs) and in particular the time taken to complete works required. It was recognised that DFGs had been the focus of the Committee on numerous occasions, with Officers reiterating that whilst the funding structure remained as it was, there was no opportunity to improve the timescales. It was highlighted that the funding strategy remained with Lincolnshire County Council.

With regard to the markets data, it was enquired whether there was any way of monitoring footfall within Gainsborough town centre, to be able to ascertain whether anecdotal evidence of increased footfall on market days was a true picture. It was confirmed that footfall cameras in the town centre were in the testing phase and that data would be available to share in the future.

Members of the Committee drew attention to the reduced rates of Council Tax collections and recognised that it was a worrying trend which could lead to significant financial pressures. Officers agreed with the potential risk, and offered assurance to the Committee that work was ongoing to improve collection rates and ensure the reduced collections did not continue.

In relation to rates of fly-tipping, a Member of the Committee enquired whether the increased fines had been shown to have an impact. It was explained that early indications showed that those who had been issued with fines at the new higher rate had been paying immediately. This was assumed to be in order to avoid the increasing costs if payment was delayed. It was also highlighted that the new measures for the 2024/25 reporting periods did include the fixed penalty charges so Members would see that information starting to be reported in future reports.

Further debate focused on matters relating to the market share for land charges, where it was explained a benchmarking exercise was underway, and also the cleanliness issues which had been raised regarding the Gainsborough Leisure Centre. Members were assured that Officers were visiting on a weekly basis to maintain oversight. With regard to the reduction in the number of outreach sessions, it was explained that in previous years there had been more sessions held but with lower engagement levels, therefore this year had focused on those sessions where there was highest attendance. It was recognised that further detail within the report could provide greater context, however, it was noted that the upcoming Sports and Leisure Development Strategy would help align those areas of work.

As the Committee continued to review the sections contained within the report, comments were made regarding the impact of not having a cross-boundary agreement for the use of household waste recycling centres, with some Members questioning whether that did lead to the incidents of fly-tipping seen in the district. It was recognised this was an area that had previously been discussed, however, there was currently no expectation of a cross-boundary agreement being reached.

Final comments highlighted the success of Planning and Regeneration, the continuation of the garden waste collections and the crematorium business plan which would be presented to the Committee in due course. With Members content there were no further comments, the recommendations contained within the report were duly proposed and seconded and, on taking the vote, it was unanimously

RESOLVED that

- a) the performance of the Council's services had been assessed through agreed performance measures and areas where improvements should be made had been indicated, having regard to the remedial measures set out in the report; and
- b) the Progress and Delivery Performance Improvement Plan for Quarter Four (January-March) 2023/24 be approved; and
- c) the Progress and Delivery Year End 2023/24 Report be approved.

Appendix 2

Excerpt of Minutes Corporate Policy & Resources Committee 27 June 2024

20 PROGRESS AND DELIVERY QUARTER FOUR REPORT AND SUMMARY OF YEAR END PERFORMANCE 2023/24

The Chairman introduced the report and gave context to Members that the report had been approved by the Prosperous Communities Committee on 4 June 2024.

The Committee heard from the Performance and Programme Manager that the report summarised the progress and delivery data across the Council for quarter four of 2023/2024. The measures and targets for 2024/25 were approved by the Committee in January 2024. There was an overall summary of performance on page 121 of the report which detailed that 83% of all measures were reported as exceeding or at the agreed tolerance. There was a slight reduction from 85% reported in the previous quarter. Performance Improvement Plans were contained in the report and reported to the Prosperous Communities Committee, as well as the Corporate Policy and Resources Committee, and an additional report had been brought to the Management Team meeting to approve measures. The recycling rate had been added back into the report and demonstrated seasonal fluctuations with the collection of garden waste.

In terms of markets, the antiques market had been introduced in quarter four and had since withdrawn from the Saturday markets. It was anticipated that the position in the next quarter would reflect this change. The table on page 151 provided a breakdown of the number of stalls and trading performance, and targets had been set for 2024/25 with seasonal markets in place. A request for benchmarking information relating to land charges in markets had been submitted to local authorities. More information would be brought to the Committee in the quarter two report for 2024/2025.

The Council tax collection rate measure was also highlighted on page 127 and there was a significant pressure on the budget with the collection of council tax. The report detailed actions in this area, such as signposting residents to money advice services, citizens advice and step change, and offering instalment plans to support residents over a longer financial period. The single person discount had been reviewed and additional revenue had been generated in this area.

Members raised concerns regarding the recycling rates and reporting of leisure centre dissatisfaction rates, and felt complaints were not being recorded in this area and suggested that this be reviewed. The Director of Corporate Services explained a report would be going to the Prosperous Communities Committee and agreed to take forward the issue regarding complaints. The Performance and Programme Manager explained a piece of work was being produced on recycling and would be reported back to Members.

Members asked for assurance regarding staff absence and asked if there were any gaps in resourcing. The Chief Executive assured Members that this was being managed and there were no significant vacancies.

The Chairman thanked officers for the thorough report and amount of work that went into producing the detailed report.

Members praised the 83% performance rate and felt officers were working extremely hard to deliver quality services across the district.

Having been moved and seconded it was

RESOLVED that

- a) the performance of the Council's services through agreed performance measures had been assessed, and areas where improvements should be made, having regard to the remedial measures set out in the report, had been indicated; and
- b) the Progress and Delivery Performance Improvement Plan for Quarter Four (January-March) 2023/24 be approved; and
- c) the Progress and Delivery Year End 2023/24 Report be approved.



**Prosperous Communities
Committee**

Tuesday, 04 June 2024

Subject: Progress and Delivery Quarter Four (2023/24) including Performance Improvement Plan and Year End 2023/24 Report

Report by:

Director of Change Management, ICT & Regulatory Services

Contact Officer:

Claire Bailey, Darren Mellors

Change, Projects and Performance Officer, Performance & Programme Manager

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Purpose / Summary:

To consider the Progress and Delivery report for quarter four (January – March) including performance improvement plan and year-end 2023/24 report.

RECOMMENDATION(S):

1. To assess the performance of the Council's services through agreed performance measures and indicate areas where improvements should be made, having regard to the remedial measures set out in the report.
2. To approve the Progress and Delivery Performance Improvement Plan for Quarter Four (January-March) 2023/24.
3. To approve the Progress and Delivery Year End 2023/24 Report.

IMPLICATIONS:

Legal: N/A
(N.B.) Where there are legal implications the report MUST be seen by the MO

Financial : N/A
(N.B.) All committee reports MUST have a Fin Ref

Staffing : N/A
(N.B.) Where there are staffing implications the report MUST have a HR Ref

Equality and Diversity including Human Rights : N/A

Data Protection Implications : N/A

Climate Related Risks and Opportunities: N/A

Section 17 Crime and Disorder Considerations: N/A

Health Implications: N/A

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

N/A.

Risk Assessment :

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Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No



Progress and Delivery Report

Quarter Four 2023/24
January - March

Executive Summary

The quarter four Progress and Delivery report covers the period from January to March 2024. The performance information presented in this report is grouped by portfolio and based on the measures and targets approved by Corporate Policy and Resources Committee in February 2023.

Each section of the report begins with an overall summary of portfolio performance, including measures which have been above or below target for at least two consecutive quarters. This is followed by a performance summary for each service within that portfolio. Performance is reported by exception (above or below target) and a narrative for each service is included to provide additional context.

Following on from the roll out in quarter two 2022/23, the Performance Improvement Plan (PIP) features on page seven and eight of this report, this is a key part of the report where we highlight those measures which report below target for two of more consecutive periods.

2024/25 Measure and Target

The 2024/25 measures and targets were formally approved by the Corporate Policy and Resources committee in January 2024. The quarter four and end of year reports marks the end of the 2023/24 reporting year, following this the measures and targets will be updated to reflect those approved in January, reporting on these will commence from 1st April 2024.

To provide background information and support this report, there are a series of bitesize training videos which are available via the member development teams channel, these focus on introducing members to performance management, the progress and delivery framework and understanding the progress and delivery report itself.

For further information or to discuss the report further please contact either:

Darren Mellors

Change, Programme and Performance Manager

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Claire Bailey




Change, Projects, and Performance Officer

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Key to KPI Ratings Used

This report includes Key Performance Indicators (KPIs) set for 2023/24 where progress is assessed against agreed targets. Progress against targets is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of direction of travel (DoT) using arrows.

DoT arrows are used to indicate the direction of change for KPIs over time. This provides a visual display to show whether performance has improved/declined/remained the same when compared to the corresponding quarter.

DoT	
↑	Performance improving
↓	Fall in Performance
→	No change
RAG	
	Measure exceeding approved target
	Measures within approved tolerances
	Measure below target

Overall Summary of Council Performance

Graph 1. Overall Performance Summary - Quarter Four
2023/24



Table 1. identifies a total of 53 KPIs with associated targets, broken down by portfolio, these are measured quarterly and included within this report. Graph 1. shows the percentages based on the figures in the table 1. 43 KPIs (excluding the 10 Corporate Health KPIs) which sit within the five portfolios are monitored over consecutive periods within the report and are highlighted when they are either above or below target for two consecutive quarters.

Quarter four reports a total of **XX** out of the 43 KPIs exceeding target for two consecutive quarters or more. Of the 43, seven KPIs report below target for at least two consecutive quarters, this milestone initiates the development of a Performance Improvement Plan.

Portfolio	No of KPIs	KPIs exceeding target	KPIs within tolerance	KPIs below target
Corporate Health	10	XX	XX	XX
Change Management, ICT and Regulatory Services	22	19	0	3
Finance Business and Property Services	1	1	0	0
Homes and Communities	4	2	0	2
Operational and Commercial Services	12	8	1	3
Planning and Regeneration	4	4	0	0
Total	53	XX	XX	XX

Table 1.

Page to complete once COF03 - Overall Council budget forecast outturn is confirmed.

Corporate Health

COF03 – XX




CUS01 – Quarter four reports an increase in customer satisfaction, with 82% of customers having reported being satisfied, this is a 1% increase when compared to the previous year. A total of 2133 surveys were distributed during quarter four, generating a total of 372 responses. Customer satisfaction surveys are sent on a weekly and monthly basis to customers of the following services: waste services, street cleansing, planning and development, planning enforcement, housing enforcement, ASB, food health and safety, public protection and licensing.

CUS04 - Learning and improvements actions that have arisen from upheld complaints can be found in the 2023/24 quarterly Voice of the Customer (VoC) reports that are located on the WLDC website here - <https://www.west-lindsey.gov.uk/council-democracy/have-your-say/comments-compliments-complaints> (please note the 2023/24 quarter four VoC report and the 2023/24 Annual VoC report are still in progress and will be published as soon as possible)

GLC04 – Two challenges were received during quarter four. A challenge arises when a customer, dissatisfied with the response to their Freedom of Information (FOI) request, seeks an independent internal review of the handling of the FOI, this usually due to incorrect or inadequate information provided. In this case, the challenges revolved around two issues: first, insufficient information was provided in response to a query relating to felled trees, and second, the response claimed that the information relating the leisure centre was not held, which the customer disputed. Upon review, it was found that although the requested information was not held, additional information was subsequently provided to address the customer's concerns.

HUM01 - The sickness absence figures reported fall within the approved tolerance. Absence for the period is consistent with levels of absence for the same period last year. The majority of absence is one-off and short-term, for example, there has been an increase in instances of sickness and diarrhoea which is in line with a national increase of cases of norovirus during the period. The application of the absence management policy and procedures remains consistent for each case, with HR providing ongoing support to employees in their return to work. When necessary, professional advice is sought from Occupational Health.

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
COF02 – % of invoices paid within 30 days of receipt of the invoice	N/A	97%	99.8%		-
COF03 – Overall Council budget forecast outturn	-3.72%	0%	XX		
CUS01 – Overall customer satisfaction	81%	75%	82%		↑
CUS02 – Compliments received	333	N/A	354	-	↑
CUS03 – Complaints received	52	N/A	49	-	↑
CUS04 – % of complaints where the Council is at fault	33%	40%	27%		↑
CUS05 – Average number of calendar days taken to resolve a complaint	7 days	21 days	6 days		↑
GLC01 – Number of data breaches resulting in action from the Information Commissioners Office	0	0	0		→
GLC02 – Number of FOI requests received	154	N/A	140	-	-
GLC03 – % of FOIs completed within 20 working days	100%	97%	97.7%		↓

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
GLC04 – Number of FOI challenges upheld	0	0	2		↓
HUM01 – Staff absenteeism (average days sickness per FTE)	0.70	0.60 days	0.73		↓
HUM03 – Health & Safety incidents	23	N/A	21	-	↑
ICT05 – Server and system availability	100%	98%	100%		→

Performance Improvement Plan

The Performance Improvement Plan forms part of the Progress and Delivery framework here at West Lindsey and supports the on-going maturity of performance management at West Lindsey District Council. The plan includes measures where performance has remained below target for two consecutive quarters or more.

Additional information will be provided as to the reasons relating to the measure reporting below target, the impact this has, the actions in place to improve performance and when we expect to see the improvement following the action.

The Plan adds further context and provides the extra level of assurance Members are seeking and have requested as to why P&D measures within services are reporting as underperforming.

The table overleaf shows a summary of improvement actions identified with associated Team Managers and Management Team. A more detailed plan is managed at service level with oversight by the senior management team including clear linkages to the objectives of both teams and individuals.

The plan will be monitored by the Council's Senior Change and Performance Officer and the relevant Team Manager with the quarterly P&D report used to update members on progress.

Performance Improvement Plan

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we start to see an improvement?
Homes and Communities	HHW01 - The average number of calendar days from DFG application to completion of work	<ul style="list-style-type: none"> •The DFG service receives an annual budget for the delivery of works through the scheme however this budget is not sufficient to deliver all the works applied for through the scheme. •WLDC currently receives the second highest number of referrals for adaptation across Lincolnshire but receives the second lowest amount of funding to cover this demand. - Legislation states that councils have six months to determine from when an application is complete to when it receives financial approval. To help manage the budget, WLDC have reverted service delivery to align with this legislation. 	•Delay in delivery of adaptations	<ul style="list-style-type: none"> • Officers and Members continue to lobby for fair distribution of DFG funding based on the demands on the service. • Explore other ways of saving money to try and relieve the budget where possible. 	•Until the budget position is rectified, the time taken to complete adaptations will continue to take longer than 120 working days.
	HHW02 - % of DFG referrals completed within 120 calendar days				
Operational and Commercial Services / Markets	MKT01 - Average number of market stalls on a Tuesday	•Reduced number of stalls - lack of town centre offering in terms of shops and change in habits.	•Potential loss of historic market in the town.	•Market function review approved at both Prosperous Communities and Corporate Policy & Resources which includes a three-year action plan. Currently in year two, moving into year three (April 2024-March 2025)	<ul style="list-style-type: none"> •Regular reports continue to be presented to Prosperous Communities Committee and Overview and Scrutiny Committee outlining current performance. •A review of the Gainsborough
	MKT02 - Average number of market stalls on a Saturday				

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we start to see an improvement?
				<ul style="list-style-type: none"> The establishment of the West Lindsey Markets Members Working Group to provide oversight of ongoing delivery of the West Lindsey Markets Action Plan and to develop new and further opportunities for the growth of this key element of our economic and community offering. 	<p>market trader terms and conditions was approved at Prosperous Communities Committee in December 2024, which sets out a reduction of stall rents for traders who deliver 25+ stalls.</p> <ul style="list-style-type: none"> The function of the member working group is under review, to be determined by members over the coming months.
Operational and Commercial Services	LFC01 – Services Held	<ul style="list-style-type: none"> Change in trends relating to direct funerals and cost of living. 	<ul style="list-style-type: none"> Potential underachievement of business plan targets. 	<ul style="list-style-type: none"> Ongoing understanding of market trends. The target needs to be profiled to reflect seasonal demand. 	<ul style="list-style-type: none"> The target for 2024/25 was approved at Corporate Policy and Resources Committee in January to be profiled, to account for seasonal fluctuations. The target subject to business plan approval is proposed to be set at 592 for 2024/25. This is a reduction following forecasting analysis, to reflect the changes in national trends.
Operational and Commercial Services	WAS03 – Recycling Rate	<ul style="list-style-type: none"> The recycling rate for Q4 2023/24 is comparable to the previous year's Q4. 	<ul style="list-style-type: none"> Failure to meet Government targets and the Council's 	<ul style="list-style-type: none"> Continued communication plan - posting online 	<ul style="list-style-type: none"> Dependent on climatic conditions for

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we start to see an improvement?
		<ul style="list-style-type: none"> •Recycling rates are calculated by the total residual (general) waste, mixed dry recycling, paper and card and garden waste (March-November) and of the combined total weights the percentage of material able to be recycled. •As the annual garden waste collections do not commence until the end of Q4, this impacts the figures. 	<p>commitment as part of the objectives in the Lincolnshire Joint Municipal Waste Management Strategy.</p>	<p>messages to avoid rejections and to aid customer support and buy in.</p> <ul style="list-style-type: none"> •The Council is continuing to prepare for requirements introduced under the Environment Act 2021. This includes weekly food waste collections, which will lead to an increase in recycling once the service is introduced. 	<p>green bin waste recycling.</p> <ul style="list-style-type: none"> •The requirements to collect food waste come into effect from 31st March 2026.
<p>Change Management and Regulatory Services</p>	<p>LLC02 – Local Land Charges Market Share</p>	<ul style="list-style-type: none"> •A focus has been applied on maintaining our improved service delivery and turnaround time to our customers and businesses. •It was viewed that this would have a positive impact on our market share, however this has not been realised. •The ongoing impact of cost of living with the unpredictable and declining housing market combined with the transfer of LLC1 to HMLR in April 2023. 	<ul style="list-style-type: none"> •The long-term impact will be on the income received by the service. 	<ul style="list-style-type: none"> • A promotion of a high performing and consistent service. • Benchmarking is to be undertaken with other Local Authorities on market share. This is to understand the national picture and to take learnings. A further update will be included in the Q2 P&D report 	<ul style="list-style-type: none"> •Due to the highly competitive nature of the service, it is not expected that service performance will return above target in 2024/25.
<p>Change Management and Regulatory Services</p>	<p>LOT03 - Council Tax in-year collection rate</p>	<ul style="list-style-type: none"> •Indications that continued hardship is being experienced by residents, demonstrated by the following indicators: •Council Tax bills are paid in 10 monthly instalments as standard. Following a change of legislation in 2013 customers 	<ul style="list-style-type: none"> •0.55% reduction in collection rate versus the target collection rate. •The target collection rate is the level of collection assumed in our budget. Not meeting 	<ul style="list-style-type: none"> •We have done the following throughout the year: •Signpost to debt advice - CAB, Step change. •Spread instalment plans longer than the current financial year in 	<ul style="list-style-type: none"> •The collection rate has improved reporting at 0.55% in Q4 versus 0.96% Q3, however this has meant we have not met the collection target.

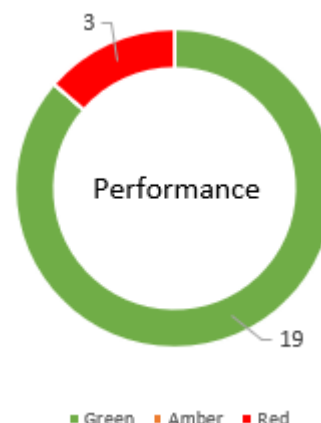
Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we start to see an improvement?
		<p>can request to pay in weekly or 12 monthly instalments.</p> <p>This year, there has been an increase of almost 1,200 customers opting for a 12- instalment payment (instead of a 10 month) plan compared to the previous year. A total of £1.5m remains outstanding for the financial year 2023/24. However, an additional £3.7million was collected in 2023/24 (£67m) due to the increased liability, when compared with 2022/23 (63.3m).</p> <ul style="list-style-type: none"> •128 households were assisted from the council tax discretionary hardship fund which was a grant provided by the Government to assist those in financial difficulty in 2023/24. 1,808 council tax support households also received support from this grant. • A total of 9,344 reminder notices were issued in 2023/24 being an increase of 598 on last year. However, the number of summonses has decreased by 202 this year compared to last year which supports the evidence that more customers have contacted on receipt of reminder notices to request their instalments be spread over a longer period of time and thus avoiding a summons being issued. 	<p>the target collection rate provides a budget pressure for the following financial year. In this case this amounts to an additional budget pressure for 2025-26 of £44,822.</p> <ul style="list-style-type: none"> •Increased demand on the service via telephone call and email. Team required to provide support to customers in times of financial hardship. •Increased administration of the grant and hardship support awards. 	<p>an effort to assist council taxpayers to make regular & affordable payments.</p> <ul style="list-style-type: none"> •Discretionary Hardship Award which is application and evidence based but anyone with council tax debt can apply for this. Breakdown of the award for 2023/24: Q1 £18,491.55 Q2 £17,312.28 Q3 £21,769.99 Q4 £15,563.09 Total £73,136.91 •Single person discount review commenced in January 2024. – Additional revenue generated equaled £174,379. 	<ul style="list-style-type: none"> •The single person discount review was undertaken in Q3 – Whilst the identified monies owed had not been collected at the point of closedown, there will still be payments made in arrears, however these will not be reflected in the collection rate. •As at the end of year closedown there are no further grants available for the following year. The Council will be supporting customers with installment plans and signposting for support.

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we start to see an improvement?
		<p>•A single person discount review was undertaken in Q3 and completed ahead of the annual billing period. This Adversely affected the collection rate due to increased monies owed from those identified being unable to be collected before the year end. A total of 420 accounts had their single person discount of 25% removed due to either having a second adult in the property or failing to return either the canvass form or reminder notice.</p> <p>•For 2023/24 the amount of Government grant scheme available to assist customers is considerably less than any other year since 2020/21. £5,755,454 in 2022/23 (Council Tax Energy Rebate Scheme, Council Tax Support and Discretionary Hardship Fund) compared with £160,263 in 2023/24 (Council Tax Support and Discretionary Hardship Fund).</p>			

Change Management, ICT and Regulatory Services Performance Summary







Services Included:

- Benefits
- Council Tax & NNDR
- Environmental Protection
- Food Safety
- Housing and Planning Enforcement
- ICT
- Local Land Charges
- Licensing
- Systems Development





Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
BEN01 - End to end processing times	4 days	7 days	3 days	●
BEN02 - Claims older than 50 calendar days	4	6	5	●
ENV02 - % of environmental protection cases closed within 6 months	100%	75%	100%	●
FDS01 - % of Food Standard Agency inspections completed	70% (target 67.5% in Q3)	90%	100%	●
FDS02 - % of registered food premises rated 3 stars or above	98%	96%	98%	●
ENF02 - % Planning enforcement cases given an initial response within 20 days	100%	90%	93%	●
ENF03 - % of planning enforcement cases closed within 6 months	86%	75%	79%	●
ENF05 - % of housing enforcement cases closed within 6 months	87%	75%	91%	●
ENF06 - % of community cases closed following compliance	80%	40%	80%	●
ICT02 - % of high priority ICT helpdesk calls closed within 24 working hours	100%	95%	100%	●
ICT03 - % of medium priority ICT helpdesk calls closed within 74 working hours	100%	90%	100%	●
ICT04 - % of low priority ICT helpdesk calls closed within 48 working days	100%	90%	100%	●
LLC03 - Average number of working days taken to process a search	1 day	10 days	1 day	●

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
LLC04 - % of searches processed within 10 working days	100%	90%	100%	
LIC01 - % of licensing applications processed within target time	100%	96%	97%	
LOT01 - Number of properties on the Council Tax Base per FTE	5,790	5,000	5162	
SYS01 - Website availability	99.94%	98%	99.86%	
SYS02 - LLPG Standard	Gold	National	Gold	
SYS03 - % of systems development requests completed within 10 working days	100%	85%	100%	

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
LLC02 – Local Land Charges Market Share **Included in PIP**	21%	40%	29%	
LOT03 - Council Tax in-year collection rate **Included in PIP**	82.16% (target 83.12% in Q3)	98.28%	97.73%	



Benefits

BEN01 – End to end times reports an average of three days for quarter four, a reduction from four days in quarter three, however the reduction was aided by the mass calculation of new year rents, as planned the team's processing system was down for 1.5 days in March to produce the New Year benefit letters and the 2024-25 Council Tax bills to be calculated. This was well managed to ensure performance remained consistent for this busy time of year also coinciding with the Easter period.

BEN02 – A total of five claims have exceeded 50 calendar days. Those taking the longest to process relate to supported accommodation claims, these residents are supported to claim benefit and manage other aspects of their lives by a support provider.

The team are seeing an increased number of cases involving 'Supported Accommodation'. While certain providers understand the claim process well, resulting in prompt housing benefit payments, others with less efficient processes experience longer waits for payment. Whilst the team reply on the providers in these cases, the team are working with the support providers and their staff to streamline their processes in connection housing benefit claims.


Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
BEN01 - End to end processing times	3 days	7 days	3 days		→
BEN02 - Claims older than 50 calendar days	N/A	6	5		N/A

Environmental Protection

ENV01/02 - This work area continues to meet targets, maintaining 100% of environmental protection cases closed within six months for quarter four and 2023/24. The service has managed well with staffing changes, however, the ability to meet demands to be continually reviewed over the coming weeks and months. Expectations remain that our performance will remain on target.

Performance Exceptions



KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
ENV01 – Number of environmental protection requests received	184	N/A	150	-	-
ENV02 - % of environmental protection cases closed within 6 months	100%	75%	100%		→

Food Safety

FDS01 – The food safety service has demonstrated excellent performance this year, exceeding the initially forecasted estimate from April 2023 by conducting one additional inspection overall. While it is acknowledged that the number of inspections needed in 2024/25 will rise, completing the required inspections this year will assist in alleviating some of that burden. Resource allocation for the service remains under review and will be reassessed during the first quarter of 2024/25 when the work plan is formulated for committee approval.

FDS02 – Following the completion of the required inspection in 2023/24 the standard of food premises across the district remains high.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
FDS01 - % of Food Standard Agency inspections completed	91%	90%	100%		↑
FDS02 - % of registered food premises rated 3 stars or above	98%	96%	98%		→

Housing and Planning Enforcement

Quarter four sees all measures within this service area above target, demonstrating that cases are being dealt with effectively and efficiently.

ENF01 – The volume of planning enforcement requests has decreased over the year, with a total of 253 received in 2023/24 compared to 322 in 2022/23. Nevertheless, a significant number of reports are still received each month.





Commencing in March, a formal report will be submitted to the Planning Committee on a quarterly basis. This report will contain details on ongoing cases where formal action is being pursued in the form of a notice. It will provide insight into the reasons behind the notices being issued and the necessary compliance requirements. It's important to note that the report is an exempt paper and serves solely for information.

ENF04 – A total of 171 housing enforcement request have been received throughout 2023/24, which is a slight increase from 163 received during 2022/23.

Throughout 2023/24 the team has undertaken proactive work across 109 properties, all of which have received compliance letters. This effort has been concentrated on rural areas and properties with an "E" Energy Performance Certificate (EPC) rating. Previous work by the Council relating to EPC standards has identified that where the EPC is rated lower, the likelihood for hazards is higher. Of the 109 properties, 89 have promptly complied with the Council's requirements, providing all necessary certifications. Additionally, 10 properties required new electrical safety certificates, while two electrical safety breaches are being considered for a financial penalty.

ENF06 - The percentage of community safety cases closed following compliance remains above target for quarter four, the team continue to maintain a high level of positive resolutions within cases that are reported or proactively identified by the enforcement team.




Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
ENF01 – Number of planning enforcement requests received	70	N/A	54	-	-
ENF02 - % of planning enforcement cases given an initial response within 20 working days	95%	90%	93%		↓
ENF03 - % of planning enforcement cases closed within 6 months	87%	75%	79%		↓
ENF04 – Number of housing enforcement requests received	65	N/A	47	-	-
ENF05 - % of housing enforcement cases closed within 6 months	83%	75%	91%		↑
ENF06 - % of community safety cases closed following compliance	41%	40%	80%		↑
ENF07 – Number of fly-tipping cases attended for investigation	N/A	N/A	39	-	-

ICT

The ServiceDesk recorded 409 requests during quarter four with a total of 409 closed within their target time, an increase in requests when compared to quarter three where a total of 356 was received by the team. All calls received were categorised as low priority with no high or medium requests received during quarter four.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
ICT01 – Customer Satisfaction	98.85%	N/A	97.94%	-	
ICT02 - % of high priority ICT helpdesk calls closed within 24 working hours	N/A	95%	No high priority calls received		→
ICT03 - % of medium priority ICT helpdesk calls closed within 74 working hours	N/A	90%	No medium priority calls received		→
ICT04 - % of low priority ICT helpdesk calls closed within 48 working days	N/A	90%	100%		→

Local Land Charges

LLC01 – The number of Local Land Charge searches received reports a 7% (45) decrease in quarter four, totalling 583 searches, compared to quarter four of 2022/23, which saw a total of 628 searches received. This can be accounted to the migration of searches to HM Land Registry and an unpredictable housing market. This will continue to be monitored through 2024/25.

LLC02 – Service market share performance continues to be returned under the 40% target. Whilst extensive work has been undertaken to rectify this it is expected that 2024/25 performance is to continue to report below target despite the reduction of the target to 30% for 2024/25.




Investigations using business modelling identified that the Council's Local Land Charge service has a competitive advantage through the Council's brand, officers' knowledge, and the teams quick and consistent turnaround. However, the market is highly competitive and is compounded by the ability of competitors to undercut the council's pricing structure due to the requirement of the service having to publish fees and charges. In turn impacting the market share of the service.

Benchmarking is to be undertaken with other Local Authorities on market share to understand the national picture and to take learnings. Performance will continue to be managed and reviewed throughout 2024/25.

LLC03/04 – The service continues to deliver a consistent and high performing turnaround. Quarter four reports a same day turnaround of received searches which resulted in 100% of searches being determined in time.

LLC05 – Despite the 7% decrease in received searches, the levels of received income have remained relatively consistent. This is attributed to the received searches containing additional questions and an unforeseen surge in searches in January from a company re-mortgaging their portfolio, a process typically occurring every 2-3 years.


Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LLC01 – Number of Local Land Charge searches received	628	N/A	583	-	-
LLC02 - Market Share **Included in PIP**	27%	40%	29%		↑
LLC03 - Average number of working days taken to process a search	2 days	10 days	1 day		↑
LLC04 - % of searches processed within 10 working days	100%	90%	100%		→
LLC05 – Income Received	£23,546	N/A	£23,428	-	↓

Licensing

LIC01 - The work area has been affected by long term sickness issue since July 2023, however the team continue to meet the required standards. There have been two months where target timescales were not met, directly linked to the absence. However, this is not expected to persist as a performance issue.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LIC01 - % of licensing applications processed within target time	99.5%	96%	97%		↓

Council Tax and NNDR

LOT02/03 - The council tax collection rate reports at 97.73% at the end of 2023/24. This is 0.55% less than last year however, due to a £4.2 million increase in council tax liability for 2023/24 the team have collected over £67m which is £3.7m more than was actually collected last year.

In 2023/24, a Government grant of £160,263 was provided to aid those facing hardship amid the cost-of-living crisis. Of this amount, £83.7k was automatically awarded to 1,808 council tax support claimants, while £73k was granted in council tax discretionary hardship awards benefiting 128 families experiencing financial challenges. This grant marked a significant decrease compared to the £5.7 million awarded in 2022/23, for council tax energy rebate payments.




Recovery action has continued during 2023/24 with a total of 9,344 reminder notices issued during the year which is an increase of 598 in comparison to 2022/23 total. In addition, a total of 4,405 summonses have also been issued during the year, this is a reduction of 202 from the previous year. This trend suggests that some council taxpayers who typically wouldn't receive reminder notices, (due not previously experiencing financial hardship) have done so this year, prompting them to contact the Council. Consequently, they were given the opportunity to extend their payment installments over 12 or more months. Notably, this year reported 14,183 customers opting for this arrangement, reflecting an increase of 1,178 accounts compared to the prior year.

A review of single person discount was undertaken in January, a total of 2233 letters were issued to those identified as potentially no longer in single person occupancy, with a response rate of 85%. This resulted in 420 amendments, removing the 25% discount for single person occupancy. This reduced the collection rate due to increased monies owed from those identified.

Throughout 2023/24, the team answered 18,172 telephone calls from council residents. Since October 1, 2023, they've handled and replied to 10,594 emails received into the council tax email box. The team consistently guides residents toward debt advice resources and has been able to offer the opportunity to apply for the discretionary hardship fund for certain council tax support cases. Currently, this option won't be accessible in 2024/25 as local authorities haven't received any grants to aid with council tax.

LOT04/05 – In 2022/23 the pre rollover NNDR collection rate (99.32%) was used in the quarter four report for last year. The post roll over collection rate figure was 97.39% as this takes into account adjustments over the two financial years. In this case a large rateable value was brought into NNDR by the Valuation Office Agency (VOA) on 24 March 2024 which generated a new debt of £125k in 23/24. We wouldn't expect this to be paid in 23/24 with 14-day notice of the charge due, therefore affecting the difference to the collection rate for 2023/24. However, the total amount collected was £17.7 million which is £600k collected more than last year.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LOT01 - Number of properties on the Council Tax Base per full time employee (FTE)	6289	5000	5162		↓
LOT02 – Amount of Council Tax collected	£9,661,921	N/A	£10,658,691	-	↑
LOT03 - Council Tax in-year collection rate	98.28%	98.28%	97.73%		↓
LOT04 – Amount of National Non-Domestic Rates collected	£2,154,691	N/A	£2,164,794	-	↑
LOT05 – National Non-Domestic Rates in-year collection rate	99.32%	99.32%	98.34%		↓




Systems Development

SYS01 - Continued monitoring to ensure availability and no broken links to guarantee the standard is maintained.

SYS02 - Automated allocation of requests to the correct officer ensures no delays in work being reviewed and work completed in a timely manner.

SYS03 - LLPG Standard is measured nationally against nine set criteria on a daily basis. Constant management of address data and creating new postal addresses ensures we maintain the highest possible standard. The Council successfully attained the Gold Standard each month throughout 2023/24.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
SYS01 - Website availability	100%	98%	99.86%		↓
SYS02 - % of systems development requests completed within 10 working days	99%	85%	98%		↓
SYS03 - LLPG Standard	Gold	National Standard	Gold		→

Finance Business and Property Services Performance Summary

Services Included:

- Property Services



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
PRO03 - Rental portfolio voids	3%	12%	2%	●


Measures where performance is below target for at least two consecutive quarters

There are no measures within this portfolio that have performed below target for two consecutive quarters.

Property Services

PRO03 – The voids in the Council's rental portfolio have decreased, with a reported 2% at the end of quarter four. The average void percentage for 2023/24 remained low at 3%, with the highest point being 7% at any given time. Throughout the year, the majority of vacant premises were single offices in The Plough.

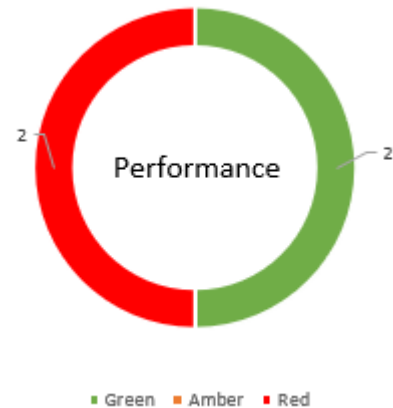
Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
PRO03 - Rental portfolio voids	4%	12%	2%		↑

Homes and Communities Performance Summary

Services Included:

- Home Choices
- Homes, Health and Wellbeing
- Communities



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
HME04 – % utilisation of temporary leased accommodation	73%	75%	86%	●
HHW04 - Long term empty properties as a percentage of all housing stock in the district	1.40%	2%	1.46%	●

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
HHW01 - The average number of calendar days from DFG application to completion of work - **Included in PIP**	182 days	120 days	185 days	●
HHW02 - % of DFG referrals completed within 120 calendar days **Included in PIP**	21%	50%	20%	●

Home Choices

Quarter four reports a slight reduction in new homeless applications with 176 received when compared with 187 in Quarter three.


HME01/02 – The percentage of homelessness approaches with positive outcomes remains high, with 81% reported in quarter four. The outcome of a homelessness application is also reliant on applicants working with the team and accepting reasonable offers of accommodation, which isn't always the case.

HME03 - The total number of households in temporary accommodation remains high with 71 households reported in quarter four, compared with 50 in quarter four 2022/23. A total of six households accommodated under the Severe Weather Emergency Protocol (SWEP) for a total of 28 nights in January, and one household accommodated for 12 nights due to flooding.

HME04 - Cross Street utilisation remains very high, reporting at 86% for quarter four. The team continue to ensure that best use is made of the self-contained accommodation particularly for households with children and/or medical needs.

HM07 – Quarter four saw five separate households spending more than 42 nights in B&B accommodation, which was unavoidable due to their circumstances and lack of available housing.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
HME01 – Number of homelessness approaches with positive outcomes	105	N/A	141	-	-
HME02 – % of homelessness approaches with positive outcomes	72%	N/A	81%	-	-
HME03 – Total number of households in leased/B&B accommodation	50	N/A	71	-	-
HME04 – % utilisation of temporary leased accommodation	84%	75%	86%		↑
HME05 – % of households spending 56 nights or more in leased accommodation	30%	N/A	18%	-	-
HME06 – Number of households in B&B accommodation	39	N/A	52	-	-
HME07 – % of households spending more than 42 nights in B&B accommodation	8%	N/A	10%	-	-




Homes, Health and Wellbeing

HHW01 - Throughout 2023/24, a total of 201 referrals were received, 50 of which were received within quarter four. The full allocation of the Better Care Fund budget was utilised, with some underspend from previous year reserves also allocated during the period. However, due to budget constraints, 92 out of the 122 approved grants were delayed for an average of 67 days to ensure the Better Care Fund was not over committed.

As referrals continue to show no signs of reducing and budget allocation remaining unchanged since 2021/22, it is expected that delivery times will likely remain the same. Positively, the team has aided 122 customers in maintaining independence in their homes, marking the highest number of completed grants in a financial year.

HHW02 - Due to budget constraints, DFGs are being held up to ensure budget is not over allocated within year meaning they are taking longer to complete. Even with this, 24 out of 122 adaptations were completed within 120 days.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
HHW01 - The average number of calendar days from DFG application to completion of work **Included in PIP**	155	120	185		↓
HHW02 - % of DFG referrals completed within 120 calendar days **Included in PIP**	44%	50%	20%		↓
HHW04 - Long term empty properties as a percentage of all housing stock in the district	1.45%	2%	1.39%		↑

Communities

A wide range of community grants have been awarded as part of the Community Grants Programme (with funds from UKSPF and REPF).

At the end of Q4, our grant funding has awarded the following grants during 2023/24:

- Councillor Initiative Fund – 83 awards
- Community Action Fund - 20 awards
- Community Facilities Fund - 39 awards
- Community Development Fund - 6 awards
- COVID Management Fund - 4 awards
- Match Funding Grant Scheme – 4 awards

COM03 - Match or levered funding is an approximate figure as many project costs and secured funding sources are subject to change as projects deliver and complete. At the end of quarter four, our grant funding has helped to lever approximately £733,256.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
COM01 – Total number of grants awarded	195	N/A	156	-	-
COM02 – Total value of grants awarded	£202,761	N/A	£1,212,494	-	-
COM03 – External community funds levered by WLDC	£805,723	N/A	£733,256	-	-

Operational and Commercial Services Performance Summary

Services Included:

- Building Control
- Crematorium
- Leisure
- Markets
- Street Cleansing
- Trinity Arts Centre
- Contracts Management
- Waste Management
- Green Garden Waste



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
STR01 - % of fly-tipping collected within 10 working days	96%	90%	94%	●
TAC01 - Total number of performance and screenings held	63	8	36	●
TAC02 - Audience figures as a % of capacity	47%	30%	48%	●
TAC03 - Total number of engagement activities held	55	30	69	●
TAC05 - Average spend per head on secondary sales	£3.86	£3.00	£3.53	●
WAS02 - Amount of residual waste collected per household	41kg	45 kg	44kg	●
LEI03 – % of customer reporting satisfaction with West Lindsey leisure events and facilities	94%	75%	94%	●
BDG03 – Building Control Market share	83%	78%	79%	●

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
MKT01 - Average weekly number of market stalls – Tuesday **Included in PIP**	22	37	22	●
WAS03 – Recycling Rate **Included in PIP**	39.72%	50%	19%	●
LFC01 - Services Held **Included in PIP**	136	173	134	●


Building Control

BDG01 – Quarter four and 2023/34 report a decrease in income, totaling £200k for 2023/24 compared to £226k in 2022/23, which is consistent with the budget forecasting.

BDG02 – Corresponding to the decrease in income, there was a reduction in the number of received applications, with a total of 651 applications received during 2023/24, compared to 797 in 2022/23, marking an 18% decrease.

BDG03 –Market share for quarter four has increased from the previous year’s performance, highlighting the reduction in applications remains consistent across the sector.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
BDG01 – Income Received	£49,114	N/A	£46,724	-	-
BDG02 – Applications Received	181	N/A	118	-	-
BDG03 - Market Share	75%	78%	79%		↑

Crematorium

LFC01 – The target for cremation services held for 2023/24 was set at 692, a total of 538 cremations have been reported over the course of the last year, whilst this is the same as the previous year total cremations, the target for 2023/24 has not been met.


The first three quarters of 2023/24 were busier than in previous years, quarter four experienced a decrease in cremations, with March notably quieter at the crematorium.

The crematorium business plan is in development and the local market share is being analysed to provide a better understanding of the sector.

The SunLife report explores the future of funerals, shedding light on shifting attitudes towards final farewells and the evolving landscape within the industry. According to the report, in 2023, 53% of individuals opted for cremation, with 20% selecting direct cremation, while the rest preferred burial. This marks a change from pre-pandemic figures in 2019, where 74% chose cremation and only 3% opted for direct cremations.

<https://www.sunlife.co.uk/funeral-costs/>

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LFC01 - Services Held **Included in PIP**	177	173	134		↓
LFC02 – Direct funerals held	26	N/A	26	-	-
LFC03 – Income received	£149,626	N/A	£116,357	-	-
LFC04 – Secondary sales	£1,345	N/A	£1,630	-	-

Leisure

LEI01 – During quarter four, the Gainsborough site experienced an increase in the number of full fee-paying members, reaching 2098, compared to the previous year's quarter four figure of 1946 and quarter three's 2042 fee-paying members. Meanwhile, Market Rasen reported a slight decrease in memberships during quarter four, totaling 656 compared to 667 in quarter four of 2022/23 and 675 in quarter three.

LEI04 – The number of senior active users has increased, with a total of 1918 users during quarter four, marking the highest figure for this year and an increase of 526 from the previous quarter. Session attendance has remained consistent, running at over 75% capacity. Activities such as Easy Line, SIT Fitness, and Stretch & Sculpt remain unchanged.

LEI06/07- In addition to the active senior programme the ongoing outreach work includes:

Care Homes/outreach –The outreach work at the care homes concluded at the end of October, as a precaution to protect vulnerable clients. The team expect to resume their activities in the Spring


One You Lincolnshire – Throughout 2023/24, a total of 297 clients we referred into the free 12-week scheme at West Lindsey, with an additional 78 clients starting the scheme at Market Rasen. However, conversion to full-paying GP referral membership has been challenging, with a current conversion rate of less than 10%. Nonetheless, some individuals opt for the "free" activities and participate in discounted social prescribing sessions.

Parkinsons Sessions - Parkinson group running in partnership with Liz Clews, Everyone Active continue to offer free memberships for Parkinson's and so far, to date eight free annual memberships have been issued.

Cancer Rehab Programme – Held at the Gainsborough site in association with Lincoln City Foundation, the fighting FIT program provides low-impact physical activity tailored to individuals in cancer remission. Fourteen registered participants engage in a 12-station circuit format, overseen by specialised trainers.

Junior Activities – Both sites offer a range of junior activities. The Wildcats football program in Market Rasen engages over 40 girls, providing them with the chance to play football and enhance their skills locally. At the Gainsborough site, the Dynamos and All-Stars cricket scheme takes place indoors during the winter months. Additionally, the youth club in Gainsborough attracts over 20 children, offering after-school activities in a secure environment. Furthermore, the Saturday night roller discos in Gainsborough welcome over 30 children and their families, providing a fun and safe way to spend time together.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LEI01a – Number of individual full fee-paying Gainsborough leisure centre members	1946	N/A	2098	-	-
LEI01b – Number of individual full fee-paying Market Rasen leisure centre members	667	N/A	656	-	-
LEI02a – % of members visiting the Gainsborough leisure centre at least once a week	72%	N/A	85.67%	-	-
LEI02b – % of members visiting the Market Rasen leisure centre at least once a week	61%	N/A	59%	-	-
LEI03 – % of customer reporting satisfaction with West Lindsey leisure events and facilities	92%	75%	94%		↑
LEI04 – Number of users of the Seniors Active Programme	1,137	N/A	1,918	-	-
LEI05 – Number of non-members using the leisure centres	7,936	N/A	9,423	-	-

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
LEI06 – Number of outreach sessions held	17	N/A	6	-	-
LEI07 – Number of outreach users	188	N/A	161	-	-
LEI08 – Number of leisure centre users referred through the Healthy Lifestyle scheme	91	N/A	71	-	-

Markets

Quarter four saw the introduction of the M&H Antiques Fair, a weekly event to be held in Gainsborough Market Place alongside the general market. The opening fair coincided with the start of the Easter Bank Holiday on Saturday, March 30, 2024, and will continue every Saturday until October 26, 2024.

MKT01- Quarter four has seen a small decrease in the number of market stalls taken up by our market traders on a Tuesday, with an average take up of 22 per week when compared with 23 in quarter four 2022/23.

MKT02 – Quarter four reports an increase in the number of market stalls taken up by our market traders on a Saturday, with an average take up of 14 stalls per week in in quarter four compared to 7 in the quarter four 2022/23. The increase due to the stalls taken by the antiques fair.

In line with the approved market action plan the programme of supporting events run by the Council alongside the Gainsborough market for quarter three included the following:

Saturday: 10th February	Farmers and Craft Market
Saturday: 17th February	Vegan Village
Saturday: 9th March	Illuminate Event and Farmers and Craft Market

MKT03 - Quarter four reports an increase in the number of traders attending our Tuesday and Saturday market, with an average of 19 traders per week, when compared with 16 in quarter four 2022/23.



Quarter four has seen an average of 13.5 traders per month attending the Farmers Market against 12 for quarter three, an increase of 12.5%. This rise can be attributed to the Illuminate event held in March, which attracted additional traders to the market.

To provide addition context to the performance figures, a weekly breakdown of market stalls and traders by market is provided in table 2.

Tuesday	Tuesday Stalls	Tuesday Traders	Saturday	Saturday Stalls	Saturday Traders
02/01/2024	Market cancelled due to weather		06/01/2024	6	3
09/01/2024	19	8	13/01/2024	7	4
16/01/2024	25	12	20/01/2024	6	3
23/01/2024	12	8	27/01/2024	6	3
30/01/2024	25	12	03/02/2024	7	3
06/02/2024	18	10	10/02/2024	21	16
13/02/2024	23	10	17/02/2024	17	13
20/02/2024	26	13	24/02/2024	8	5
27/02/2024	23	12	02/03/2024	6	3
05/03/2024	27	14	09/03/2024	25	22
12/03/2024	18	8	16/03/2024	7	4
19/03/2024	28	14	23/03/2024	7	4
26/03/2024	25	12	30/03/2024	60	22
Total Average Q4	22	11	Total Average Q4	14	8

Table 2.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
MKT01 – Average weekly number of market stalls – Tuesday **Included in PIP**	23	37	22		↓
MKT02 - Average weekly number of market stalls – Saturday **Included in PIP**	7	14	14		↑
MKT03 – Average number of market traders per week	16	N/A	19	N/A	-

Street Cleansing


Quarter four reports a decline in reported fly-tipping incidents, totaling 320, reflecting a 25% decrease compared to the 429 incidents reported in quarter four of 2022/23. However, there was a 40% increase in reported cases compared to quarter three, during which 228 instances were reported.

STR01 – A total of 300 of the 320 fly tipping instances reported were collected within ten days, this represents a collection/removal rate of 94%

Counts of fly tipping by waste / incident size for quarter four.

Counts of fly-tipping by waste / incident size	
Single item	50
Car boot load or less	71
Small van / transit van load	164
Tipper lorry load / significant or multiple loads	35
Total	320

Performance Exceptions





KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
STR01 - % of fly-tipping collected within 10 working days	99%	90%	94%		↓

Trinity Arts Centre

TAC02 - Audience figures, as a percentage of capacity, reached 48% for quarter four, marking an increase compared to the previous year's quarter four. Across all live events, the average capacity achieved was 56%. Upon deeper analysis by category, commercial performances attained an average of 75%, community performances reached an average of 45%, and film screenings reported at 28%.

The Trinity Arts Centre delivered a popular workshop programme during February Half Term which was over subscribed. The workshop focus this period was linked to the popular WONKA film, building off the model previously deployed for the Matilda film.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
TAC01 - Total number of performance and screenings held	52	8	36		↓
TAC02 - Audience figures as a % of capacity	33%	30%	48%		↑
TAC03 - Total number of engagement activities held	65	30	69		↑
TAC04 – Income Received	£57,324	N/A	£72,457	N/A	-
TAC05 - Average spend per head on secondary sales	£2.92	£3.00	£3.53		↑

Contracts Management

GLC06 – There are no Council contracts that have expired without extension or new contract in place during quarter three.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
GLC06 - Number of expired contracts	0	N/A	0	-	-

Waste Management



WAS03 – Recycling rates are calculated by the total residual (general) waste, mixed dry recycling, paper and card and garden waste (March-November) and of the combined total weights the percentage of material able to be recycled.

The annual recycling rate reports at 39.6% for 2023/24, below the national target of 50%, the recycling includes garden waste, mixed dry recyclables and paper and card collections. We continue to report less weight but better-quality materials with less contamination (down from over 30% before the implementation of the purple lidded bins to below 10% now).

The big bin clear out service is due to launch in April, aimed at householders having a major clear out or a big spring clean, the new service will enable customers to hire large capacity (1100/660 litre) wheeled bins for a period of one week. The service is aimed at those who are unable to access their local household waste recycling centres and is for non-recyclable waste,

WAS04 – Missed bins report at 98% for quarter four, an increase when compared to the previous year's quarter four. The continued use of logging bins not presented on the mobile devices has started to show a decline in missed bins.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
WAS02 - Amount of residual waste collected per household	42kg	45kg	44kg		↓
WAS03 - Recycling rate	18%	50%	19%		↑
WAS04 – % of missed black, blue and purple lidded bins collected within 5 working days	93%	N/A	98%	-	-

Planning and Regeneration Performance Summary

Services Included:

- Development Management



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2023/24)	Target	Q4 (2023/24)	Perf
DEV03 - % of major planning applications determined within 13 weeks or within agreed timescales	95%	90%	100%	●
DEV04 - % of non-major planning applications determined within 8 weeks or within agreed timescales	93%	94%	96%	●
DEV05 - % of major development applications, allowed on appeal	0%	8%	0%	●
DEV06 - % of non-major development applications, allowed on appeal	1%	8%	1%	●

Measures where performance is below target for at least two consecutive quarters

There are no measures within this portfolio that have performed below target for two consecutive quarters.

Development Management

DEV01 – Total income received amounts to £200,847 for quarter four. This comprises £178,771 received in planning fees, reflecting a 34% increase compared to quarter four of 2022/23, and £22,076 received in pre-application enquiry fees, marking a 50% increase over the same period. Planning fees were increased nationally in December 2023 (+35% majors; +25% others) and we will look to see if this continues to result in increased fee income, as seen in quarter four compared with the previous year.





DEV02 – During quarter four, a total of 404 planning and development-related applications were received, representing a 10% decrease compared to the previous year's quarter four, during which 449 applications were received. Of these applications, 15 were for major development (11 in quarter four 2022/23), 61 were categorized as 'minor development' (77 in quarter four 2022/23), and an additional 112 fell under the 'other' category, which includes householder and listed building applications (141 in quarter four 2022/23). Overall, in 2023/24 we received 1611 planning and development related applications, a 10.5% decrease on the previous year, which received a total of 1801.

Overall, a reduction in the number of applications received is reported, which is in line with the national trend in England (in the year ending Dec 2023, applications across the country were down 13% on the year ending Dec 2022).

DEV03/04 – Quarter four reports a total of 100% of major applications (5 out of 5) have been determined in time; and 96% of non-major applications (158 out of 164) determined in time.

DEV06 – During quarter four, eight appeal decisions were received, with one allowed and seven dismissed. This indicates that allowed appeals represented 1% of non-major decisions made within the quarter and 0% of major appeals. Performance therefore remains strong, with applications being made in time, and with WLDC decisions being upheld by the Government's Planning Inspectorate.

Performance Exceptions

KPI	Q4 (2022/23)	Target	Q4 (2023/24)	Perf	DoT
DEV01 – Planning and pre-application income	£147,835	N/A	£200,847	-	-
DEV02 – Received planning applications	449	N/A	404	-	-
DEV03 - % of major planning applications determined within 13 weeks or within agreed timescales	100%	90%	100%		→
DEV04 - % of non-major planning applications determined within 8 weeks or within agreed timescales	100%	94%	96%		↓
DEV05 - % of major development applications, allowed on appeal	0%	8%	0%		→
DEV06 - % of non-major development applications, allowed on appeal	1%	8%	1%		→

Appendix A: Progress and Delivery Measures

Corporate Health

KPI	Measure Definition	Reporting Frequency	Composition	Target
COF01	Budget variance (£)	Annual	Less is better	0
COF02	% of invoices paid within 30 days from date invoice received	Quarterly	More is better	97%
COF03	Overall Council budget forecast outturn (%)	Quarterly	Less is better	0
COF04	Annual Statement of Account	Annual	-	Unqualified
GLC01	Number of data breaches resulting in action from the Information Commissioners Office	Quarterly	Less is better	0
GLC02	Number of FOI requests received	Quarterly	More is better	No target set
GLC03	% of FOIs completed within 20 working days	Quarterly	More is better	97%
GLC04	Number of FOI challenges upheld	Quarterly	Less is better	0
CUS01	Overall Customer Satisfaction	Quarterly	More is better	75%
CUS02	Compliments received	Quarterly	More is better	No target set
CUS03	Complaints received	Quarterly	Less is better	No target set
CUS04	% of complaints where the Council is at fault	Quarterly	Less is better	40%
CUS05	Average number of calendar days taken to resolve a complaint	Quarterly	Less is better	21 days
HUM01	Staff absenteeism	Quarterly	Less is better	0.6 days
HUM02	Employee satisfaction	Annual	More is better	90%
HUM03	Health & Safety incidents	Quarterly	Less is better	No target set
ICT05	% of time that the Council's server and systems are operating as planned	Quarterly	More is better	98%

Portfolio: Change Management, ICT and Regulatory Services

KPI	Measure Definition	Reporting Frequency	Composition	Target
Benefits				
BEN01	End to end processing times	Quarterly	Less is better	7 days
BEN02	Claims older than 50 calendar days	Quarterly	Less is better	6
Environmental Protection				
ENV01	The number of environmental protection requests received.	Quarterly	Less is better	No target set
ENV02	% of environmental protection cases closed within 6 months	Quarterly	More is better	75%
Food Safety				
FDS01	% of Food Standards Agency inspections completed	Quarterly	More is better	Q1 22.5% Q2 45% Q3 67.5% Q4 90%
FDS02	% of registered food premises rated at 3 stars or above	Quarterly	More is better	96%
Housing and Planning Enforcement				
ENF01	Number of planning enforcement requests received	Quarterly	Less is better	No target set
ENF02	% Planning enforcement cases given an initial response within 20 days	Quarterly	More is better	90%
ENF03	% of planning enforcement cases closed within 6 months	Quarterly	More is better	75%
ENF04	Number of housing enforcement requests received	Quarterly	Less is better	No target set
ENF05	% of housing enforcement cases closed within 6 months	Quarterly	More is better	75%
ENF06	% of community cases closed following compliance	Quarterly	More is better	40%
ENF07	Number of fly-tipping cases attended for investigation	Quarterly	Less is better	No target set
ICT				
ICT01	Customer satisfaction	Annually	More is better	No target set
ICT02	% of high priority ICT helpdesk calls closed within 24 working hours	Quarterly	More is better	95%
ICT03	% of medium priority ICT helpdesk calls closed within 74 working hours	Quarterly	More is better	90%
ICT04	% of low priority ICT helpdesk calls closed within 48 working days	Quarterly	More is better	90%
Land Charges				
LLC01	Number of Local Land Charge searches received	Quarterly	More is better	No target set
LLC02	Local Land Charges Market Share	Quarterly	More is better	40%
LLC03	Average number of working days taken to process a search	Quarterly	Less is better	10 days
LLC04	% of searches processed within 10 working days	Quarterly	More is better	90%
LLC05	Income Received	Quarterly	More is better	No target set
Licensing				
LIC01	% of licensing applications processed within target time	Quarterly	More is better	96%

KPI	Measure Definition	Reporting Frequency	Composition	Target
Council Tax and NNDR				
LOT01	Number of properties on the Council Tax Base per full time employee (FTE)	Quarterly	More is better	5000
LOT02	Amount of Council Tax collected	Quarterly	More is better	No target set
LOT03	Council Tax in-year collection rate	Quarterly	More is better	Q1 28.55% Q2 56.16% Q3 83.12% Q4 98.28%
LOT04	Amount of National Non-Domestic Rates (NNDR) collected	Quarterly	More is better	No target set
LOT05	NNDR in-year collection rate	Quarterly	More is better	Q1 32.26% Q2 66.06% Q3 86.31% Q4 99.32%
Systems Development				
SYS01	Website availability	Quarterly	More is better	98%
SYS02	% of systems development requests completed within 10 working days	Quarterly	More is better	85%
SYS03	LLPG Standard	Quarterly	-	Gold Standard

Portfolio: Finance Business and Property Services

KPI	Measure Definition	Reporting Frequency	Composition	Target
Property Services				
PRO01	% of all maintenance that is planned	Annually	More is better	70%
PRO02	% of all maintenance that is responsive	Annually	Less is better	30%
PRO03	Rental portfolio voids	Quarterly	Less is better	12%

Portfolio: Homes and Communities

KPI	Measure Definition	Reporting Frequency	Composition	Target
Home Choices				
HME01	Number of homelessness approaches with positive outcomes	Quarterly	More is better	No target set
HME02	% of homelessness approaches with positive outcomes	Quarterly	More is better	No target set
HME03	Total number of households in leased/B&B accommodation	Quarterly	Less is better	No target set
HME04	% utilisation of temporary leased accommodation	Quarterly	More is better	75%
HME05	% of households spending 56 nights or more in leased accommodation	Quarterly	Less is better	No target set

KPI	Measure Definition	Reporting Frequency	Composition	Target
HME06	Number of households in B&B accommodation	Quarterly	Less is better	No target set
HME07	% of households spending more than 42 nights in B&B accommodation	Quarterly	Less is better	No target set
Homes, Health and Wellbeing				
HHW01	The average number of calendar days from DFG application to completion of works	Quarterly	Less is better	120 days
HHW02	% of Disabled Facilities Grant referrals completed within 120 calendar days	Quarterly	More is better	50%
HHW04	Long term empty properties as a percentage of all housing stock in the district	Quarterly	Less is better	2%
Communities				
COM01	Total number of grants awarded	Quarterly	More is better	No target set
COM02	Total value of grants awarded	Quarterly	More is better	No target set
COM03	External community funds levered by WLDC	Quarterly	More is better	No target set

Portfolio: Operational and Commercial Services

KPI	Measure Definition	Reporting Frequency	Composition	Target
Building Control				
BDG01	Income Received	Quarterly	More is better	No target set
BDG02	Applications Received	Quarterly	More is better	No target set
BDG03	Market Share	Quarterly	More is better	78%
Crematorium				
LFC01	Services Held	Quarterly	More is better	173 per quarter 692 annually
LFC02	Direct funerals held	Quarterly	More is better	No target set
LFC03	Income received	Quarterly	More is better	No target set
LFC04	Secondary sales	Quarterly	More is better	No target set
Leisure				
LEI01	Number of individual full fee-paying Gainsborough leisure centre members	Quarterly	More is better	No target set
LEI01a	Number of individual full fee-paying Market Rasen leisure centre members	Quarterly	More is better	No target set
LEI02a	% of members visiting the Gainsborough leisure centre at least once a week	Quarterly	More is better	No target set

KPI	Measure Definition	Reporting Frequency	Composition	Target
LEI02b	% of members visiting the Market Rasen leisure centre at least once a week	Quarterly	More is better	No target set
LEI03	% of customer reporting satisfaction with West Lindsey leisure events and facilities	Quarterly	More is better	75%
LEI04	Number of users of the Seniors Active Programme	Quarterly	More is better	No target set
LEI05	Number of non-members using the leisure centres	Quarterly	More is better	No target set
LEI06	Number of outreach sessions held	Quarterly	More is better	No target set
LEI07	Number of outreach users	Quarterly	More is better	No target set
LEI08	Number of leisure centre users referred through the Healthy Lifestyle scheme	Quarterly	More is better	No target set
Markets				
MKT01	Average number of market stalls – Tuesday	Quarterly	More is better	37
MKT02	Average number of market stalls – Saturday	Quarterly	More is better	14
MKT03	Number of market traders	Quarterly	More is better	No target set
Street Cleansing				
STR01	% of fly-tipping collected within 10 working days	Quarterly	More is better	90%
STR02	Cost of delivering the service per household	Annually	Less is better	No target set
Trinity Arts Centre				
TAC01	Total number of performance and screenings held	Quarterly	More is better	8
TAC02	Audience figures as a % of capacity	Quarterly	More is better	30%
TAC03	Total number of engagement activities held	Quarterly	More is better	30
TAC04	Income Received	Quarterly	More is better	No target set
TAC05	Average spend per head on secondary sales	Quarterly	More is better	£3.00
Contract Management				
GLC05	% of contracts awarded to local suppliers	Annual	More is better	20%
GLC06	Number of Council contracts that have expired with no extension or new contract in place	Quarterly	Less is better	No target set
Waste Management				
WAS01	Cost of delivering the service per household	Annual	Less is better	No target set
WAS02	Amount of residual waste collected per household	Quarterly	Less is better	45kg
WAS03	Recycling rate	Quarterly	More is better	50%
WAS04	% of missed black and blue bins collected within 5 working days	Quarterly	More is better	No target set
WAS05	Number of green garden bins sold	Annual	More is better	28,002
WAS06	Green Garden Subscription take-up	Quarterly	More is better	No target set

Portfolio: Planning and Regeneration

KPI	Measure Definition	Reporting Frequency	Composition	Target
Development Management				
DEV01	Planning and pre-application income	Quarterly	More is better	No target set
DEV02	Received planning applications	Quarterly	More is better	No target set
DEV03	% of major planning applications determined within 13 weeks or within agreed timescales	Quarterly	More is better	90%
DEV04	% of non-major planning applications determined within 8 weeks or within agreed timescales	Quarterly	More is better	94%
DEV05	% of major development applications, allowed on appeal	Quarterly	Less is better	8%
DEV06	% of non-major development applications, allowed on appeal	Quarterly	Less is better	8%



Progress and Delivery

Summary of Year-End Performance

April 1st – 31st March 2023/24

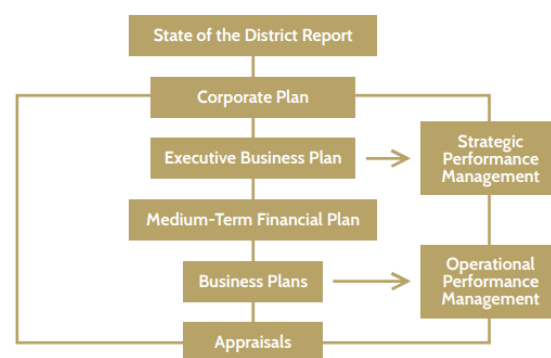
Introduction and Overview

The Progress and Delivery Year End (2023/24) report provides an opportunity to reflect on the performance throughout the year and the work undertaken to underpin the performance reporting to ensure that the Council and its teams have all the tools and information to support the continuous improvement.

The graph (Insert Graph) highlights the position at the end of the year: XX of the Councils key performance indicators finish either within the agreed tolerance or exceeding their targets for 2023/24. This is an XX on the previous year which reported XX.

A total XX of measures report below target at the end of the year, this equates to XX measures, eight of which have been monitored with performance improvement plans.

In 2023/24, the Council's Corporate Plan was formally approved. This plan serves as the key document outlining the Council's vision and strategy for the upcoming four years. The new plan places particular emphasis on the significance of performance management in the strategic aim of being a progressive council which gets things done. This is realised through the following key outcomes: implementing a strong performance management framework, fostering high-performing teams that consistently achieve targets, and supporting teams in enhancing performance through continuous learning and improvement.



To influence this, during 2023/24 work has been undertaken to further embed the performance management culture within the council:

-A full review of measures and targets for 2024/25 which engaged all Team Managers, Directors/Assistant Directors and Members. Establishing effective measures and targets is crucial for monitoring performance progress. This, coupled with the implementation of performance improvement plans, enables the Council to closely monitor performance levels. Additionally, it offers valuable context and provides added assurance to members regarding performance outcomes. A further review will take place during 2024/25 to ensure that performance measures are strategically aligned to delivering our Corporate Plan aims and objectives. This will further strengthen our performance management framework, ensuring that officers can manage performance in line with Corporate Plan delivery and that members can track progress against delivery of key Corporate Plan objectives.

-Following the implementation of the Council's performance management system, a project is now in delivery to further utilise the system with the creation of service and portfolio specific dashboards. This project is supported by the newly adopted Digital ICT Vision which is aligned to our transformation and the ongoing continuous improvement programmes, supporting us to deliver the Corporate Plan. The successful delivery of this project will assist in the council moving away from a culture of performance reporting and towards embedding the goal of implementing a performance management and continuous improvement culture into the authority.

In addition, Together 24 (T24) reviews undertaken, T24 is the Council's transformational project, the reviews have supported by working with service areas to undertake detailed holistic service and process reviews making recommendation for redesign and improvements, using performance data to support and inform. In instances where improvements have been identified and additional resources are required, Change Support Officers have stepped in to bridge the resource gap. Leveraging their expertise in change management, they assist teams in navigating through transitions smoothly.

Corporate Health Year-End Performance

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
COF01 – Budget variance	-£564,000	0	XX ¹		
COF02- % of invoices paid within 30 days of receipt of the invoice	N/A	97%	99.5%		-
COF03- Overall Council budget forecast outturn	-3.72% ¹	0 %	XX		
COF04 - Annual Statement of Account	Unqualified	Unqualified	XX		
CUS01- Overall Customer Satisfaction	73%	75%	82%		↑
CUS02 – Compliments received	1133	N/A	1333	-	↑
CUS03 – Complaints received	210	N/A	176	-	↑
CUS04- % of complaints where the Council is at fault	24%	40%	26%		↓
CUS05- Average number of calendar days taken to resolve a complaint	7 days	21 days	7 days		→
GLC01- Number of data breaches resulting in action from the Information Commissioners Office	0	0	0		→
GLC02– Number of FOI requests received	572	N/A	678	-	-
GLC03- % of FOIs completed within 20 working days	100%	97%	96%		↓
GLC04- Number of FOI challenges upheld	0	0	2		↓
HUM01- Staff absenteeism	0.5 days	0.6 days	0.63 days		↓
HUM02 – Employee Satisfaction	No data	90%	88%		-
HUM03– Health & Safety incidents	58	N/A	77	-	↓
ICT05- Server and system availability	100%	98%	100%		→

¹ Subject to final review of the statement of accounts

Change Management, ICT and Regulatory Service Performance Summary




Measures where performance is exceeding target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
ENV02- % of Environmental Protection cases closed within six months	100%	75%	100%		→
FDS01- % of Food Standards Agency inspections completed	97.8%	96%	100%		↑
FDS02- % of registered food premises rated three stars or above	91%	96%	98%		↑
ENF02- % of planning enforcement cases given an initial response within 20 days	86.9%	90%	95.5%		↑
ENF03- % of planning enforcement cases closed within six months	82.5%	75%	86.8%		↑
ENF05- % of housing enforcement cases closed within six months	75.8%	75%	89.4%		↑
ENF06 - % of community cases closed following compliance	40%	75%	72%		↑
LLC03- Average number of working days to process a Local Land Charge search	2 days	10 days	2 days		→
LLC04- % of Local Land Charge searches processed within 10 working days	100%	90%	100%		→
LIC01- % of licensing applications processed within target time	99.5%	96%	99.7%		↑
BEN01- End to end processing times for Benefit Claims	5.4 days	7 days	4 days		↑
BEN02- Benefit claims older than 50 calendar days	N/A	6	4		-
LOT01- Number of properties on the Council Tax base per FTE	6,289	5,000	5162		↓
ICT02 - % of high priority ICT helpdesk calls closed within 24 working hours	100%	95%	100%		→
ICT03 - % of medium priority ICT helpdesk calls closed within 74 working hours	100%	90%	100%		→
ICT04 - % of low priority ICT helpdesk calls closed within 48 working days	100%	90%	100%		→
SYS01- Website availability	100%	98%	99.95%		↓
SYS02- % of Systems Development request completed within 10 working days	99%	85%	99.17%		↑
SYS03- LLPG standard	Gold	National Standard	Gold		→

Measures where performance is within agreed tolerance levels.




There are no KPIs that fall within this category.

Measure where performance is below target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
LLC02- Local Land Charges Market share **Included in PIP**	28%	40%	23%		↓
LOT03- Council Tax in year collection rate **Included in PIP**	98.28%	98.28%	97.73%		↓
LOT05- NNDR in year collection rate	99.32%	99.32%	98.34%		↓

Finance, Business and Property Services Performance Summary

Measures where performance is exceeding target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
PRO01– % of all maintenance that is planned	83%	70%	82%		↓
PRO02– % of all maintenance that is responsive	17%	30%	18%		↓
PRO03– Rental portfolio voids	2.3%	12%	3.25%		↓

Measures where performance is within agreed tolerance levels.



There are no KPIs that fall within this category.

Measure where performance is below target.

There are no KPIs that fall within this category.

Homes and Communities Performance Summary



Measures where performance is exceeding target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
HME04 – % utilisation of temporary leased accommodation	74%	75%	85%		↑
HHW04– Number of long-term empty properties as a % of all housing stock in the district	1.45%	2%	1.46%		↓

Measures where performance is within agreed tolerance levels.

There are no KPIs that fall within this category.

Measure where performance is below target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
HHW01– Average number of calendar days from receipt of completed DFG application to completion of work **Included in PIP**	182 days	120 days	164 days		↑
HHW02 - % of DFG referrals completed within 120 calendar days **Included in PIP**	39%	50%	21%		↓

Operational and Commercial Services Performance Summary

Measures where performance is exceeding target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
LEI09 – % of customers reporting satisfaction with West Lindsey Leisure Centre facilities	94%	75%	94%		→
STR01– Percentage of fly-tipping collected within 10 days	99%	90%	99%		→
TAC01– Total number of performances and screenings held at the Trinity Arts Centre	186	30	185		↓
TAC02 - Audience figures as a % of capacity	33%	30%	40%		↑
TAC03– Total number of engagement activities held at the Trinity Arts Centre	328	144	247		↓
TAC05– Average spend per head on secondary sales at the Trinity Arts Centre	£2.98	£3.00	£3.16		↑
WAS02– Amount of residual waste collected per household	41 kg	45 kg	41kg		→
GLC05- % of contracts awarded to local suppliers	7%	20%	20%		↑
BDG03– Building Control Market Share	74%	78%	80%		↑

Measures where performance is within agreed tolerance levels.





There are no KPIs that fall within this category.

Measure where performance is below target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
MKT01– Average number of Tuesday market stalls **Included in PIP**	24	37	23		↓
MKT02- Average number of Saturday market stalls **Included in PIP**	8	14	10		↑
WAS03– Recycling rate **Included in PIP**	35.2%	50%	39.6%		↑
WAS05– Number of Green Garden bins sold	28,002	28,002	27,929		↓
LFC01 – Services Held **Included in PIP**	538	692	539		↑

Planning and Regeneration Performance Summary

Measures where performance is exceeding target.

KPI	Actual (2022/23)	Target	Actual (2023/24)	Perf	DoT
DEV03– % of major planning applications determined on-time	100%	90%	98%		↓
DEV04– % of non-major planning applications determined on-time	97%	94%	97%		→
DEV05– % of major appeals allowed	1.72%	8%	0%		↑
DEV06– % of non-major appeals allowed	0.6%	8%	1.2%		↓

Measures where performance is within agreed tolerance levels.

There are no KPIs that fall within this category.

Measure where performance is below target.

There are no KPIs that fall within this category.

Full Forward Plan for All Committees (as at 22 July 2024)

Purpose:

This report provides a summary of all items of business due at upcoming meetings.

Recommendation:

1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
CORPORATE POLICY & RESOURCES				
19 SEPTEMBER 2024				
19 Sep 2024	Scampton Update	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	The report will provide a financial and legal update, as well as progress with the delivery of the investment and regeneration plan.	
19 Sep 2024	Trinity Arts Centre Business Plan	Cara Markham, Commercial Development Manager		
17 OCTOBER 2024				
17 Oct 2024	ICT Policy Update	Cliff Dean, ICT Team Manager	Approval for the Information Systems Asset Management Policy, Monitoring Policy and the ICT Generative Artificial Narrow Intelligence, Large Language Model, Automation Policy	18 March 2024
17 Oct 2024	Lea Fields Crematorium Business Plan	Ady Selby, Director - Operational & Commercial Services	For Members to approve a refreshed Crematorium Business Plan	08 January 2024
14 NOVEMBER 2024				
14 Nov 2024	Progress and Delivery Quarter Two (2024/25)	Claire Bailey, Change, Projects and Performance	Progress and Delivery Quarter Two (2024/25)	

Officer, Darren Mellors,
Performance &
Programme Manager

14 Nov 2024	Proposed Fees and Charges 2025/2026	Sue Leversedge, Business Support Team Leader	Propose Fees and Charges to take effect from 1 April 2025.
14 Nov 2024	Budget and Treasury Monitoring - Quarter 2 2024/2025 (1st April 2024 to 30th September 2024)	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2024 to 30th September 2024.

12 DECEMBER 2024

12 Dec 2024	Council Debts for Write Off 2024/25	Alison McCulloch, Revenues Manager	All council debts over £2,500 for write off by committee 2024/25
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9 JANUARY 2025

Jan 2025	2025/26 Measure and Target Setting for Progress and Delivery	Claire Bailey, Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	2025/26 Measure and Target Setting for Progress and Delivery
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13 FEBRUARY 2025

13 Feb 2025	Corporate Policy and Resources Committee Draft Budget 2025/2026 and estimates to 2029/2030.	Sue Leversedge, Business Support Team Leader	The report sets out the draft Revenue Budget 2025/2026 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2025/2026. It also includes estimates to 2029/2030 to be included in the Medium Term Financial Plan
13 Feb 2025	Budget and Treasury Monitoring - Quarter 3 2024/2025	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2024 to 31st December 2024.

13 MARCH 2025

10 APRIL 2025

COUNCIL

2 SEPTEMBER 2024

2 Sep 2024	Annual Treasury Management Report 2023/24	Peter Davy, Financial Services Manager (Deputy Section 151 Officer)	To report on Annual Treasury Management activities and prudential indicators for 2023/24 in accordance with the Local Government Act 2003
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4 NOVEMBER 2024

4 Nov 2024	Gambling Act - Statement of Principles	Andy Gray, Housing & Environmental Enforcement Manager	To consider and determine the Gambling Act Statement of Principles following on from consultation.
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17 JANUARY 2025

17 Jan 2025	Local Council Tax Support Scheme 2025/26	Angela Matthews, Benefits Manager, Alison McCulloch, Revenues Manager	To determine new council tax support scheme for 2025/26
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3 MARCH 2025

7 APRIL 2025

GOVERNANCE & AUDIT

24 SEPTEMBER 2024

24 Sep 2024	Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter Report 2023/24	Natalie Kostiuk, Customer Experience Officer	Report on the Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter 2024 covering complaints referred to and decided by them between April 2023 and March 2024. Examining upheld complaints, learning actions and benchmarking with other similar local authorities.	18 March 2024
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26 NOVEMBER 2024

26 Nov 2024	Q2 Strategic Risk Report	Katy Allen, Corporate Governance Officer	Quarter two reporting of the Strategic Risk Register
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21 JANUARY 2025

21 Jan 2025	Q3 Strategic Risk Report	Katy Allen, Corporate Governance Officer	Quarter three reporting of the Strategic Risk Register
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11 MARCH 2025

22 APRIL 2025

PROSPEROUS COMMUNITIES

10 SEPTEMBER 2024

29 OCTOBER 2024

29 Oct 2024	Tillbridge Solar - Written Representations (WR)	Russell Clarkson, Development Management Team Manager	To consider West Lindsey DC's Written Representations to be submitted to the Tillbridge Solar Development Consent Order (DCO) examination
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29 Oct 2024	Tillbridge Solar - Local Impact Report (LIR)	Russell Clarkson, Development Management Team Manager	To consider the Local Impact Report (LIR) prepared to submit to the Tillbridge Solar Development Consent Order (DCO) examination
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29 Oct 2024	Proposed Fees and Charges 2025/2026	Sue Leversedge, Business Support Team Leader	Propose fees and charges to take effect from 1 April 2025.
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12 NOVEMBER 2024

12 Nov 2024	Progress and Delivery Quarter Two Report	Claire Bailey, Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	Progress and Delivery Quarter Two
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3 DECEMBER 2024

3 Dec 2024	Voluntary & Community Sector Funding	Grant White, Communities Manager	To update on the voluntary & community sector funding review and present recommendations on future funding awards.
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28 JANUARY 2025

28 Jan 2025	Prosperous Communities Committee Draft Budget 2025/2026 and estimates to 2029/2030.	Sue Leversedge, Business Support Team Leader	The report sets out details of the Committee's draft revenue budget for the period of 2025/2026 and estimates to 2029/2030.
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18 MARCH 2025

29 APRIL 2025

REGULATORY

5 Dec 2024	Food, Health and Safety Work Plan - Mid Year Update	Andy Gray, Housing & Environmental Enforcement Manager	An update on the current position relating to statutory food inspections.
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Overview and Scrutiny Work Plan [DRAFT]

NB: Please note this is an indicative work plan, pending confirmation of attending presenters.

Dates of Meetings:

30 July 2024

Operating Methodology

Scrutiny of Policy Committees' Response to: Progress & Delivery Quarter 4 2023/24 and Year End 2023/24

Closed session: Preparation for Everyone Active

3 September 2024

Presentation Item: Everyone Active (TBC)

*Managing Flood Risk in West Lindsey (TBC – dependent on working group meeting)**

Closed session: Preparation for Lincolnshire Police

15 October 2024

Presentation Item: Lincolnshire Police (TBC)

Progress & Delivery – Member Working Group

*Markets Working Group – Six Monthly Update (TBC – dependent on working group meeting / general progress)***

26 November 2024

Scrutiny of Progress & Delivery Reporting through the Policy Committees: Quarter 2 2024/25

14 January 2025

25 February 2025

15 April 2025

Pending Items

- Future4Me – see Committee Matters Arising
- Health scrutiny updates – see Committee Matters Arising
- *Managing Flood Risk – twice yearly [*potentially September meeting*]
- **Markets Working Group – twice yearly [*potentially October meeting*]
- Battery storage in planning policy
- Portfolio Overview – per Director