



**Corporate Policy and  
Resources Committee**

**Date: 06 February 2018**

**Subject: Performance Management (Progress and Delivery) 2017/18 – Third  
Period**

Report by	Executive Director Operations and Head of Paid Service
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Purpose/Summary	The third quarter performance management information (progress and delivery) for Members to examine and challenge.

**RECOMMENDATION(S):**

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

## IMPLICATIONS

Legal: None

Financial: None from this report

Fin Ref: FIN/46/18/TJB

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:

None.

### Call in and Urgency:

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

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

**No**

### Key Decision:

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

**No**

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## Introduction

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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 is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.

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

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## Overview of performance

This is the third period report for 2017/18 and clear trends are now emerging for the year. Areas which have been performing well in previous periods are, in general, continuing to do so and those areas which are experiencing challenges are continuing to record performance which is below target.

## Above Target Performance.

### Complaints:

Complaints is an area where considerable work has taken place over the past year. We are moving from simply reporting the number of complaints to assessing the customers' satisfaction with how their complaints are dealt with and identifying patterns in the complaints we receive so that we can tackle the major causes of complaints. New measures to cover this area will be introduced in the 2018/19 year.

As a start we have put in place a new complaints policy (known as the customer experience policy) and addressed the time taken to resolve complaints. This has been managed by a new "Customer Experience Officer" who has been in place since the autumn of 2017. As a result of this initial work the time taken to resolve complaints has dropped from performance in the previous period of 11 days to performance in this period of 6 days (against a target of 10 days).

Other areas which are worthy of note in terms of their above target performance are:

- Local Land Charges: sustained improvements now being shown (target 8 days, actual for the period 3.7 days)
- Cost of waste collection per head of population
- Income from trade waste
- Trinity Arts: audience figures, cost per user and surplus generated
- Management of assets: void rates.

## Areas at Risk

At this time of the year clear patterns are starting to emerge.

Homelessness has been an issue all year and was the subject of a report to Challenge and Improvement Committee. Therefore the measures around number of nights in bed and breakfast accommodation, temporary accommodation and housing the most vulnerable are all below target. The team are taking action to address this by working with partners.










Enforcement is still showing performance which is below target. However, following the restructure in the autumn, new recruitment is taking place to address the capacity problems which had given rise to the below target performance.

In the Benefits Service the cost per live claim has risen. The service consider this to be a one off and will be managed so that the end of year report will see the targets met.

Street cleaning is showing that the income for the service is below target for the period, but overall the income for the year is on target.

Finally the award of grants is below target however the Team Manager expects to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed prior to end of March.

## 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>										
Compliments	Monthly	43	54		↓	85			Received a total of 43 compliments in quarter 3. This is a drop on previous quarters but as customer demand drops it is expected to see a corresponding drop in compliments.	The Customer Experience Officer has recently rewritten the customer feedback procedure and has laid out a new way of capturing compliments and how these will be dealt with internally. During the coming few months she will be putting in place internal processes around promoting and logging of compliments
Staff absenteeism	Monthly	0.64	0.70		→	0.28			n/a	n/a
<b>Perspective: Financial</b>										
Overall Council budget forecast outturn	Quarterly	<b>Not available</b>								
Tax Base Growth	Quarterly	0.50%	0.50%		→	1.61%			Growth above target. Reduction is an impact of settled appeals	Continue to undertake National Fraud Initiative, and encourage housing development

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.			
Time taken to pay invoices	Quarterly	10 days	30 days	★	→	13 days	★	★	n/a	n/a
<b>Perspective: Quality</b>										
Service and system availability	Quarterly	<b>Not available</b>							Continued pro-active monitoring ensures continued service	Pro-active monitoring being carried out

Table 1: Corporate Health measures



## Section 2: Project and Programme Delivery

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Programme	RAG	What is affecting delivery?
Crematorium	Amber	Project delivery is on track
Customer First	Amber	Project delivery is on track
Housing	Amber	Project delivery is on track
Land and Property	Amber	Project delivery is on track
Leisure	Amber	Project delivery is on track
West Lindsey Growth	Amber	Project delivery is on track

Table 2: Programme Delivery

## Section 3: Service Exceptions

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### Cluster: Customer First

#### Customer Services

Over 130 Freedom of Information requests were received in the period, with all replied to within the statutory deadlines. During the next quarter a review of the process will be undertaken to ensure it is as efficient as can be and also as much information as possible is made externally available. Generally demand for face to face and telephone services has dropped as normal during this period due to the festive period and closure of offices.

We saw an increase in online activity mainly due to the Green Garden Waste Consultation event in October which resulted in double the amount of online forms being used than in previous months. This demonstrates that if teams are willing to work with the Customer Services Team we can positively move customers to using online services.

Dealing with Complaints still continues to take up the majority of time of the Customer Experience Officer, but this level of control is enabling us to take a much more in-depth view of what is happening with complaints and put in place learning and challenge in order to change the behaviours of staff where it is that behaviour that has led to the complaint being logged.

Compliments have decreased in this period but the Customer Experience Officer has been tasked with looking at how to improve this area during Q4.

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>										
Average time taken to resolve a complaint	Quarterly	6	10	★	↑	11	●	★	The average time to respond to complaints in October was 6.0 days. The average time to respond to complaints in November was 7.2 days. I am unable to report December figures at this stage as we have a complaint still in progress and not due to be closed until 22 January 18. This is an improving picture as since early 2017 there has been a focus on improving the response to complaints. This has involved the recruitment of a dedicated Customer Experience Officer and the development of customer experience policy which aims to ensure that all services see themselves from the customer's point of view.	n/a

Table 3: Customer Satisfaction measure exceptions

### Benefits

The Benefits Team have been incredibly busy in Quarter 3 hosting the DWP audit team and the sign off of the 2016-17 subsidy claim, Universal Credit Full Service has gone live in 2 of the 4 jobcentres that cover the district and the claim changes being received from the Department for Works and Pensions have proved to be erratic for which they have apologised. The number of live claims administered by the team continues to fall very slowly (reduced by 62 in Q3) as single claimants claim their housing costs through Universal Credit.




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 per live claim	Quarterly	£7.28	£5.83	●	↓	£6.31	▲	▲	Additional overtime funded by the DWP has been carried out in this quarter, a one-day training course was funded for the whole Benefits Team and extra resource was purchased to check the annual HB subsidy claim in Q3	Monitor to see what annual outturn is as Q3 has been an expensive quarter but the HB02 budget is still showing an underspend
<b>Perspective: Quality</b>										
End to end processing times	Monthly	7.4	5.0	●	↓	5.8	▲	●	Information that was received from HMRC on a number of Housing benefit claims has been processed in November - the data was downloaded in July 2017 and has taken until November for resource to be available to process the changes. This data has now been processed in full so the average processing times should return to 'normal' from December.	Monitor
Claims older than 30 days	Monthly	15.0	25	★	↑	22.8	▲	★	The assessment team have addressed the issue of all claims approaching 30 days in a timely manner	n/a

Table 4: Benefits measure exceptions

### Council Tax and NNDR

Council tax collection rates are on target to meet expectations with over 7,000 customers paying by 12 monthly instalments and 79% of council taxpayers paying by direct debit. Business rate collection has slightly increased this quarter meaning it is also now on target to meet expectations. Public house relief, small business rate capping and the additional discretionary relief awarded by central government has been awarded to all businesses who have applied and further action will be taken to ensure all businesses who have not yet applied do so by early March to ensure that as much of the relief allocated to West Lindsey is awarded to local businesses.

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>										
Properties on tax base (FTE ratio)	Monthly	6,925	5,000	★	↑	5,948	★	★	Team have carried 2 full time vacancies since the end of October but these have now been filled and expected start dates early January 2018.	Training of new staff will take up to 1 year however there should be a noticeable difference for the rest of the team within 3 months. The actual total will decrease for Period 4 once new staff members start. No further action currently to be taken
NNDR £	Monthly	£13,513,1	£13,820,112	★	↓	£1,312,48	★	★	NDR customers	Monitor monthly

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			
collected		83				1			instalments are becoming due and are now being paid following properties being brought into the list by VOA during late 2017	collection
<b>Perspective: Quality</b>										
Council Tax in year collection rate	Monthly	84.29%	84.97%		↓	56.70%			Increase in number of customers paying by 12 instalments however amount of council tax collected has also increased. In comparison to December 2016 an increase of £1,586,816 has been collected in December 2017. All indications from	No action required.

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			
									previous months show collection should be above target towards the end of the financial year	
NNDR in year collection rate	Monthly	81.87%	81.54%	★	↑	58.28%	●	★	3 new reduction schemes have now been awarded to qualifying businesses – public house relief, new discretionary rate relief and small business rate capping the increase payable following the revaluation of business rates. 450 letters were issued in respect of the new discretionary rate relief scheme and 119 have been returned and, to date, a total of	Regular meetings with CoL/NKDC partnership.

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			
									£35,459 has been awarded in relief.	
Cost of service per property tax base	Monthly	£6.53	£9.10	★	↑	£6.19	★	★	The team have been carrying 2 vacant full time posts which have now been recruited to and start dates agreed for January therefore the actual total will increase for period 4 but will still be on target for year end.	No action required

Table 5: Council Tax measure exceptions

### Building Control

The building control team has continued to face significant challenges over the last few months and market share has fluctuated between 63% and 89% over the quarter, however the overall market share for the year to date still remains on track at 78% on average for the quarter and 78% for the year to date. Income has also been sporadic, but remains above target for the point in time, with the year-end target looking achievable without concern. The team has reduced in size following the reduction of the senior building control officer position but moral stays strong with performance at a good level whilst operating with a smaller team. The additional services have taken a back seat and the service is concentrating first and foremost of maintaining market share for core business with any additional service requests that fall out of the core business being seen as a bonus and contributing to the councils bottom line. It should be noted that the air testing services is seeing on average one request a month, with the SAP/EPC service picking up (although not being fully delivered due to sickness within the services)

Performance Measure	Reporting Frequency	Current Period	Previous Period	YTD perf	What is affecting performance	What do we need to do to improve and
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		Actual	Target	Perf	DoT	Actual	Perf.			by when?
<b>Perspective: Customer</b>										
Number of building regulation applications received	Monthly	281	153	★	→	331	★	★	Target exceeded due to separate applications for window/door replacements.	n/a
<b>Perspective: Financial</b>										
Cost of the Building Control service to the council	Monthly	£32,328.83	£28,323	●	↓	£46,101.38	★	●	Income below target in October due to reduced number of applications	n/a

Table 6: Building Control measure exceptions

### Local Land Charges

As can be seen below the cost of the service to the Council has seen a substantial reduction in terms of the actual service costs. A major factor affecting the reduced costs are due to salary savings from vacant posts due in part to reducing the number of staff providing the service. Despite the reduction in staff, the turnaround of searches received are now being processed much more quickly when compared to the previous 3 years, which is a fantastic achievement.

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 the Land Charges service to the Council	Monthly	£1,825.06	£19,050	★	→	- £4,278.83	★	★	Savings on salaries due to vacant posts within service.	N/A
<b>Perspective: Quality</b>										
Time taken to process a	Monthly	3.7	8	★	↑	5.8	★	★	This huge reduction in the turnaround of	N/A

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.			
search									search applications is a fantastic achievement by the reduced number of staff within this service!	

Table 7: Local Land Charges measure exceptions

### Development Management

During Period 3 Development Management have continued to exceed targets for all planning application types, major applications continuing their 100% record. Appeals remain within target with only three appeals allowed during the period. Income is above budget target due to large major applications being received during the period. Overall Development Management are maintaining excellent performance and this is expected to continue with the team growing stronger with new appointments.

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 from planning and pre-app fees	Monthly	£295,290	£243,648	★	↑	£237,070	●	★	3 major planning applications	n/a
<b>Perspective: Quality</b>										
Majors planning applications determined within national targets	Quarterly	100%	70%	★	→	100%	★	★	Excellent work 100% achieved	Excellent work 100% achieved

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.			
Non-major planning applications determined within government targets	Monthly	99%	80%	★	→	97%	★	★	Extension of time requests refused for Listed building and Full planning application	Continue to request extensions of time when necessary.
Appeals allowed as a percentage of all decisions issued by the Council	Monthly	2%	5%	★	→	1%	★	★	19 appeal decisions, 3 allowed	n/a

Table 8: Development Management measure exceptions

### Enforcement

There continues to be a high demand for service across all areas of enforcement. Additional resources have been agreed within the Planning and Housing work areas and these will come into effect in January 2018. Within planning enforcement the number of cases is nearer to 150 and this will need to be reduced when the additional resource comes into effect. It should be noted that over 50% of cases closed in December achieved compliance due to intervention from WLDC.

Housing enforcement continues to take effective action in relation to poor quality accommodation and the number of cases open continues to be consistent. The proportion of cases from the South West Ward remains high, in the main due to the effective intelligence being gained via the selective licensing scheme. Prosecutions for selective licensing are underway and a number of cases are now in the pipeline. The number of licensed landlords continues to increase and the focus remains on dealing with the unlicensed and non-compliant landlords.

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.			

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	138	120	●	↓	112	▲	▲	The number of cases has increased due to the initial additional resources reducing.	Expected to decrease from February when additional resources in place
<b>Perspective: Quality</b>										
Time taken to resolve a housing enforcement request	Monthly	171	90	●	→	172	●	●	Large number of complex and high priority cases within caseload	Permanent resources agreed. To commence in January 18
Time taken to resolve a planning enforcement request	Monthly	191	150	●	→	184	●	●	High number of complex cases. Additional resources agreed and will commence at the end of January 18	n/a

Table 9: Enforcement measure exceptions

### Regulatory Services

The performance of this work area continues to be effective, the number of food inspections has increased, except for in the month of December when you would expect it to be lower. There continues to be a high demand within the environmental protection work area and performance has continued to be good, despite a short term reduction in resources. From February 18 a revised staffing structure will be in place and this is expected to enhance the service delivered.

### Licensing

The licensing service has performed well again within Period 3 with the number of applications received showing a 25% increase against the target set. The service continues to receive excellent customer satisfaction feedback. Our Members continue to be involved with licensing matters on a regular basis and are not afraid to make difficult decisions where necessary.

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 licensing applications received	Monthly	245	195	★	↑	263	⚠	★	Applications received this period has exceeded the set target, however as the service is demand led, this in the main is beyond our control.	N/A

Table 10: Licensing measure exceptions

### Street Cleansing

The excellent start to the year within the Street Cleansing Service has continued throughout period 3 with all measures within challenging parameters. Street cleansing costs each household just £10-42 last year, this was the lowest of all authorities benchmarked through APSE and currently this trend is in-line to continue. Income generation is below target for period 3 however overall income generation is ahead of target, business and marketing plans continue to be developed to strengthen this area further in the coming months. The service continues to have strong links with communities, the Great British Spring Clean initiative helped increase the number of voluntary litter picks in April/May and has helped in keeping communities engaged in further community tidy ups throughout the year. Once again compliments for period three for the service far exceed complaints. The service continues to be valued by residents with a satisfaction rating of 73% measured through the Citizens Panel.

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	£5,881	£9,000	●	↓	£18,313	★	★	Below target - slow down of income generation work	Continue to promote

Table 11: Street Cleansing measure exceptions

## Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 52%, (above target) which is expected at this time of year due to green waste collections finishing towards the end of the qtr. Residual waste collected remains consistent, many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins probably encourages recycling. Missed collections are within targets (dropping by a third as the green waste collections stop for the winter shut down). The cost of service is now £41.65 per household, still under target but with rising wages (especially the with the rising agency prices to fall in-line with the AWR) and fuel costs still an excellent rate when benchmarked with others.

Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income and now has over 300 customers. Over the last quarter complaints have dropped and compliments are now well out weighing complaints. (Which is a sign of an appreciation of the service and the excellent work being done in the department). Results from last year's citizen's panel are in and 92.8% of those who responded are satisfied with the service and 2.3% dissatisfied with the 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>										
Cost of delivering service per household	Quarterly	£41.65	£46.00	★	→	£43.02	★	★	Below target	Round efficiencies and labour efficiencies
Trade Waste income	Monthly	£62,088	£54,396	★	→	£82,323	★	★	n/a	Continue with sales & marketing strategy

Table 12: Waste Collection measure exceptions

## Trinity Arts Centre

The audience at Trinity Arts Centre responded well to a popular programme delivering increased footfall, resulting in a cost per user which was better than the target for the quarter. A good surplus has been generated by the artistic programme and the number of users has been increased due to enhanced marketing activity. The average occupancy is slightly reduced due to a larger number of events being programmed. The new Trinity Arts Centre Manager has already improved the centre's marketing activity, and is looking at further improvements both in marketing and programming for the centre.

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>										
Audience figures	Monthly	4,467	2,400	★	→	6,098	★	★	Good response to Christmas programme	Ensure popular programme continues
<b>Perspective: Financial</b>										
Cost of Trinity Arts Centre per user	Monthly	£4.88	£5.50	★	→	£4.91	★	⚠	Good audience numbers bolstered by improved marketing.	Continue to improve programming and further enhance marketing techniques.
Received surplus	Monthly	£18,694	£10,500	★	→	£20,135	★	★	Good surplus from popular Christmas programme	Continue to improve programming and marketing.

Table 13: Trinity Arts Centre measure exceptions

## CCTV

The service has been busy over the Christmas period with increases in shoplifting and anti-social behaviour. High demand is typically expected at this time of year especially as shoplifters target stores in the weeks running up to Christmas. We continue to review and produce footage in support of police investigations. More high profile cases during this period have included theft of lead and metal from properties in Market Rasen. Our footage has been used on social media to help track and identify suspects as part of on-going police investigations. There continues to be sporadic violence incidents occurring during night time economy in Gainsborough. This is typically on Saturday nights. We continue to work closely with the police and regularly review violence incidents and share information with police licensing 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: Financial</b>										
CCTV Income generation	<b>Not available</b>									

Table 14: CCTV measure exceptions



Enterprise and Community Services

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>										
Total value of community grants awarded	Quarterly	£9,599	£55,000	●	→	£5,684	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	Expect to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed and normal increase in Cllr Fund applications prior to end of March.
Successful grant applications	Quarterly	0%	60%	●	→	0%	●	●	n/a	n/a
<b>Perspective: Financial</b>										
External community funds levered by WLDC	Quarterly	£24,264	£177,598	●	→	£9,616.80	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	n/a

Table 15: Enterprise and Community Services measure exceptions

## Cluster: Democratic and Business Support

### Democratic Services

The service has been engaged in the delivery of workshops for Parish and Town Councils across the District to present the Council's revised Code of Conduct. Arrangements have been made for these bodies to advise the Council as to which Code of Conduct they will be adopting from May 2018 (the Council's Code or the NALC Code) and on-going monitoring of the effectiveness of local arrangements will be undertaken. Training for Members has been held on the topics of Procurement, Media awareness and Modern.gov (a system to enable the electronic collation; despatch and issue of Committee papers and reports). Additionally a number of awareness sessions and workshops have been held with Members to discuss significant matters the Council is involved with. Two civic events have been held during the period in the form of the commencement of the Mayflower 400 commemorations held in Gainsborough and the Civic Carol Service held in Market Rasen. Both were well attended and well received. Progress has been made on the replacement of the civic car, with purchase imminent.

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>										
Satisfaction with Development and Training Events	Quarterly	98%	90%	★	↑	92%	▲	▲	Training held on media awareness, procurement and modern.gov	N/A

Table 16: Democratic Services measure exceptions

## Financial Services

Over the quarter the Finance Team have been busy progressing supporting the Management Team and Budget Managers in preparation of the 2018/19 Budget and 2018/19 to 2022/23 Medium Term Financial Plan which also incorporates the review of the Capital Programme, the Capital Investment Strategy and the Treasury Management Strategy.

In addition we are ready to launch a number of e-learning courses as part of our Finance Matters project which aims to provide financial training and guidance to staff within the organisation. Course topics are; Local Government Finance, Financial Management, Value for Money, Prudential Borrowing, the Closedown process and Counter Fraud in addition we have developed a Budget Managers handbook as a quick and easy reference tool.

With the earlier Statement of Accounts deadline (31 May rather than 30 June) we are also preparing for the year end closedown process.

We continue to achieve investment interest above our benchmark target and creditor payments within our 30 day 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: Financial</b>										
Return on Council's Capital investment	Quarterly	1.16%	1.00%	★	↑	1.03%	⚠	★	Continuation of fixed term investments to generate higher rate, however liquidity need for capital programme investment has been barrier to higher returns	Work with services to provide better profiling of capital expenditure

Table 17: Financial Services measure exceptions

## Contracts Management

During Q3, an audit has commenced into the Council's procurement procedures and the Contracts Team is working closely with the auditor on this. The report is due in Q4. Contracts that have been finalised include car park enforcement, extension to existing car park provision, consultancy to support digital transformation, ecological studies in support of regeneration projects and a replacement IT system to support choice based lettings/homelessness service. It is hoped that refresher training and forward awareness training for officers will take place in Q4.

## Cluster: Economic Development and Neighbourhoods

### Economic Development

Progress has been made during the third quarter of 2017-18 with the following key projects:

- **Hemswell Cliff FEZ** – Following our successful funding bid, a full delivery plan for phase 1 is in the final stages of being developed (with land owner/developer and prospective occupiers). The final due diligence will get underway from February 2018 to enable the release of funding and commencement on site, expected later in 2018;
- **Gainsborough Growth Fund** – A review of the scheme and recommendations for future intervention has been carried out and will be presented to Committee in January/February 2018. The scheme so far has generated 129 gross and 63 net new jobs, contributing £3.5m to the local economy. A further Shopfront Improvement Scheme has also been launched in July 2017;
- **Commercial Loans and NNDR** – in conjunction with Finance and Revenues, the Team is developing policies on commercial loans and potential for rate relief to assist business growth, development and long-term revenues for the Council. This is due to be considered by Committee in March/April 2018;
- **West Lindsey Development Partner** – The process is now at Detailed Solutions stage and clarifications are being sought by Officers prior to formal evaluation and final tender stage. A report will be presented to Committee on 6<sup>th</sup> February and subject to this, final tenders will be invited with the process expected to conclude by May 2018. £4m secured from the GLLEP in support of this programme;
- **Housing Infrastructure Fund (HIF)** – bid submitted in support of infrastructure costs to unlock the Southern SUE development and further clarifications submitted prior to Christmas break. An announcement is expected on the national HIF programme in January 2018;
- **Gainsborough Green Corridor** – A further detailed ERDF bid has been submitted for 'green' network improvements across Gainsborough. This follows the unsuccessful Gainsborough Marina bid and advice taken from the ESIF committee to resubmit for a revised proposal. A

decision on the outline bid is expected in January and if successful, a detailed bid will be prepared and submitted. Detailed bid submitted for EU funding to support the delivery of this project, following successful expression of interest;

- **Market Street Renewal** – Work is now underway on first refurbishment of three properties on Market Street including the development of 4 residential dwellings, all of the works are planned for completion in April 2018.
- **Place Board** – 100 delegates attended an event organised by Gainsborough Place Board at The Old Town Hall, delegates were presented with a series of tips for motivating your workforce and how to become great leaders. A series of promotional drinks mats have been developed showcasing factoids about the town. #investgainsboro has generated additional followers and continues to develop creative tweets.
- **OPE** – outline work on feasibility of public sector hub and Caistor South Dale completed; Asset Challenge workshop held and working with LCC on proposals to take forward workspace development at Foxby Lane, Gainsborough;
- **Skills and Employment** – Partnership continues to grow, with support from increasing number of stakeholders; direct partnership working with Bishop Burton College in connection with the FEZ; Careers events being developed for the schools and local community; Engineering Consortium are developing an Apprenticeship programme with Gainsborough College; Mentoring initiative at Benjamin Adlard School; Mental Health in the Workplace event for employers/employees planned for March.
- **Market Rasen** – partnership working with the Town Council to develop an Action Plan;
- **Lea Road Station** – A business case is being developed in parallel with planning process for improved facilities (including car-parking) at the station, options of acquisition of land are being explored.
- **Heritage Lottery Fund (HLF)** – Round 1 funding bid submitted for Gainsborough Townscape Heritage Initiative this included full scheme plan and a range of supporting documents. A decision will be made on 21 May 2018, there will be a visit to the town by the funders in the spring.
- **Lindsey Action Zone** – To date £453,000 funding levered into the District to support local businesses with projects worth £1m through this fund
- **Footfall** – new data monitoring system installed in Gainsborough (x 6 sensors), Market Rasen (x 2 sensors) and Caistor (x1 sensor).

## Community Safety

The number of new complaints has reduced during the period and the team continues to effectively ensure compliance as required. The South West Ward of Gainsborough continues to generate a high percentage of cases in proportion to the rest of the district, this is expected due to the proactive work of officers within the area which is generating cases for investigation. Other proactive projects are also underway in relation to Public Space Protection Orders, Trolleys and waste (commercial and residential)

## Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has slightly increased through December due to the run up to Christmas however this is still below target, in period 2 there had been a small increase in stalls taken up by traders on the Saturday Market, this trend has stayed constant throughout Period 3, stall take up for the Saturday Market is slightly above target. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in Dec 2017, no final decision was made, further clarity around options is required and further options are to be viewed.

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>										
Average number of stalls on a Saturday	Monthly	24	20	★	→	23	★	▲	Market review and options appraisal currently underway. Slight increase in traders due to the run up to the Christmas period.	Market review and options appraisal currently underway.
Average number of stalls on a Tuesday	Monthly	53	60	●	→	45	●	●	Market review and options appraisal currently underway.	Market review and options appraisal currently underway.

Table 18: Markets measure exceptions

## Cluster: Housing and Regeneration

### Assets and Facilities Management

Rental income from assets continues to achieve targets as voids remain low. RPI rent increases, upward reviews and dilapidation monies have helped recover some of the lost revenue from our voids. Car park income continues to achieve targets but these may need reviewing in the next financial year as the targets will not reflect the additional car parking offer that we have at Bridge Street and will have at the former Lidl premises.

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>										
Rental Income (Assets)	Monthly	£154,531	£125,000	★	→	£168,585	★	★	Overall YTD income (inc services charges and contributions) exceeds P&D targets for same period	n/a
Rental Income (Car Parks)	Monthly	£53,646	£50,125	★	→	£52,124	★	★	Performance is ahead of P&D targets	n/a
<b>Perspective: Process</b>										
Voids Management	Monthly	2%	12%	★	→	8%	★	★	n/a	n/a
<b>Perspective: Quality</b>										
Planned and Response Maintenance	Quarterly	73%	70%	★	↑	70%	▲	★	Ratio remains on track at 73 planned/27 unplanned works costs	n/a

Table 19: Assets measure exceptions

## Housing

The delivery of Disabled Facilities Grants continues to perform well and the Council is ensuring that all of its funding in relation to this is spent in line with the legislation and local policy. The level of customer satisfaction remains at 100%, which is in line with the timescales for delivery continuing to be on target. An additional resource has been brought into the work area during this period to ensure that all funding can be spent. Alongside this a revised Policy is being developed to broaden the scope for utilising the funding. This will be considered by Committee in March 18.

The number of long term empty properties remains at a consistent level, which is enabling the focus to be on the worst and longest term empty properties, which are having the highest impact. During this period one Compulsory Purchase Order has been progressed and a further three have been considered. We continue to be proactive in our management of 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 cost of DFGs	Monthly	£5,067	£4,500	●	↑	£5,328	●	●	No issues noted	n/a
<b>Perspective: Process</b>										
Long term empty properties brought back into use through Council intervention	Quarterly	29	25	★	↑	8	●	▲	Commenced proactive letters	Continue proactive work
<b>Perspective: Quality</b>										
Number of properties where the condition has improved as a	Monthly	15	50	●	→	39	●	●	Currently recording number of licensed properties	Specific measures to be developed for this 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.			
result of being in the selective licensing area										

Table 20: Housing measure exceptions

## Home Choices

The service continues to experience a high level of demand and is currently managing with reduced staffing capacity. This is actively being addressed by the service, with additional capacity being brought in through the appointment of an apprentice, a support officer and acting up arrangements within the service. Homelessness prevention continues to be a key focus for the service, and this target is being exceeded. Below target performance areas have been reviewed and are attributed to delays with complex cases and matters outside of the Councils control (including flood within a move on property). Service staffing capacity has also had an impact on moving people on from temporary accommodation. The cold weather during December 2017 triggered the Council's SWEP provision to prevent rough sleeping and the Council continues to accommodate some individuals at our discretion in order to minimise rough sleeping in the district. This is currently placing increased demand on B&B use but is considered a necessity. The service is actively preparing for the introduction of the Homelessness Reduction Act and has, during the last quarter, procured a new IT system which will be implemented during March 2018. Scrutiny of the Home Choices service, homelessness demand and readiness for the Homelessness Reduction Act was a key agenda item for the January meeting of the Challenge & Improvement Committee. A follow up audit of the service (following a limited assurance outcome in 2016) has demonstrated significant improvements in the risk areas identified. The follow up audit has provided a substantial level of assurance Note: draft, pending sign off].

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	Do T	Actual	Perf.			
<b>Perspective: Customer</b>										
Homeless prevention	Monthly	238	200	★	→	227	★	▲	89 DHP, 55 HR, 32 DFG	n/a
<b>Perspective: Process</b>										
Bed and	Monthly	74	0	●	→	72	●	●	21 due to SWEP and	n/a

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	Do T	Actual	Perf.			
Breakfast Nights									accommodating pending ACTION Lincs (1 household). Christmas bank holidays delayed action for move on	
<b>Perspective: Quality</b>										
Average length of stay in temporary accommodation	Monthly	46	28	●	↓	22	▲	▲	One household 66 days due to waiting for Action Lincs property. 21 nights due to SWEP	n/a
Average time for a person in the highest category of housing need to be re-housed	Monthly	73	28	●	→	58	●	●	182 days due to delays in 1 property and then withdrawn due to flooding in the property. 4 households in Band 1 accommodated	n/a

Table 21: Home Choices measure exceptions

### Safeguarding

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties. A compliance check in the form of a self-assessment and peer moderated audit by the Lincolnshire Safeguarding Children Board (LCSB) is carried out every three years.

A self-assessment and moderation was completed during December 2017. It provided assurance that WLDC's policies, processes and practices are compliant with all requirements of Section 11 and that WLDC has a proactive approach to safeguarding and promoting wellbeing. A report was presented to the Council's Prosperous Communities Committee on 30.01.18.

## Healthy District

The leisure contract continues to perform well with customer satisfaction remaining high. The last two months of the calendar year typically result in low usage and low numbers of new customers being attracted. This has also had an impact on the cost per user, however, industry trends usually demonstrate above average use in the first two months of any calendar year so this is not of major concern at this time.

Throughput and marketing activity to attract new users is monitored through monthly monitoring meetings with the leisure contractor.

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	Do T	Actual	Perf.			
<b>Perspective: Customer</b>										
Customer satisfaction of leisure facilities & activities	Monthly	95%	80%	★	→	96%	★	★	Good levels of customer satisfaction across the contract with no poor scores being recorded	Monitor to ensure no drop in current performance
New participants at West Lindsey Leisure facilities	Monthly	345	600	●	↓	908	★	⚠	Numbers down due to seasonal trends. Typically there is an update of new users in the New Year	Continue to monitor through contract monitoring
West Lindsey leisure facilities usage	Monthly	68,914	78,750	●	↓	105,592	⚠	⚠	Usage numbers in line with what is expected due to seasonal trends	Continue to monitor and ensure uplift in January
<b>Perspective: Financial</b>										
Cost of Leisure Management fee per service user	Monthly	£0.94	£1.10	★	→	£0.83	★	★	Usage low in December in line with industry trends	Monitor to ensure usage rises in January in line with historical information and

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	Do T	Actual	Perf.			
										industry trends

Table 22: Healthy District measure exceptions

## Cluster: Organisational Transformation

### ICT

With the continual monitoring and automatic allocation of service desk calls the team pro-actively responds to requests for change, thereby exceeding targets most months.

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>										
Incident and problem management	Monthly	103%	90%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Change management	Monthly	94%	75%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
<b>Perspective: Quality</b>										
Service and system availability	Monthly	100%	98%	→	★	99%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out

Table 23: ICT measure exceptions

## Systems Development

The teams continue to deliver significant projects during the normal course of their work load. The Digital team is currently involved in the upgrade of some corporate systems, and carrying out normal system development work. The Digital team is continuing to work with Rutland County Council by developing their website. The technical team continues to proactively manage their work plan through the system development requests.

Our LLPG (& SNN) officer has now taken full ownership of the management of the LLPG and brought this back in house last year. This work is also being carried out by other team members in times of absence and are working hard to maintain the standard.

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>										
Website availability	Monthly	99%	98%	★	→	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Number of electronic forms developed and integrated into the website	Monthly	205	195	★	↓	261	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Number of electronic forms completed and submitted on the website	Monthly	9,564	6,000	★	→	10,372	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
<b>Perspective: Process</b>										
Number of	Monthly	100%	90%	★	→	100%	★	★	Dedicated officers to	Maintain current

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.			
house re-naming requests dealt with									fulfil this duty	arrangement
Percentage of street naming and numbering requests dealt with	Monthly	80%	50%	★	→	98%	★	★	Dedicated officers to fulfil this duty	Maintain current arrangement
<b>Perspective: Quality</b>										
LLPG Standard	Monthly	Silver	National Standard	★	→	Silver	★	★	Dedicated officers to fulfil this duty, management now brought back in-house	Maintain current arrangement

Table 24: Systems Development measure exceptions

