



PRCC.40 16/17
<b>Prosperous Communities Committee</b>
<b>Date: 6 December 2016</b>

# E

**Subject: Progress and Delivery (Period Two)**

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01472 676687 Mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To present to members the second quarter performance information through the progress and delivery report.

**RECOMMENDATION(S):**

- 1. The Committee are asked to review the performance information contained in the Progress and Delivery Report and to review the performance outlined and highlight where specific action should be taken.**

**IMPLICATIONS**

**Legal: None**

**Financial: None**

**Staffing: None**

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

**Risk Assessment: None**

**Climate Related Risks and Opportunities: None**

**Title and Location of any Background Papers used in the preparation of this report:**  
Report to Corporate Policy and Resources Committee, 21 June 2016, Revised Format for Progress and Delivery Reporting 2016/17 (CPR.60 16/17)

**Call in and Urgency:**

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

**Yes**  **No**

**Key Decision:**

**Yes**  **No**

## Table of Contents

Introduction .....	4
Executive Summary .....	5
Section 1: Corporate Health Measures.....	9
Section 2: Project and Programme Delivery .....	13
Section 3: Corporate Plan Measures.....	15
Corporate Plan Theme: .....	Open for Business
15	
Corporate Plan Theme: .....	People First
17	
Corporate Plan Theme: .....	Asset Management
18	
Corporate Plan Theme: .....	Central Lincolnshire Local Plan
19	
Corporate Plan Theme: .....	Partnerships/Devolution
20	
Corporate Plan Theme: .....	Excellent Value for Money Services
21	
Section 4: Commercial Plan Measures.....	22
Section 5: Service Exceptions .....	24
Benefits.....	24
Council Tax.....	25
Local Land Charges.....	25
Development Management.....	26
Enforcement .....	28
Environmental Protection.....	29
Food Safety .....	29
Licensing .....	29
Street Cleansing .....	30
Waste Collection.....	30
Trinity Arts Centre.....	31
Democratic Services.....	32
Financial Services.....	32
Projects and Growth .....	33
Localism and Community Safety .....	33
CCTV .....	34
Funding.....	34
Markets.....	35
Assets and Facilities Management .....	35
Housing .....	36
Home Choices .....	37
Healthy District.....	39
ICT .....	40
Systems Development.....	40
Contracts Management .....	41
Corporate Governance .....	42

## Introduction

---

Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.

This report includes information about the performance of the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.

It also includes performance information in relation to current projects which are in the delivery stage.

This report does not include the monitoring information about progress and delivery of the Corporate Plan with these measure being included in a later report.




The commercial plan measures are included as an appendix to this report.

For clarity this report will provide information on those services that are either performing below their target level or have exceeded the performance expected of them. This will be done within certain tolerance levels therefore services which are just below their target performance will not be reported at this stage, but will be monitored through the council's services leadership team. Generally explanations and rectifications are given where an aspect of a service is performing below the required standard.

In addition the report will contain information on services which were included in the last period's exceptions report, but have subsequently improved to the extent that they are not included in this report. This is to demonstrate to members that remedial measures which have been put in place are working.

### How to use this report

#### RAG Performance Indicators

	Performance against this indicator is better than the set target
	Performance is in line with its target
	Performance is lower than predicted

#### Direction of Travel

↑	Performance is improving
→	Performance is remaining static
↓	Performance is declining

## Executive Summary

---

This report reflects the performance of the council in the first six months of the 2016/17 municipal year (April – September).

Rather than splitting the executive summary into the same divisions as the report, as was done in June, the summary is structured to highlight those areas that are performing above expectations, those areas where there is a risk to either performance or delivery and those areas where further work is required for next year's report.

### **Performing Well**

#### Building Control

The Council has made significant investment in the Building Control service to equip the team to compete effectively in the market. The benefits of this are starting to be realised with a small increase in fees when compared to 2015/16, however the construction sector continues to be volatile and there is still work to be done to ensure this trend continues long term. Work has now started on delivering additional services highlighted in the Business Plan. Air testing has just been launched with Fire Risk Assessments following shortly. It is likely that warranty work in conjunction with Local Authority Building Control (the national accreditation body for the service) will start this year.

#### Development Management

During quarter two Development Management has sustained and continued to build upon the significant improvements in performance achieved during the latter part of 2015 and early 2016. Fee income from planning applications has exceeded budget targets each month and for the year to date is notably higher than the same period in 2015/16. This work has established the building blocks for the service to ensure that it now starts to improve areas such as customer care, although the volume of complaints the service receives is starting to reduce.

#### Projects and Growth

The Team is focussed on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone and the potential for industrial units at key sites such as Saxilby.

In Gainsborough, the 'Development Prospectus' was launched over the summer and progress has been made on procurement of a Strategic Development Partner; funding bids have been made to both Heritage Lottery Fund and Historic England to assist in the restoration of town centre properties; the Gainsborough Place Board has been launched and a range of key stakeholders are signed up as 'Ambassadors' for the town; Council support has been secured for the redevelopment of the Sun

Hotel and for a joint venture company to regenerate Market Street; feasibility work has progressed for a marina in the town and a further funding bid has been made to assist with infrastructure costs which will help to unlock key housing sites. The Gainsborough Growth Fund also continues to assist new and growing firms in the town. Works to upgrade the footways along Beaumont Street and Trinity Street have been undertaken, working with Lincolnshire County Council.

In the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for the expansion of Hall Farm Park. The upgrading of the road access to Newtoft Business Park has also been delivered as a joint initiative between the Council and the local business community. An evaluation of the Townscape Heritage Initiative in Caistor is underway, which will inform future action in the town and the Council is considering the potential to take a lease on new workspace units in Saxilby.

Other measures such as the investigation of discretionary rate relief for businesses and the implementation of the selective licensing scheme in the south west ward of Gainsborough are all helping to deliver corporate plan objectives.

## CCTV

The complete upgrade the CCTV system is nearing completion. The latest high definition CCTV cameras are operating in Gainsborough and Market Rasen. The system upgrade has resulted in savings on our line rental costs and has prepared us for future expansion and the commercial marketing of the service. Already during September 2016 our CCTV Control Centre assisted with over 60 incidents.

With the greatly improved CCTV quality we have supported a wide range of police and criminal investigations. Examples have included public order, assaults, criminal damage and burglaries in both Gainsborough and Market Rasen.

## Risks

### Local Land Charges

The service has a good reputation for quality and accuracy and because of this maintains a core customer base. A new automated system for Local Land Charges has been procured and is being implemented, with an anticipated completion date of April 2017 and this will significantly improve search processing times. Until the new system is fully functioning the service faces a challenge to consistently turn around searches within the 10 day target using the current manual system. Additional resources have been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.

### Enforcement

The increase in demand on enforcement services is increasing across all areas and continues to remain at a high level in planning enforcement. Work is being

undertaken to identify why this increase is continuing at a sustained level and ensure that cases are dealt with in accordance with the adopted policy.

## Markets

Markets continue to underperform and whilst a final decision is awaited on proposals to improve their performance, measures are being taken to reduce operation costs which do not prejudice any of the options under consideration by members.

## Home Choices

Demand on the home choices service for people in housing need and those at risk of homelessness is increasing. We have seen a marked increase in new approaches to the service, homelessness presentations and temporary accommodation usage.

Temporary accommodation: the Cross Street provision has been full to capacity leading to a need to utilise B&B accommodation, particularly during September 2016. During September 2016, £1517 was spent on additional B&B accommodation. The team is working hard to ensure homelessness applications are processed as quickly as possible and the need for B&B alleviated; demonstrated in the average length of stay measure however, the increased demand and complexity of cases the team is dealing with must be recognised. This has had a direct impact on capacity to proactively prevent homelessness – performance in this area was lower in September 2016 and the service will be actively working to improve this against a backdrop of increased demand.

The service will complete some specific performance monitoring activity on housing register allocations during November 2016 and a review of the measure regarding 'successful nominations' is proposed for 2016/17.

## Further Work

Complaints can be a good source of intelligence on how a particular service is performing and how it can be improved to better meet the needs and expectations of customers.

At the present time the total volume of complaints are recorded within each service and these are aggregated and reported to members as part of the corporate health measures set out in the progress and delivery report.

It is fully accepted that this is a crude way of handling complaint information and a more sophisticated approach is needed which is able to identify trends in complaints, highlight particular areas or services which are subject to high levels of complaints and key themes in complaints the council receives. More importantly from an organisation point of view techniques need to be developed which will enable services to act on information from an analysis of complaints which can make a tangible difference to the service customers receive. This is more than just improving the response to individual complaints it is about learning from all complaints and




changing systems and process so that the scope for that type of complaint recur is eliminated.

For the 2016/17 municipal year the way we report complaint information will be reviewed in order to give members information on complaints which gives them a better insight into what customers complain about and how action is taken to ensure we deal with the causes of complaints.



## Section 1: Corporate Health Measures

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Customer</b>										
Employee satisfaction	Under review								The measures and frequency of reporting of this measure is currently under review and will be reported in full before the end of the municipal year.	The staff engagement group are working on a number of initiatives to improve staff engagement and satisfaction, the group will agree the next steps for collecting staff satisfaction data.
Complaints	Monthly	54	28	●	N/A	32	●	●	Of the 54 complaints received in this period we received 1 informal complaint, 34 stage 2 complaints and 8 stage 3 complaints. Of these 12 were in relation to Waste Services, 10 in relation to Development Management, 7 in relation to Planning Enforcement, 6 in relation to Housing, 5 in relation to Home Choices, 4 in relation to Council Tax, 3 in relation to Housing Benefits, 2 in	Complaints provide a good source of data within which patterns can be identified and improvements made to processes and how customers are dealt with. In some services decisions the council takes will always disappoint a customer. It is incumbent on the council to ensure that all customers are dealt fairly, reasonably and with curtesy as well as

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									<p>relation to property and 1 in relation to each of the following Anti-Social Behaviour, Licensing, Customer Services, Governance and Trinity Arts. Analysis shows that 28 complaints were about the process, 11 about behaviour of staff, 9 about the decision we made, 2 in relation to missed bins, 2 in relation to bin placement and 2 in relation to general waste issues around Gainsborough. In addition it is also clear where the council has embarked on new initiatives these have been a source of complaints – Selective Licensing (5) and car parking charges in Market Rasen (2).</p>	<p>ensuring that the decisions it takes are sound. Individual services are constantly reviewing how they operate as a result of complaints to ensure that they meet these standards of customer and accuracy in decision making. This process will continue to make inroads into the amount of complaints the council receives.</p>
Compliments	Monthly	44	86		N/A	21			<p>In period 2 received a total of 44 compliments. Analysis shows the following: 16 compliments were received for Development</p>	<p>As with complaints, compliments can help a service to improve by showing the areas of its work it gets right</p>

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									Management, 11 for Customer Services, 7 for Waste Services, 2 each for Building Control and Home Choices, 1 each for Trinity Arts, Localism, Street Naming and Numbering, Public Protection, Housing Benefits and Planning Enforcement. Of these 31 were compliments about staff, 9 in relation to how quickly we responded or dealt with a situations, 2 in relation to doing good work, 1 in relation to how good our self-service options are and 1 in relation to the professionalism of planning committee and the planning officer.	and is valued by customers.  Data on the number and type of compliments received is used to help learning of drive improvement across all services.
<b>Perspective: Financial</b>										
Position against budget	Quarterly	£14.669m	£15.244m	★	↑	£15.067	£15.244m	★	Projecting £0.575m surplus Increased Planning Fee Income £0.220m, Staffing savings £0.179m, Pension Deficit overpaid previous year £0.171m	At the present time the budget position is looking healthy due to an increase in fees and through controlling our costs. There is a need to ensure that this position is

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
										regularly monitored to ensure we maintain a balanced budget at the end of the municipal year.
<b>Perspective: Quality</b>										
Service and system availability	Monthly	100%	98%	★	↑	100%	★	★	Proactive monitoring and event logging ensures excellent service	Continue to monitor and respond accordingly.
Staff absenteeism	Monthly	0.87	0.7	●	↓	0.55	★	●	There are a high number of long term absences that are significantly affecting performance data	We will continue to explore all options with regards to managing absence, especially around tackling long term sickness.
Percentage of service requests received through digital channels	Monthly	26%	35%	●	↓	29%	●	●		
Percentage of calls answered	Monthly	72%	90%	●	→	72%	●	●	Proper analysis of the reasons behind this performance is being undertaken.  It might be that when staff who either work part time, take annual leave or are off sick that their do not forward their calls to another colleague's	We are working with our provider to implement some initiatives and this will take place at the end of October. In addition we are to run reports on individual extension to identify is a particular situation with an extension numbers.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									extension number resulting in missed calls.  The analysis should identify the cause and a solution found.	This will be investigated during November 2016.
Health and Safety incidents	Quarterly	23	N/A	N/A	N/A	16	N/A	N/A	Staff are encouraged to report all incidents. Annually the incidents are broken down into service areas and trends identified.	

Table 1: Corporate Health measures

## Section 2: Project and Programme Delivery

---

All projects and programmes are currently on track for delivery against their project plan.

Project Name	Description	RAG	Reason
<b>Commercial Board</b>			
<b>Growth Board</b>			
<b>Transformation Board</b>			

Table 2: Project and Programme Delivery

## Section 3: Corporate Plan Measures

Corporate Plan Theme: Open for Business

The Corporate Plan measures will be reported in full at a later meeting of the Corporate Policy and Resources Committee.

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
<b>Priority: To attract inward investment</b>								
Hectares of land secured for development	Performance expected Q4 2016/17							
Number of new business in the District								
Percentage increase in NNDR base								
Percentage of land developed out								
Percentage increase in the District's GVA								
<b>Priority: To retain, support and facilitate the growth of business in the District</b>								
Percentage increase in employment across the District	Performance expected Q4 2016/17							
Number of businesses actively supported								
Number of job vacancies across the District								
Total investment levered via above schemes								
<b>Priority: Housing led economic growth</b>								
Number of new dwellings built within the District.	Performance expected Q4 2016/17							
Percentage increase in Council Tax base								
Residents' survey								
Percentage reduction in empty properties								
<b>Priority: Understand and address the skills gap in the District</b>								
Number of new apprenticeships secured	Performance expected Q4 2016/17							
Percentage decrease in youth (18-24) unemployment								
Increased education attainment (NVQ Level Three or above)								
Numbers of young people supported with mentoring								
<b>Priority: Promote and expand the agri-food sector</b>								
Number of additional jobs secured in the sector	Performance expected Q4 2016/17							
Number of new agri-food business established								

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
<b>Priority:</b> Understand and promote the value of the visitor economy								
Percentage increase in tourist spend per head	Performance expected Q4 2016/17							
Residents satisfaction surveys								
Increase in visitor numbers								
Increase in employment in the sector								

Table 3: Open for Business Measures



Corporate Plan Theme: People First

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
	Actual	Target	Perf	DoT	Actual	Perf.			
<b>Priority:</b> Ease and convenience of access to a range of public services offered by the Council and partner organisations									
Customer satisfaction with Council and services provided	Performance expected Q4 2016/17								
<b>Priority:</b> Enhance and maintain a safe, natural and built environment									
Residents satisfaction surveys	Performance expected Q4 2016/17								
Percentage reductions in no. of ASB/Community Safety incidents reported.									
<b>Priority:</b> Meet local housing needs and aspirations									
Percentage increase in population of District	Performance expected Q4 2016/17								
General Housing condition survey									
<b>Priority:</b> Increase opportunities for arts, culture, night-time economy, sport and leisure for residents									
Health Survey	Performance expected Q4 2016/17								
Residents satisfaction surveys									
Percentage increase in users of Leisure Centre									
Percentage increase in users of TAC									
Percentage increase in the number of licensed/eating establishments									

Table 4: People First Measures

Corporate Plan Theme: Asset Management

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
	Actual	Target	Perf	DoT	Actual	Perf.			
<b>Priority: To develop and maximise the return on and value of our asset base</b>									
Percentage increase in income derived from assets	Performance expected Q4 2016/17								
Percentage increase in yields (return on capital employed)	Performance expected Q4 2016/17								
Percentage reduction in maintenance (planned/unplanned) spend	Performance expected Q4 2016/17								
<b>Priority: Maximise the benefits of our assets for our communities</b>									
Tenants' satisfaction levels	Performance expected Q4 2016/17								
<b>Priority: Utilise our asset base to facilitate inward investment</b>									
Occupancy rate of Council properties	Performance expected Q4 2016/17								
Percentage reduction in voids	Performance expected Q4 2016/17								

Table 5: Asset Management Measures

Corporate Plan Theme: Central Lincolnshire Local Plan

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance
	Actual	Target	Perf	DoT	Actual	Perf.		
<b>Priority: Local Plan is adopted</b>								
Local Plan is in place by 31st December 2016	Performance expected Q4 2016/17							
<b>Priority: Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed</b>								
Number of Neighbourhood Plans approved	Performance expected Q4 2016/17							
Number of requests for Neighbourhood Plans								
<b>Priority: The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document</b>								
Number of proposed schemes relevant for Gainsborough alone	Performance expected Q4 2016/17							
Percentage of schemes developed out								
<b>Priority: Infrastructure that meets the housing and growth priorities for West Lindsey</b>								
Value of external funding secured for infrastructure development	Performance expected Q4 2016/17							

Table 6: Central Lincolnshire Local Plan measures

Corporate Plan Theme: Partnerships/Devolution

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
	Actual	Target	Perf	DoT	Actual	Perf.			
<b>Priority: To work in partnership to explore opportunities for joined-up service delivery</b>									
Number of key partnerships entered into	Performance expected Q4 2016/17								
<b>Priority: To work with national and regional organisations to deliver services locally</b>									
Number of shared service delivery initiatives implemented	Performance expected Q4 2016/17								
<b>Priority: To build successful commercial partnerships and Joint Ventures</b>									
Income generated from commercial activity	Performance expected Q4 2016/17								
Number of commercial partnerships formed									
<b>Priority: To work with partners to deliver local services at as local a level as possible</b>									
Annual number of volunteering hours undertaken across the District	Performance expected Q4 2016/17								
Resident satisfaction surveys									
Monetary value of volunteering hours									
Number of community based service delivery mechanism in place									

Table 7: Partnerships/Devolution Measures

Corporate Plan Theme: Excellent Value for Money Services

Performance Measure	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
	Actual	Target	Perf	DoT	Actual	Perf.			
<b>Priority:</b> Explore alternative delivery models which ensure the effective use of resources									
Customer satisfaction surveys	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Data to be collated by ICS and presented to GCLT on 10 October 2016 for action as appropriate	
Percentage of services that are maintaining or exceeding expected levels of performance									
<b>Priority:</b> 6.2 Deliver a customer first culture across the Council									
Customer satisfaction surveys	Performance expected Q4 2016/17								
<b>Priority:</b> Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial manner									
Number and type of CPD and training events held	Performance expected Q4 2016/17								
Percentage reduction in sickness/ absence levels									
Staff satisfaction survey	Performance expected Q4 2016/17								
Tracking of spend against training budget									
<b>Priority:</b> To be a high performing Council at a cost affordable to the residents of the District									
Residents survey re VfM and Council Tax levels	Performance expected Q4 2016/17								

Table 8: Excellent Value for Money Services measures

## Section 4: Commercial Plan Measures

Included at appendix.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Theme: Generating greater income from the council's services</b>										
Total amount of income generated										
Income as a proportion of total expenditure										
Total net revenue income (i.e. surplus)										
<b>Theme: Securing greater external funding</b>										
Total external funding secured for the Council										
Total external funding secured for communities/district										
<b>Theme: Increasing capital and revenue returns to the council through delivering housing and economic growth</b>										
Change in capital value of assets										
Rate of return on rental income										
Change in Council Tax base										
Change in net business rates payable										
<b>Theme: Enhancing the council's commercial culture and capability</b>										

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Proportion of staff that understand corporate objectives										
Proportion of members that understand corporate objectives										

Table 9: Commercial Plan Measures

## Section 5: Service Exceptions Report

### Benefits

The average time to calculate new claims and changes to existing claims is significantly better than 2015/16, this is attributed to receiving fewer new claims this year and a slight drop of 100 in the number of live claims we currently have. The cost per claim has also reduced when compared to 2015/16 which is due to scrutiny of the Housing Benefits team budget and changes in the way the team are working. The team are now awaiting final details of the new Benefit Cap which will be implemented from November 2016 affecting a further 120+ families within the Local Authority area.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Processing times	Monthly	4.8	6	★	↓	4.6	★	★	Processing times for new claims and changes to existing claims is above target as the number of new claims received in Q2 has decreased slightly when compared to 2016/17.	No improvement required
Volume of claims older than 30 days	Monthly	23	30	★	↑	28	🟡	★	The volume of claims taking over 30 days to process during Quarter 2 has reduced due to there being fewer new claims received than in 2016/17 and the Benefits Assessment team concentrating on 'managing' claims through the process as quickly as the claimants can comply.	No improvement required

Table 10: Benefits measures



## Council Tax




Council Tax and Business Rate collection rates continue to remain on target for year end and since the majority of appeals have now been settled for business rates the rateable value has begun to steadily increase. The number of customers opting to pay by 12 instalments continues to increase each month in respect of both council tax and business rates and this may be aiding customers to pay their instalments.

## Building Control

The Council has made significant investment in the Building Control service to equip the team to compete effectively in the market. For the past 3 years Building Control have been focusing on improving and developing its services, through building relationships, improving reputation and raising the profile of the team with potential customers. The benefits of this are starting to be realised with a small increase in fees when compared to 2015/16, however the construction sector continues to be volatile and there is still work to be done to ensure this trend continues long term. Work has now started on delivering some of the additional services highlighted in the Business Plan. Air testing has just been launched with Fire Risk Assessments following shortly. Other members of the team are booked on training courses over the next 6 months, including warranty work in conjunction with Local Authority Building Control (the national accreditation body for the service), providing a very exciting opportunity for the authority.

## Local Land Charges

The service has a good reputation for quality and accuracy and because of this maintains a core customer base. A new automated system for Local Land Charges has been procured and is being implemented, with an anticipated completion date of April 2017 and this will significantly improve search processing times. Until the new system is fully functioning the service faces a challenge to consistently turn around searches within the 10 day target using the current manual system. Additional resources have been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.










Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Time taken to process a search	Monthly	15	10			13		14	The current manual system for processing searches leaves the service vulnerable to staff absences as it is difficult to bring staff into the service with the	An automated system for processes searches has been procured and is being implemented. The anticipated "go-live" date is April 2017.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									<p>required skills and experience at short notice.</p> <p>In this period the service has lost experienced staff and replacements have taken to time to find and train.</p>	<p>In the meantime staff have been recruited on a temporary basis to keep the turn-around times for searches within the 10 day target.</p> <p>Once the new system is implemented search times will significantly improve and resilience will be increased.</p>

Table 11: Local Land Charges measure exceptions

### Development Management

During quarter two Development Management have sustained and continued to build upon the significant improvements in performance achieved during the latter part of 2015 and early 2016. Fee income from planning applications has exceeded budget targets each month and for the year to date is notably higher than the same period in 2015/16. The number of invalid applications remains high but is being directly addressed as part of the service changes taking place as the new ICT system is introduced. In October Challenge and Improvement Committee considered a report on performance in development management and commended the service for the progress made and considerable achievements in improving the service for customers.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Rate of invalids	Monthly	71%	50%		↓	64%			<p>Poor quality submissions from agents resulting in applications being returned to them.</p> <p>Poor quality submissions mean that key information is missing which is vital if those affected by the application are to understand how they will be affected should the proposal be approved.</p>	<p>Working with agents to assist them to understand the importance of supplying all the information and in the correct form to support their planning application.</p> <p>We will publish a “local list” setting out this councils detailed requirements for publication on the web-site so agents are clear about what is required.</p>
Major applications determined within national targets	Quarterly	83%	65%		↓	65%			Remains well above target despite the closure of several older applications	Ensure that older, out of time planning applications are cleared from the system
Minor applications determined within national targets	Monthly	91%	75%		↑	82%			The performance in this category is showing high levels of sustained improvements.	<p>Make performance visible through the implementation of a new ICT system – due April 2017.</p> <p>Maintain high quality leadership in the service</p>

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Other applications determined within national targets	Monthly	97%	85%	★	↑	96%	★	★	The performance in this category is showing high levels of sustained improvements.	Make performance visible through the implementation of a new ICT system – due April 2017.  Maintain high quality leadership in the service.

Table 12: Development Management measure exceptions

### Enforcement

The increase in demand on enforcement services is consistent across all areas and continues to remain at a high level in planning enforcement. Work is being undertaken to identify why this increase is continuing at a sustained level. An officer returning from maternity leave will provide additional resources within this area, which should reduce the caseload before the end of the year. The number of priority cases across housing and planning continues to lead to formal action, prosecutions and the serving of notices.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Open planning enforcement cases	Monthly	133	100	●	N/A	130	●	●	A large ongoing and increasing caseload	Continue to monitor and review cases and look to identify the need for additional resources where necessary.
<b>Perspective: Quality</b>										
Time taken to resolve a planning	Monthly	184	100	●	↑	214	●	●	Long standing cases closed. High caseload. Maternity leave	Maternity leave return in October.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
enforcement request										

Table 13: Enforcement measure exceptions

## Environmental Protection

The Environmental Protection team continue to deal with complaints in the set timescales. As County Council are now the statutory consultee for planning applications that might cause flooding issues this has enabled work areas to be altered in order to increase officer hours for food inspections.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Nuisance complaints completed within timescales	Monthly	100%	95%	★	→	100%	★	★	Due to the work of officers and good data input complaints are dealt with within timescales.	Need to examine the quality of the solution arrived at and learn from its effectiveness

Table 14: Environmental Protection measure exceptions

## Food Safety

Performance is still on target for this service, however there has been a fall in number of targeted inspections in period 2. This has been due to a small number of inspections resulting in voluntary closures of the business and the time take to work with the business in order to ensure public safety is maintained.

## Licensing

The licensing service continues to operate consistently, particularly with regards to the number of applications received compared with the same period last year. 96% of applications were processed within the agreed timescales, with only 1% of applications being put before Members of the relevant Sub-Committee for a decision. The current period has overachieved income by approximately £12.5k, however this is not expected to continue due to an expected fall-off in taxi driver applications, brought about by changes to legislation, which will be reflected throughout the year. Both Animal Welfare & Gambling income have performed well.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Income received	Monthly	£58,148	£45,564	★	N/A	£18,465	●	★		

Table 15: Licensing measure exceptions

## Street Cleansing

Street Cleansing is performing well, the only area for concern is income which is down on previous years especially for mechanical road-sweeping. Customers point toward a lack of new development and an exceptionally dry summer for the downturn in demand.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Income generation	Monthly	£3,775	£16,000	●	↓	£3,849	●	●	Downturn in mechanical road sweeping demand	Continue to promote service

Table 16: Street Cleansing measure exceptions

## Waste Collection

All waste collection measures are on target apart from missed bins, this is due to high rates of sickness this year and resultant use of inexperienced agency staff. The recycling rate appears to be on target, there will be a downturn when the garden waste service closes in winter. Income generating services within waste are performing well, especially second garden waste bins and the commercial waste service.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Trade waste income	Monthly	£51,466	£45,044	★	↑	£21,613	●	●	On target	Continue with sales and marketing strategy
<b>Perspective: Quality</b>										
Missed collections	Monthly	558	520	●	N/A	296	★	●	High sickness levels, turnover of new staff	Work with crews to resolve

Table 17: Waste Collection measure exceptions

## Trinity Arts Centre

Performance has improved this quarter since the roof works have been concluded which is demonstrated by the surplus generated from the artistic programme being on track. Good audience numbers are being recorded again now the roof works have been concluded and further enhancements will ensure this trend continues.

It remains difficult to accurately reflect performance of the Centre against progress and delivery targets as fluctuations in monthly expenditure do throw the figures out. For example in September TAC received an electricity bill, had the season brochures printed and paid out for maintenance work that a grant will cover once repaid. This shows the costs of the Centre to be high in the month but over the year this will even out.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Cost of Trinity Arts Centre per user	Monthly	£8.87	£5.50		↓	89p			Good performance on artistic programme. This result is skewed as quarterly electricity bill hit in August	Monthly monitoring proves difficult due to no ability to spread the cost of bills. This causes month to month fluctuations
Received surplus	Monthly	£12,941	£12,000		↑	£7,221			Good attendance at events and shows booked on profitable terms	Continue to offer attractive programme
<b>Perspective: Process</b>										
Audience figures	Monthly	4,624	2,800		↑	2,326			Good attendance at performances and events	Continue to ensure popular programme is maintained
<b>Perspective: Quality</b>										
Event occupancy	Monthly	42%	55%		↓	45%			A couple of events had low usage (live streaming of Glyndebourne Opera) and these events will be removed from the programme	Ensure program continues to be attractive to customers

Table 18: Trinity Arts Centre measure exceptions

### Democratic Services

There is a robust personal assistant service in place and positive feedback from Chief Executive and Directors. Standards complaints continue to be received from Parish Councils regarding governance issues. The Freedom of Information process has been redesigned to embed efficiencies and automating of the process where possible. There are two large projects being run within the team on top of the day to day work, embedding and maximising the potential of the new automated committee system (Modern.gov) and exploring the Governance arrangements of the council.

### Financial Services

The service has achieved an unqualified audit opinion on the 2015/16 Statement of Accounts and Value for Money assessment. With the statutory deadline for the 2017/18 Statements being brought forward to 31.5.2018, the team had challenging deadlines this year to produce the statements by the earlier date. This has identified where further efficiencies in procedures need to be made.

The implementation of a Bank Reconciliation system is now finalised, and this will achieve daily bank reconciliations and efficiencies within this important process. The Treasury staff continue to exceed investment interest benchmark targets albeit rates are at an all-time low. In conjunction with budget managers, a base budget review has been undertaken which has identified £147k of ongoing savings.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Unqualified audit	Annual	Unqualified	Unqualified	🟡	N/A	N/A	N/A	N/A		
<b>Perspective: Quality</b>										
Return on investment	Quarterly	1.15%	0.34%	🟢	N/A	1.30%	🟢	🟢	Investment Markets Post Brexit, china and USA issues	No control over markets - longer investments
Savings generated	Quarterly	£800	£9,500	🔴	N/A	£5,000	🔴	🔴		



Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
through Procurement exercises										

Table 19: Financial Services measure exceptions

## Projects and Growth

The Team is focussed on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone and the potential for industrial units at key sites such as Saxilby.

With regards to Gainsborough, the 'Development Prospectus' has been launched and progress has been made on the procurement for the Strategic Development Partner (a separate committee paper provides further details on this); funding bids have been made to both Heritage Lottery Fund and Historic England to assist in the restoration of town centre properties; the Gainsborough Place Board has been launched and a range of key stakeholders are signed up as 'Ambassadors' for the town; Council support has been secured for the redevelopment of the Sun Hotel and for a Joint Venture company to regenerate Market Street; Feasibility work has progressed for the marina site and a further funding bid has been made to assist with infrastructure costs which will help to unlock key housing sites. The Gainsborough Growth Fund also continues to assist new and expanding firms in the town and works to upgrade the footways along Beaumont Street and Trinity Street have been undertaken, working with Lincolnshire County Council.

In terms of the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for the expansion of Hall Farm Park. The upgrading of the road access to Newtoft Business Park has also been delivered as a joint initiative between the Council and the local business community. An evaluation of the Townscape Heritage Initiative in Caistor is underway, which will inform future action in the town and the Council is considering the potential to take a lease on new workspace units in Saxilby.

Finally, an Environmental Impact Assessment is underway as part of the Food Enterprise Zone, in order to secure the Local Development Order for the site. The project has also been shortlisted for major capital funding through the Greater Lincolnshire Local Enterprise Partnership to support infrastructure delivery costs.

## Enterprise and Community Services

Following a re-structure the service has now been renamed 'Enterprise and Community Services'. The service plan for the service is currently being written which will involve the identification of a relevant measure set.

## CCTV

The complete upgrade of our CCTV system is nearing completion. We now have the latest high definition CCTV cameras operating in Gainsborough and Market Rasen. The system upgrade has already resulted in savings on our line rental costs and has prepared us for future expansion and commercial development. A new incident recording system has been developed. We are in the process of backdating this to 1st April 2016. When completed this will produce a full financial year of statistics and create a baseline to use in 2017/2018. Already during September 2016 our CCTV Control Centre assisted with over 60 incidents. A breakdown of incidents will be available in future progress and delivery reports.

With the greatly improved CCTV quality we have supported a wide range of police and criminal investigations. Examples have included public order, assaults, criminal damage and burglaries in both Gainsborough and Market Rasen.

## Funding

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
External funds levered by WLDC grant funding	Quarterly	£802,590.80							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	
Total value of community grants awarded	Quarterly	£208,687.87							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	
<b>Perspective: Process</b>										
Number of community grants awarded	Quarterly	67							This figure is the total external funds levered by WLDC grant funds since they launched in Sep 2015.	

Table 20: Localism and Community Safety measure exceptions

## Markets

Markets continues to underperform, we await a final decision on options from Members.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Average number of stalls on a Tuesday	Monthly	51	60		↓	58			Market review and options appraisal currently underway	

Table 21: Markets measure exceptions

## Assets and Facilities Management

A temporary technical resource has been brought in to assist the service in delivery its objectives with a temporary admin support resource currently being sought. This comes on the back of a vastly improved Audit where in June this year the service was given an assurance opinion of substantial with a travel direction of improving.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Two year backlog maintenance reduction	Quarterly	2%	10%		→	2%		2%	Staff shortages are limiting ability to tender and deliver works programme.	Restructure of the service began in April and should be in place (fully staffed) by December.
Planned and responsive maintenance	Quarterly	80%/16%	70%/30%			0%/100%			Increase in payments for capital works.	Property and Assets Teams
Rental income-Assets	Monthly	£244,217	£133,731		↑	£62,742	£76,358		Income comparable with previous years. There	Property and Assets Teams

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									remains a delay in getting service charge setting resolved	

Table 22: Assets measure exceptions

## Housing

Housing services continue to perform well and deliver for residents across the District. The demand for Disabled Facilities Grants is consistent and the service continues to perform strongly when compared to the rest of the County. The average spend increase relates to the high level of complex cases that we are currently dealing with. The total number of long term empty homes continues to decrease and is a reflection of the positive work undertaken by officers. In relation to this a number of compulsory purchase orders are being explored for the very poorest condition long term empty properties.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Financial</b>										
Average spend per disabled facilities grants	Monthly	£4,702	£3,000	●	N/A	£4,394	●	●	Increase in complex and larger cases.	Ongoing case reviews
Total spend on completed disabled facilities grants	Monthly	£629,170	£112,332	●	N/A	£107,185	●	●	No performance issues	Within tolerance
<b>Perspective: Quality</b>										
Average days from DFG approval to completion	Monthly	46	60	★	↓	43	★	★	No performance issues	

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Total number of long term empty homes in the District	Quarterly	542	539	★	↓	540	★	★	No performance issues	

Table 23: Housing measure exceptions

## Home Choices

Demand on the home choices service for people in housing need and those at risk of homelessness is increasing. We have seen a marked increase in new approaches to the service, homelessness presentations and temporary accommodation usage.

Temporary accommodation: the Cross Street provision has been full to capacity leading to a need to utilise B&B accommodation, particularly during September 2016. During September 2016, £1517 was spent on additional B&B accommodation. The team is working hard to ensure homelessness applications are processed as quickly as possible and the need for B&B alleviated; demonstrated in the average length of stay measure however, the increased demand and complexity of cases the team is dealing with must be recognised. This has had a direct impact on capacity to proactively prevent homelessness – performance in this area was lower in September 2016 and the service will be actively working to improve this against a backdrop of increased demand.

The service will complete some specific performance monitoring activity on housing register allocations during November 2016 and a review of the measure regarding 'successful nominations' is proposed for 2016/17.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Number of verified rough sleepers	Quarterly	2	0	●	↓	1	●	●	Performance within tolerance	Performance within tolerance.
Number of nights verified rough sleepers	Monthly	39	0	●	↓	1	●	●	August 2016 was an exceptional month with evictions taking place at temporary accommodation	Liaison is taking place with partner organisations with resources or







Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									providers leading to an increase in rough sleepers. It is getting more difficult to access accommodation in some cases. This is all part of the increase in complexity and demand the service is experiencing as a whole.	responsibility to house rough sleepers. Work is also underway with landlords and other providers of accommodation in order to try and prevent people becoming homeless at short notice.
Bed and breakfast nights	Monthly	27	0		↓	9			Waiting for move on accommodation, complex individuals struggling to move on and persons who need specific property type. 1 client was a weekend out of hours call. Again this is part of the increase in demand and complexity of cases the service is dealing with.	Working with partners to ensure that we receive more notice of potential evictions so that solutions other than B&B can be found.  Ensure that home owners becoming homeless due to repossession understand the options available to them once they lose their home.
<b>Perspective: Quality</b>										
Average length of stay in temporary accommodation	Monthly	19	28		↑	29			One household found not homeless with no l/c so given 28 days' notice and another refused a property by ACIS due to support needs	

Table 24: Home Choices measure exceptions

## Healthy District

The leisure contract continues to perform well. Customer satisfaction is consistently high across the whole of the contract. The majority of the information comes from monthly surveying of customers together with intelligence from customer comments and complaints. During the quarter no poor scores have been recorded in connection with customer service.

The cost per user has continued to be ahead of target. This is mainly due to the high levels of usage at West Lindsey Leisure Centre and the reduction in management fee negotiated in October 2013 providing value for money. A range of marketing activity mixed with a good range of activity being offered attracts a steady stream of new customers.

Usage at West Lindsey Leisure Centre in particular remains high. Issues over the correct recording of users for multiple user activities (i.e. badminton and squash) have been rectified. Usage at the satellite school sites continues to be of concern but these sites are not being included in plans for new contracting arrangements from 2018.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Customer</b>										
Customer satisfaction of leisure facilities & activities	Monthly	96%	80%	★	↓	98%	★	★	Customer satisfaction remains high across the whole contract with no poor scores being recorded	Monitor satisfaction levels and ensure issues and complaints are dealt with efficiently
<b>Perspective: Financial</b>										
Cost of Leisure Management fee per service user	Monthly	79p	£1.20	★	→	78P	★	★	Good usage levels at West Lindsey Leisure Centre continues to provide value for money, covering poor performing satellite sites	Continue to monitor usage levels. New contract arrangements will address issues with satellite sites
<b>Perspective: Process</b>										
New participants at West Lindsey Leisure facilities	Monthly	969	800	★	↑	484	★	★	Good range of activities and marketing	Ensure current level of service continues
West Lindsey leisure facilities usage	Monthly	108,523	102,000	★	N/A	N/A	N/A	★	Usage of West Lindsey Leisure Centre remains high due to pricing structure and activities being offered	Ensure current level of service is continued

Table 25: Healthy District measure exceptions

## ICT

Success this quarter is that the team have all passed our ITIL foundation – one of the audit actions needed. Kept the CRFs and helpdesks calls responsive and exceeded the target.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Incident & Problem Management	Monthly	101%	90%	★	↑	88%	★	★	Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
Change Management	Monthly	103%	50%	★	↑	92%	★	★	Automation of the ICT helpdesk ensure rapid notification of requests for change and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
<b>Perspective: Quality</b>										
Service and System availability: Secure Network	Monthly	100%	98%	★	→	100%	★	★	Proactive monitoring and event logging ensures excellent service	Continue to monitor and respond accordingly

Table 26: ICT measure exceptions

## Systems Development

Commercial venture in building Rutland website, started the Arcus project (new ICT for land based services), successfully carried out major upgrades to Northgate without any downtime for officers.



Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Number of online customers signing up to the self service accounts	Monthly	1,002	528	★	N/A	1,512	★	★	This is new customers signing up each month. The proactive campaigning is creating these contacts.	Keep promoting the digital opportunities for online submissions
Number of electronic forms developed and integrated into the website	Monthly	234	128	★	N/A	128	★	★	This is a running total of the number of live forms now on the website	Keep promoting the digital opportunities for online submissions
Housing re-naming requests delat with within timescales	Monthly	100%	90%	★	↑	90%	Amb	★	Procedure improved by automating process and utilising online information	Continue as set procedure, but only able to progress at the speed of the customer
<b>Perspective: Quality</b>										
Website availability	Monthly	100%	98%	★	→	100%	★	★	Proactive monitoring of server and network traffic enables quick response times	Continue with proactive monitoring. This has now been moved to a cloud hosted solution and therefore available 24/7 with full monitoring capabilities and alerts.

Table 27: Systems Development measure exceptions

## Contracts Management

The overview and on-going management of contracts is currently performing well. Pro-active work is undertaken to highlight contracts that are due to expire and pro-active work ensures that the appropriate review mechanisms is in place. We will continue to keep up this good work to ensure that consistency is applied to Contracts Management.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Process</b>										
Percentage of contracts that have expired and continued with no extension arrangement in place	Six monthly	0%	20%	★	N/A	N/A	N/A	★	The majority of contracts that have expired are specific 'one-off' projects therefore they will not need to be procured	On-going monitoring of contracts
Percentage of contract extensions used as a default	Six monthly	0%	20%	★	N/A	N/A	N/A	★	Performance is on track	On-going monitoring of contract expiry dates
Number of exception reports raised	Quarterly	0	5	★	↑	5	A	★	Performance is on track	On-going monitoring of contract expiry dates

Table 28: Contracts Management measure exceptions

### Corporate Governance

A recent Internal Audit has identified the value of Approved Codes of Practice and made recommendations that these are reviewed and subsequently updated and promoted; this work is scheduled in for Period Three of 2016/17. The volume of outstanding risks and audit actions that have expired are high due to the six month point.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
<b>Perspective: Quality</b>										
Expired Codes of Practices	Six monthly	10	0	●	N/A	N/A	N/A	●	Internal Audit have just completed a review on the internal policies process which included ACoPs. This audit stated that ACoPs are	Audit identified that a process is developed to ensure that ACoPs are review in time

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									still useful to support internal processes	
Outstanding Audit Actions	Six monthly	4	0	●	N/A	N/A	N/A	●	Although performance is worse than the target the volume of outstanding audit actions has decreased due to pro-active work by the team.	Scope the opportunity to deliver a Business Partner approach for the Corporate Governance service to increase awareness.
Risks exceeding review date	Six monthly	10	0	●	N/A	N/A	N/A	●	Although performance is worse than the target the volume of outstanding risks has decreased due to pro-active work by the team.	Scope the opportunity to deliver a Business Partner approach for the Corporate Governance service to increase awareness.
Citizen Panel survey response rate	Six monthly	72%	50%	★	N/A	N/A	N/A	★	Excellent response to recent Citizens Panel	Review of current working practises to ensure the Citizen Panel remains relevant and up-to-date





## Commercial Plan 2015 to 2020

### Delivery Plan - 2016/17

#### Progress Update

**ST1:** Generating greater income from the council's services through charging, trading and investment (in order to reduce the net subsidy for each service)

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
<b>ST1.1</b> Reviewing the trading and income potential of all services	Commercial Director	<ul style="list-style-type: none"> <li>• 2016/17 Business plans to identify income generation opportunities</li> <li>• Systematic review of services completed</li> </ul>	<p>October 2016</p> <p>June 2016</p>	<p>Trading and income generation proposals being by Corporate Leadership Team in November 2016 reviewed as part of the current business planning process.</p> <p>Service review process still underway as part of the wider 'Closer to the Customer'</p>	Green







Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
				terminate the licence as WLDC does not currently have the capacity to make the most effective use of the tool.	
<b>ST1.4</b> Establishing an 'Invest to Earn' fund to stimulate business development	Commercial Director	<ul style="list-style-type: none"> <li>• All services aware of 'invest to earn' funding</li> <li>• Funding drawn down to support development of commercial project(s)</li> </ul>	March 2017	£95k committed from Invest to Earn Fund. Spend has included temporary staffing to progress and implement commercial activity; legal advice and commercial training.	Green
<b>ST1.5</b> Establishing effective financial systems for trading services to help manage direct and indirect costs	SL - Democratic and Business Support	<ul style="list-style-type: none"> <li>• Payment systems reviewed further to facilitate customers' payment preferences</li> <li>• Trading and income generation</li> </ul>	June 2016  Quarterly as a minimum	Payment system has been reviewed and some improvements made. The system fix for variable	Amber

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
		<p>reviewed regularly for established Commercial Projects</p>	<p>(frequency will be project specific)</p>	<p>invoicing has yet to be implemented.</p> <p>Monthly monitoring has been established for trading services/active commercial projects. This will continue to be developed and refined.</p>	
<p><b>ST1.6</b> Establishing appropriate charging policies (fees and charges) that balance the need for full-cost recovery with market sensitivity and legal constraints</p>	<p>SL – Democratic and Business Support</p>	<ul style="list-style-type: none"> <li>• Fees and Charges reviewed</li> <li>• Pricing/Trading approach reviewed.</li> </ul>	<p>December 2016</p>	<p>Review of fees and charges has been undertaken.</p> <p>Car parking charges reviewed and to be implemented in 2016/17</p> <p>Pricing policy/trading approach considered on a</p>	<p>Green</p>

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
				case by case basis depending on commercial proposition and market	
<b>ST1.7</b> Developing alternative service delivery models as appropriate	Commercial Director	<ul style="list-style-type: none"> <li>Options for service delivery models considered as part of individual commercial project business cases</li> </ul>	March 2017	<p>Acquired Sure Staff in Spring 2016.</p> <p>Group Trading Company approved by CP&amp;R and Council in October 2016.</p> <p>Alternative methods of service delivery being considered as part of the 2017/18 business planning process.</p>	Green

**ST2:** Securing greater external funding for the council and the district

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
<p><b>ST2.1.</b> Developing a pipeline of strategic projects that can secure external funding</p>	<p>SL - Economic Growth &amp; Planning</p>	<ul style="list-style-type: none"> <li>Implement capital programme (subject to approval by Council in March 2016)</li> </ul>	<p>March 2017</p>	<p>External funding secured for the Gainsborough Housing Zone, Hemswell Cliff Food Enterprise Zone and Gainsborough Growth Infrastructure. One Public Estate Feasibility funding secured for exploring joint venture to improve Caistor GP/health facilities. Gainsborough shortlisted for Devo 2 investment and OPE feasibility funding for scoping an enhanced Gainsborough public sector hub.</p>	<p>Green</p>
<p><b>ST2.2</b> Establishing an approach for encouraging and approving external funding bids</p>	<p>Commercial Director</p>	<ul style="list-style-type: none"> <li>Establish staff resources for co-ordinating and developing external funding bids</li> <li>Amount of external funding</li> </ul>	<p>June 2017</p>	<p>Revised process for promoting and monitoring external funding opportunities for services has been approved and is being rolled-out.</p>	<p>Green</p>

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
		secured reviewed		Value of external funding secured is reported through P&D as one of the Commercial Plan Key Performance Indicators.	
<b>ST2.3</b> Developing and influencing networks to maximise opportunities and success in securing external funding.	Commercial Director	<ul style="list-style-type: none"> <li>Regular stakeholder meetings held.</li> <li>Further develop networks to maximise horizon-scanning and potential opportunities</li> </ul>	Frequency dependent on stakeholder	<p>Regular meetings held with key funders.</p> <p>Horizon-scanning ongoing.</p> <p>Invest Gainsborough event and PR campaign has raised the profile of the town and West Lindsey.</p>	Green
<b>ST2.4</b> Maximising the leverage from the council's external funding activities	Director of Resources	<ul style="list-style-type: none"> <li>Regularly monitor and report value of additional resources leveraged through council grant/loan funding</li> </ul>	Quarterly	Monitoring and reporting system being developed by Finance.	Amber

**ST3:** Increasing capital and revenue returns to the council through delivering housing and economic growth.

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
<p><b>ST3.1</b> Developing and delivering a land and property programme (capital development programme) to add value and diversify the Council's property portfolio.</p>	<p>SL – Housing and Regeneration</p>	<ul style="list-style-type: none"> <li>Land and Property Management Plan implemented</li> </ul>	<p>March 2017</p>	<p>Land and property plan being implemented with regular reviews of individual assets.</p> <p>Disposal of assets to generate a capital receipt; acquisition approved for an asset for regeneration/ income generation. Rental income significantly increased in 2016/17</p>	<p>Green</p>
<p><b>ST3.2</b> Strengthening the council's approach to estate management (including facilities management) to maximise surplus and return on investment.</p>		<ul style="list-style-type: none"> <li>Internal Audit review of asset management completed and reported to Committee</li> <li>Planned maintenance programme established</li> </ul>	<p>July 2016</p> <p>January/ February 2016</p>	<p>Internal review of asset management completed and given Substantial assurance.</p> <p>Planned maintenance programme delayed due to capacity issues.</p>	<p>Green</p> <p>Red</p>

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
		<ul style="list-style-type: none"> <li>Recruit resources (as appropriate and subject to approval) to support land and property management</li> <li>Commission and procure the development and management of a commercial investment portfolio (subject to member approval)</li> </ul>	<p>July 2016</p> <p>December 2016</p>	<p>Restructure approved and implementation progressing. Exploring opportunity for closer joint working with ACIS</p> <p>CP&amp;R approval to release £5m earmarked reserves for acquisition in 2016/17 subject to an approved business case.</p> <p>Currently procuring commercial advisors to support sourcing and acquisition of commercial properties</p>	<p>Amber</p> <p>Amber</p>
<b>ST3.3</b> Establishing a housing company to develop, own and manage new homes and return empty properties to use	Commercial Director	<ul style="list-style-type: none"> <li>Housing Company business case considered by Committee</li> <li>Establish Housing Company (if appropriate)</li> </ul>	<p>May 2016</p> <p>July 2016</p>	Procurement process for a Development Partner underway to support town centre regeneration and housing/commercial developments.	<p>Green</p> <p>Amber</p>





Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG

**ST4:** Enhancing the council's commercial culture and capability

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
<b>ST4.1</b> Developing a communications and engagement plan to involve all staff and members in the council's commercial approach	Commercial Director	<ul style="list-style-type: none"> <li>Implement programme of regular Commercial 'Lunch and Learn' sessions.</li> </ul>	March 2017	ASPiRE now established as a peer mentoring and support programme	Green
		<ul style="list-style-type: none"> <li>Commercial updates included in Corporate Updates</li> </ul>	March 2017	Corporate Updates (regular staff briefings) held regularly and include updates on commercial activity	Green
		<ul style="list-style-type: none"> <li>Review Commercial Member Steering Group and membership</li> </ul>	May 2016	Commercial Member Steering Group reviewed and membership agreed by Council in May 2016.	Green
		<ul style="list-style-type: none"> <li>Commercial Plan progress</li> </ul>	March 2017		Green

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
		update considered by Corporate Policy and Resources Committee <ul style="list-style-type: none"> <li>• Commercial Plan annual review and updated delivery plan considered by Full Council</li> </ul>	March 2017	Progress update and reporting on Commercial KPIs due for December 2016 CP&R committee meeting.  Annual review and delivery plan for 2017/18 to be considered by Council at the same time as the MTFP.	Green
<b>ST4.2</b> Establishing a development programme for staff and elected members as part of the people strategy that underpins the council's commercial ambitions	SL - Democratic and Business Support	<ul style="list-style-type: none"> <li>• Finance Matters 2 training rolled-out</li> <li>• Review of member development programme to support commercial ambitions</li> <li>• Commercial competencies considered as</li> </ul>	June 2016  April 2016  June 2016	Finance Matter 2 training for staff is still to be rolled-out  Member development programme has been reviewed and enhanced.  The Council's commercial approach has been reflected in	Red  Green  Red

Theme	Responsible Officer	Milestones	Due Date	Progress Update	RAG
		part of annual staff appraisals		the People Strategy (organisational development plan). Appraisal process still to be reviewed to reflect competencies required to support income generation and trading.	
<b>ST4.3</b> Strengthening corporate systems and processes to support the council's commercial activities.	Director of Resources	<ul style="list-style-type: none"> <li>• Review approach to project/programme management</li>   <li>• Business planning process to encompass commercial/income generation proposals</li> </ul>	June 2016  October 2016  March 2017	Council's approach to project and programme management has been reviewed and a revised approach now being implemented from October 2016  Income generation proposals and alternative methods of service delivery have been identified through the business planning process for 2017/18	Green    Green



