



# AGENDA

For a meeting of the  
**SCRUTINY COMMITTEE**  
to be held on  
**TUESDAY, 14 MARCH 2017**  
at  
**10.00 AM**  
In the  
**WITHAM ROOM - COUNCIL OFFICES, ST. PETER'S HILL,  
GRANTHAM. NG31 6PZ**

Beverly Agass, Chief Executive

Committee Members:	Councillor Lynda Coutts, Councillor Phil Dilks, Councillor Mrs Rosemary Kaberry-Brown, Councillor David Mapp, Councillor Bob Russell, Councillor Bob Sampson (Chairman), Councillor Jacky Smith (Vice-Chairman), Councillor Mrs Judy Smith, Councillor Mrs Sarah Stokes, Councillor Mrs Brenda Sumner and Councillor Frank Turner	
Scrutiny Support Officer:	Lucy Bonshor	Tel: 01476 40 60 80 extn 61 20 E-mail: <a href="mailto:l.bonshor@southkesteven.gov.uk">l.bonshor@southkesteven.gov.uk</a>

**Members of the Panel are invited to attend the above meeting to consider the items of business listed below.**

**1. COMMENTS FROM MEMBERS OF THE PUBLIC**

To receive comments or views from members of the public at the Committee's discretion.

**2. MEMBERSHIP**

The Committee to be notified of any substitute members.

**3. APOLOGIES**

**4. DISCLOSURE OF INTERESTS**

Members are asked to disclose any interests in matters for consideration at the meeting.

*Your council working for you*

**5. ACTION NOTES FROM THE MEETING HELD ON 15TH DECEMBER 2016**

(Enclosure)

**6. UPDATES FROM PREVIOUS MEETING**

**7. FEEDBACK FROM THE EXECUTIVE**

**8. QUESTION WITHOUT DISCUSSION REFERRED FROM COUNCIL 2ND MARCH 2017**

Question from Councillor Ashley Baxter:

*Over the last five years, recycling rates in Lincolnshire have fallen from 52.8% down to 47.0% and in South Kesteven District they have fallen from 48.6% down to 43.2% which is almost as low as the national average.*

*In household recycling league tables, Lincolnshire's ranking out of 351 local authorities has fallen from 44<sup>th</sup> to 118<sup>th</sup>. South Kesteven's ranking has fallen from 88<sup>th</sup> down to 172<sup>nd</sup>.*

*Can the Scrutiny Committee please investigate why SKDC recycling rates have fallen so dramatically and what practical steps can be taken to promote waste prevention, recycling and composting in the District?"*

**Percentage of household waste sent for reuse, recycling or composting (Ex NI192)**

Percentage

	2011/12	2012/13	2013/14	2014/15	2015/16
South Kesteven	48.6%	48.3%	47.73%	47.6%	43.2%
Lincolnshire	52.8%	51.3%	49.61%	49.6%	47.0%
East Midlands		46.8%	46.4%	45.2%	44.7%
National		43.2%	43.5%	43.7%	43.0%

Ranking out of 352 authorities

Lincolnshire

Rank 44 59 85 86 118

South Kesteven

Rank 88 88 105 117 172

Information taken from the following website:

<http://www.letsrecycle.com/councils/league-tables/201516-overall-performance/>:

**9. CUSTOMER RELATIONSHIP MANAGEMENT AND WEBSITE UPDATE  
ROAD MAP**

Report SLDP011 from the Strategic Lead Programme Delivery.

(Enclosure)

**10. QUARTER 3 CORPORATE PLAN PERFORMANCE**

Report PPM006 from Performance and Projects Team Leader.

(Enclosure)

**11. WORK PROGRAMME**

**12. REPRESENTATIVES ON OUTSIDE BODIES**

**13. ANY OTHER BUSINESS, WHICH THE CHAIRMAN, BY REASONS OF  
SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**

## ACTION NOTES

SCRUTINY COMMITTEE

THURSDAY, 15 DECEMBER 2016



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### COMMITTEE MEMBERS PRESENT

Councillor Lynda Coutts  
Councillor David Mapp  
Councillor Bob Russell  
Councillor Bob Sampson (Chairman)

Councillor Jacky Smith (Vice-Chairman)  
Councillor Mrs Brenda Sumner  
Councillor Frank Turner

### OFFICERS

Business Manager Neighbourhoods  
(Mark Jones)  
Community Engagement & Policy  
Development Officer (Carol Drury)  
Democratic Officer (Lucy Bonshor)

### OTHER MEMBERS

Councillor Nick Craft (Executive Member  
Environment)

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### 31. APOLOGIES

Apologies for absence were received from Councillors' Dilks, Kaberry-Brown, Judy Smith and Sarah Stokes.

### 32. DISCLOSURE OF INTERESTS

None disclosed.

### 33. ACTION NOTES FROM THE MEETING HELD ON 1ST NOVEMBER 2016

The action notes of the meeting held on 1st November were noted.

### 34. UPDATES FROM PREVIOUS MEETING

The Chairman referred to the Gravity Fields Festival update – analysis of the event was still being undertaken and a report would be available in January. It was agreed that the effectiveness of festivals would be an agenda item for the next meeting of the Committee in March.

The Chairman informed the Committee that he had not had the opportunity to catch up with the necessary officers with regard to the current situation with the Disabled Facilities Grant funding, however the Executive Member Environment who was present at the meeting indicated that dialogue for 2015/16 funding

was still ongoing, the Executive had sent a strongly worded letter about the funding and he believed that the full amount of funding for 2017/18 would be coming from LCC. The Chairman indicated that he would catch up with the Strategic Director to get an update.

Members were informed that Councillor Ray Wootten had been invited to attend the meeting to give a report on the outside body that he represented, however he was unable to attend this meeting but would be available to attend the next meeting in March. The Chairman on behalf of the Scrutiny Committee sent best wishes to both Councillor Ray and Linda Wootten at this time.

The Democracy Officer confirmed that the Grantham Growth Point Board was still in effect and the Executive Member Environment agreed that it had not been disbanded.

### **35. FEEDBACK FROM THE EXECUTIVE**

As no recommendations had been made by the Committee to the Executive there was nothing to report under this item.

### **36. THE NEIGHBOURHOOD APPROACH**

The Business Manager Neighbourhoods gave a presentation to Members about the Neighbourhoods Initiative. A mini restructure had taken place to better align the Council priorities. Neighbourhoods (previously community safety) were under Environment together with street care services (clean, green) and environment health. The Executive Member Environment was on the Community Safety Board and the Neighbourhoods Team covered community safety at a local level. From customer feedback and the reduction of resources from other areas, it was apparent that there was a need to have dedicated officers who, when a report of environmental crime or anti social behaviour was received that there were officers who could pick up the report and "run" with it, much in the same way as dedicated housing officers did for council house tenants.

Due to the reduction in resources a different way of working was required with officers needing to be more mobile and have a broader knowledge base. The focus needed to be on where a difference could be made with help from partnerships with other sectors. Accurate reporting of issues such as fly tipping or abandoned vehicles was essential as the information could be evaluated and linked straight to officers out in the field without the need for them to come back into the office. A comprehensive response could be given based on accurate information received to enable the issue to be dealt with quickly and efficiently.

The Business Manager Neighbourhoods then gave an example of an enforcement evening that had taken place in Stamford during the early hours of the morning.

The neighbourhoods agenda had been put together and based on this a team

had been created. The team's workload was a mixture of environmental issues and anti social behaviour. Legislation for anti social behaviour covered everything from dogs barking or escaping their gardens to fly tipping. The core meaning of anti social behaviour (ASB) was that it was an action which caused alarm and distress, however not all reports alleging ASB could be viewed within this context. An example was given of reports that children under 10 years old kicking a ball on a green space close to their home making a lot of noise. Some would see this as ASB as they had less tolerance for that type of behaviour, where others would just see children playing, there was a balance to be reached as it worked both ways.

In order to deal with these types of issues the right kind of skills and experience was needed. Following the re-organisation of the Community Safety team to the Neighbourhood team two members of staff were displaced. Two external members of staff were brought in with a wealth of knowledge and experience on dealing with investigations. Currently they were learning how a local authority operated and the scale of the work that was undertaken.

Using links with partners was one of the keys to having a successful team be that the Police, Fire and Rescue, Anglian Water or British Transport Police. Having the correct information reported was a key factor and the new website allowed people to pin point (accurately by map) the location of abandoned vehicles and instances of fly tipping which helped a quicker response to be given as officers weren't searching for locations and the new mobile technology enabled officers to be contacted out in the field.

*(10.19am Cllr Mapp arrived)*

The Business Manager then spoke in more detail about the skill sets required and how having a broader knowledge base could help other sections such as investigating basic planning enforcement and noise complaints, or taking photographs for evidence or carrying out basic premises checks, a common sense approach was needed.

One Member asked about assisting building control and the Business Manager Neighbourhoods responded by stating that although this had been looked at initially, further training would be required by officers.

It was envisaged that a designated point of contact for issues would be in place in due course which would be aligned with policing areas.

The Business Manager then spoke about action that the team had been involved in. Leaflet drops and letters had been carried out in an area of Grantham covering one of the main routes from the railway station in to town in respect of waste issues, often the tenants in the properties were on temporary contracts with short leases. Three prosecutions had been successful and the waste issues had been vastly reduced in the area through education as well as the prosecutions. It was proposed that similar action would be carried out in other parts of Grantham where waste was also an issue.

The Business Manager Neighbourhoods then answered questions that

Members had including taxi driver licensing in Stamford, links with education partners, academies and inclusion officers and reporting issues on the website. The Business Manager referred to the customer relationship management system (CRM) which was linked with the website and enabled a more rounded picture of customers to be given. Some Members commented on the difficulties they encountered when trying to log on to the system and also their frustrations with trying to contact people by telephone. It was suggested that the Strategic Lead, Programme Delivery be invited to attend the next meeting of the committee to update Members on the streamlining of services.

➤ **Action note**

***That the Strategic Lead, Programme Delivery, Lee Sirdifield be invited to attend the next meeting of the Scrutiny Committee to update Members on the streamlining of services including the CRM system and the website.***

Another Member asked how many members of staff were in the Neighbourhood Team to which the Business Manager Neighbourhoods replied there were six including a Team Leader and also an admin support officer. Further comments were made about aligning the team to the police boundaries and it was indicated that further work on volumes needed to be known before designations were made.

The Chairman thanked the Business Manager Neighbourhoods for his presentation and the Committee looked forward to the progress with the team in the quarterly performance reports.

As a visit to the CCTV room had been organised for after the meeting the Business Manager Neighbourhoods took the opportunity to update the Committee on the work undertaken by the CCTV unit, which would have its 20th anniversary next year. He showed a surveillance video that had been captured by the CCTV operators in Stamford which led to the apprehension and arrest of two pick pockets in town. This was a good example of partnership working between the CCTV unit and the Police.

## **37. WORK PROGRAMME**

From discussions held during the meeting it was proposed that items for discussion at the next meeting would include:

- Next quarter performance report
- Effectiveness of Festivals
- An update on the streamlining of services including the Customer Relationship Management system and the website.

The Business Manager Neighbourhoods indicated that Superintendent Mark Housley may be available to speak to Members from a police perspective following his presentation today at a future meeting of the Committee.

The Chairman reminded Members about Scrutiny's role and if they had any items for discussion which were within the remit of the Committee, they should put them forward in order that a scoping exercise could be carried out.

**38. REPRESENTATIVES ON OUTSIDE BODIES**

None of the Members present had anything to report under this item.

**39. CLOSE OF MEETING**

Before the meeting closed the Chairman wished all those present a Happy Christmas and informed Members that the next meeting was the 14th March 2017.

The meeting closed at 11:05am.

*After the meeting, a tour of the CCTV room had been organised.*

## REPORT TO SCRUTINY COMMITTEE

**REPORT OF:** Strategic Lead – Programme Delivery

**REPORT NO:** SLDP011

**DATE:** 14 March 2017

<b>TITLE:</b>	Customer Relationship Management, the website and our roadmap	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	No	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Cllr Frances Cartwright – Executive Member Governance	
<b>CONTACT OFFICER:</b>	Lee Sirdifield Strategic Lead – Programme Delivery E-mail: <a href="mailto:l.sirdifield@southkesteven.gov.uk">l.sirdifield@southkesteven.gov.uk</a> Telephone: 01476 40 65 24	
<b>INITIAL IMPACT ANALYSIS:</b>  Equality and Diversity	Carried out and Referred to in paragraph (7) below  Not applicable	Full impact assessment Required:  Not applicable
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Your Council and Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>	The Constitution	

## **1. RECOMMENDATIONS**

1.1 It is recommended that Members note the content of the report and provide feedback on achievements to date as well as future plans.

## **2. PURPOSE OF THE REPORT**

2.1 The report provides Scrutiny Committee with an overview of activities to date relating to the implementation of a replacement Customer Relationship Management System and the tools that are now available to support improved access to services. The report also provides an update on the ongoing improvements to the authority's website and the future roadmap for this initiative.

## **3. DETAILS OF REPORT**

3.1 The work to deliver the replacement Customer Relationship Management System and website improvements is managed through the Flexible Organisation Programme. This programme is delivering transformation across three streams:

- Customer
- Property
- People

3.2 For reference, a Customer Relationship Management System is effectively a powerful computer system that enables the authority to manage customer transactions across a wide range of services in one place. This enables the creation of a single view of the customer, which benefits both customers and the organisation. Customers can see everything that relates to them in one place. They can see the status of any service requests and receive updates as work items move forward. They also get a consistent experience irrespective of the activity that they are seeking to undertake.

3.3 Officers benefit from a holistic view of customer interactions, enabling improved customer service and better business intelligence. The system can provide reports based on activities or geographical locations, which can feed directly into future initiative or business planning. The Customer Relationship Management System also enables customer transactions to be completed in a face to face setting, over the telephone, and via the website, giving the customer increased choice and improved access to services.

3.4 The current Customer Access Strategy places an increased focus on online access. This recognises a significant shift in customer behaviour, both when accessing services in the public sector and those elsewhere. However, there is the understanding that one size does not fit all. The provision of online services seeks to enable those who can, to transact online at a time and place that suits them. The shift in demand has enabled resources to be directed to those in the greatest need.

3.5 A number of work strands were agreed to transform the way services are delivered. They seek to deliver the benefits of automation and process redesign wherever possible. The work strands included:

- The redesign of the SKDC website
- The replacement of the Customer Relationship Management System
- The introduction of new technologies to support improved working practices
- The reduction of space requirements, with the ability to generate income from council buildings.

3.6 The delivery of the work programme has been targeted towards high volume transaction areas where evidence has shown that customers are comfortable with completing transactions online. This is based on evidence from other local authorities, and from engagement with the Citizen's Panel. In addition, the redesign of the website aimed to support both the provision of information to customers and enable customers to transact with the authority with confidence through digital channels.

3.7 The project implemented electronic solutions for a number of business areas, including:

- Street Care Services
- Licensing
- Neighbourhoods
- Customer Services
- Legal and Democracy

3.8 The programme has also standardised provision on the website to provide consistent branding across all areas. A range of electronic forms are now available to support 24/7 access to services. The content of website was reviewed and rewritten as part of the redevelopment work. This has resulted in the site being rated as one of the best local authority websites in the country for ease of access and the readability of information.

3.9 The activities to date have generated annual savings of over £114k for the authority. Customers and teams are also benefiting from improved process automation. This is most visible through the Garden Waste solution which enables a customer to subscribe to the service via the website and requires no officer interaction until the bin is collected. The solution now also enables customers to renew automatically through direct debit, making it even easier to continue to access services.

3.10 The authority is seeing good levels of take-up for online services. For those transactions that have already been enabled, almost 60% of demand now comes through the website instead of through the call centre or customer service centres.

3.11 Through improved working practices, supported by new technologies, the amount of office space required by the authority has reduced by 29%. This space has been rented out to other organisations, generating an annual income of over £100k.

- 3.12 The developments to date have enabled over 95,000 transactions to be managed through the website, rather than being through face to face and telephone channels. The project team has directly engaged with customers to improve user experience and continuously improve the online offer.
- 3.13 Work is currently underway within Revenues and Benefits to offer further services online such as electronic billing, the ability to apply for discounts and exemptions, as well as improving communication with customers. The first iterations of these developments will be seen through the annual billing process in March 2017 with customer receiving a redesigned Council Tax bill.
- 3.14 The roadmap for future developments will see the project developing new and innovative solutions for areas such as housing, repairs, environmental health. The activities will improve customer experience in each of these areas, whilst delivering further reductions to ongoing operating costs.

#### **4. OTHER OPTIONS CONSIDERED**

- 4.1 All other options were considered as part of the formulation of the work programme and original business case.

#### **5. RESOURCE IMPLICATIONS**

- 5.1 The ongoing delivery of the work programme is resourced through a dedicated project delivery team and appropriate resource from business areas where necessary.

#### **6. RISK AND MITIGATION**

- 6.1 Risks are managed in accordance with the authority's project management framework.

#### **7. ISSUES ARISING FROM IMPACT ANALYSIS**

- 7.1 Equality impact assessments were completed as part of the initial project scope and redesign of the website. This has ensured that the solutions being developed meet legal requirements. The project team proactively seek out opportunities to work with customers and their representatives to ensure that solutions meet customer needs.

# Agenda Item 10

## REPORT TO SCRUTINY COMMITTEE

**REPORT OF:** Sam Pearson, Performance and Projects Team Leader

**REPORT NO:** PPMO06

**DATE:** 14<sup>th</sup> March 2017

<b>TITLE:</b>	Quarter 3 Corporate plan performance report	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Not applicable	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Frances Cartwright Portfolio holder: Governance	
<b>CONTACT OFFICER:</b>	Sam Pearson – ext 6341 Email: s.pearson@southkesteven.gov.uk	
<b>INITIAL IMPACT ANALYSIS:</b>  Equality and Diversity	Carried out and Referred to in paragraph (7) below  Not required	Full impact assessment Required:  Not required
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Your Council and Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>	Agendas and minutes to previous performance reports to Scrutiny <a href="http://moderngov.southkesteven.gov.uk/ieListMeetings.aspx?CId=496&amp;Year=0">http://moderngov.southkesteven.gov.uk/ieListMeetings.aspx?CId=496&amp;Year=0</a>  Corporate plan <a href="http://www.southkesteven.gov.uk/index.aspx?articleid=8467">http://www.southkesteven.gov.uk/index.aspx?articleid=8467</a>	

## **1. RECOMMENDATIONS**

1.1 The committee are asked to note the contents of the report

## **2. PURPOSE OF THE REPORT**

2.1 To update Scrutiny Committee members on the Quarter 3 Corporate plan performance

## **3. DETAILS OF REPORT**

### **3.1 Context**

This is the third report which sets out the progress against the outcomes detailed in the Corporate Plan, and the corporate priority measures which underpin these.

Senior officers work with Members to develop priorities and define the outcomes required by the end of the plan. The Corporate Plan was approved by Council on 16<sup>th</sup> June 2016.

The corporate plan outcomes section shows progress against the key activities, the corporate priority measures are indicators that are tracked in order to reflect the progress that is being made; and detailed progress reports for both of these are contained within Appendix 1

‘Data only’ figures are recorded but not measured against as they may have external factors that affect them, they do however help to spot trends or provide contextual information.

### **3.2 Executive Summary**

The Council is working towards two main priority themes to achieve its goals; Open for Business and Commercially and Customer Focused.

For this period we are reporting on five outcomes and eight measures which support the Open for Business strand, and three outcomes and five measures which support the Commercially and Customer Focused strand.

### **Overview of Corporate Finance Manager**

With respect to the corporate financial indicators, collection rates continue to perform positively by remaining focussed on recovery and engaging positively with customers to agree repayment plans that are affordable.

The Shareholder Committee considered proposals for the initial focus of the Council’s housing company and approved the company business plan which focussed on the development of new homes on land currently owned by the Council. The financial implications of the funding structure for the company were presented as part of the budget proposals for 2017/18. The delivery of the Plan outcomes are currently being implemented.

### **Overview of Executive Manager Environment**

Changes to the functions of the Lincolnshire Waste Partnership have recently been made to strengthen its consultative role and encourage closer

joint working specifically on policy matters across the County area. This will support initiatives such as the county wide marketing campaign which will focus initially on the issue of contamination. This remains high across the county with South Kestevens' being reported at over 20%. Whilst very little waste is land filled due to the recycling and energy from waste processes, the contamination is a growing cost to Lincolnshire County Council. South Kesteven's recycling rate remains at 46%. Information regarding the items which can be recycled is regularly publicised to residents via the website and SK Today. South Kesteven's recycling rate is forecast to fall below 45% by the end of March reflecting the reduction in green waste recycled during the winter months.

Our focus to improve the cleanliness and attractiveness of the district continues to be supported by the actions of the new neighbourhood's team with one successful fly tipping prosecution and further cases to follow. Scheduling of cleansing resources have been adjusted and local inspections undertaken covering day and night time economies.

### **Overview of Executive Manager Development and Growth**

Following a detailed submission from the Council, in partnership with Buckminster Estate, the Southern Quadrant has been designated, by Government, as one of 12 new Garden Villages. This status should bring with it additional capacity funding, as well as access to other 'in-kind' support, to enable the progression of the proposed development.

The current outline application is progressing towards determination, although further information is still required from the applicants in order to be able to set a determination date. Alongside the planning application process, positive discussion is ongoing in respect of the s106 contributions from the development.

Planning Application performance is meeting our targets for Majors, Minors and Others. We have determined 96% of Major applications within 13 weeks or an agreed timescale. Performance on 'Minors' and 'Others' (66% and 81%) remains above their respective targets.

Land charges performance has improved, once again, from a significant peak in the summer, where turnaround time had been 24 days. In Quarter 2 this had reduced to 15 days, and – in Quarter 3 – now stands at 11 days.

Affordable home delivery has been profiled throughout the year and it is forecast to complete 60 units by year end, which is a relatively positive position having regard to the current policy challenges in relation to affordable housing provision.

Work is progressing on preparing a draft Local Plan for consultation to take place from Mid-May. The period leading up to this will include workshops with Members aimed at determining the vision for the key settlements.

### **Overview of Strategic Lead for Programme Delivery**

The Flexible Organisation programme has delivered annual cashable savings of over £114,000 and is on track to deliver a further £25,000 before the end of the financial year. Office space requirements have been reduced by 29%. A range of options have been evaluated in response to a request by the

Department of Work and Pensions service to co-locate within the Customer Service centre and adjacent office space at St Peters Hill. A considerable investment would be required to reconfigure the current customer service centre, provide refurbished office space and the required, storage, meeting and welfare facilities. As a result of this evaluation it has been concluded that it is not reasonably practicable to co-locate at this point in time given the scope and scale of the space requirements.

A new design of council tax bill is now ready to be issued as part of the year end billing process. Customers are continuing to make good use of online solutions with 59% of demand that has been web-enabled being managed through the website in Quarter 3, compared to 56% in Quarter 2

### **Overview of Executive Manager Property**

The focus for the reporting period was on ensuring the first phase of the St Peters Hill development is prepared for development later in 2017 and progressing negotiations with the preferred cinema operator.

New Housing developments scheduled in the delivery programme are all now on site and progressing well.

### **Overview of Executive Manager Commercial**

One key task in the Corporate Plan – Deliver Gravity Fields festival 2016 within a broader festival programme – has been formally closed with the receipt and sign-off of the Project Closure Report.

Initial work has started to plan the delivery of the Georgian Festival in Stamford in 2017.

We have also commenced initial planning of activities to deliver improvements to Wyndham Park with the Heritage Lottery Fund.

Further detail on all key activities and performance measures can be found in Appendix 1

## **4. OTHER OPTIONS CONSIDERED**

4.1 N/A

## **5. RESOURCE IMPLICATIONS**

5.1 The Council's budget and Medium Term Financial Strategy provide for delivery of the key projects and programmes of work designed to deliver the Corporate plan. At times we need extra investment to ensure timely delivery and to ensure specific skills are available to particular projects. These extra resources are usually provided by specific reserves set aside to support delivery of the corporate plan.

## **6. RISK AND MITIGATION**

6.1 Risks are managed and reviewed continually by all Executive Managers and any specific high risks are included in the table below:

<b>Category</b>	<b>Risk</b>	<b>Action / Controls</b>
N/A		

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## **7. ISSUES ARISING FROM IMPACT ANALYSIS**

7.1 This report provides a retrospective summary of the Council's performance, an equality analysis is not necessary.

## **8. CRIME AND DISORDER IMPLICATIONS**

8.1 A successful fly-tipping prosecution has resulted in a reduction in fly tipping incidents in one town centre location.

## **9. COMMENTS OF FINANCIAL SERVICES**

9.1 The report forms part of the overall performance management framework of the council. There are no specific financial issues arising from the performance information reported.

## **10. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES**

10.1 This report is made to Scrutiny Committee to inform it of the progress made in respect of performance against the outcomes detailed in the corporate plan and corporate priority measures.

## **11. COMMENTS OF OTHER RELEVANT SERVICES**

11.1 None

## **12. APPENDICES**

12.1 Appendix 1 – Quarter 3 Corporate plan performance report

## Appendix 1

### Quarter 3 – Corporate plan performance report

#### Key used for this report

#### Corporate plan outcomes

##### Status

	Overdue	The task has passed its due date
	Warning	The task is approaching its due date. One or more milestones are approaching or have passed its due date
	Progress OK	The task is expected to meet the due date
	Completed	The task has been completed

#### Corporate priority measures

##### Status

	Alert
	Warning
	On track
	Data Only

<b>Local Plan</b> Target Date: January-2018	Project Manager: Roger Ranson SRO: Steve Ingram	RAG status:  The task is expected to meet its due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Open for business</b>	
<p>The proposed new Local Plan will achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>• provide an up to date planning framework, consistent with the NPPF, and be the key document in supporting future decision making</li> <li>• identify sufficient deliverable sites to maintain a rolling five year supply of housing land</li> <li>• identify major sites likely to come forward for development by 2036 including planning guidance for these sites which will influence how future planning applications will be decided</li> </ul>		Adopted a new Local Plan setting out opportunities for the development of homes, businesses and leisure facilities.	
Milestone Status	Milestone Due Date	Milestones	Progress
	March 2017	Evidence based studies	In addition to evidence already gathered and assessed, work continues on the Strategic Flood Risk Assessment and the Strategic Housing Market Assessment. This evidence will help to inform the vision for the Local Plan in the respective towns and villages.
	March 2017	Create draft plan for consultation	Drafting of the new Local Plan is progressing, including an assessment of the deliverability of the various sites which have been proposed.  Consultation is due to take place from Mid-May and the team is exploring how we can best engage with residents and businesses.

<b>Register of brownfield sites</b> Target Date: April 2017	Project Manager: Roger Ranson SRO: Steve Ingram	RAG status:  The task is expected to meet its due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Open for business</b>	
To produce a register of brownfield sites and land available for development		An up to date register available of development opportunities on previously used land. Opportunities for large and small scale housing developments available in our towns and villages	
Milestone Status	Milestone Due Date	Milestones	Progress
	May 2016	Self and custom build register	This has been completed and there have been 8 responses to date.
	March 2017	Monitor completions of brownfield sites	Completions are monitored on a regular basis.
	March 2017	Monitor opportunities for pilot schemes	<p>An application was made to be a pilot authority in the first phase of this initiative. This was unsuccessful due to an oversubscription of applications, and due to the extent of brownfield land in the district being relatively small due to the rurality of the area. The team are still awaiting regulations and guidance from central Government regarding the statutory requirement to establish a brownfield register.</p> <p><b>*** there have been no developments in this area, still awaiting Government guidance***</b></p>

<b>Build new Council housing</b> Target Date: October 2018	Project Manager: Andrew Sweeney SRO: Neil Cucksey	RAG status:  The task is expected to meet the due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Open for business</b>	
Ensuring the right mix of housing meets local needs by providing accommodation built to 'lifetime homes' standards which have flexibility to adapt to suit changing needs.		A range of affordable housing available across the district. Completed 27 new Council homes and developed ongoing plans to deliver more low cost housing in the district.	
Milestone Status	Milestone Due Date	Milestones	Progress
	April 2017	Earlsfield Lane	Construction work is in progress on the site and on programme for completion in April 2017.
	Sept 2017	Trent Road	Construction work is progressing on site. Anglian Water Authority sewer diversion is in progress. The project is on programme for practical completion by October 2017.
	August 2017	Westry Close - Barrowby	Ground-works are underway to install foundations. The project is on programme for practical completion by September 2017.

<b>St Peters Hill</b> <b>Target Date: 06-July-2018 Phase 1 build complete</b>		Project Manager: Neil Cucksey SRO: Tracey Blackwell	RAG status:  The task is expected to meet the due date
<b>Objectives of this project:</b>			<b>Corporate Plan Outcome: Open for business</b>
<ul style="list-style-type: none"> <li>Provide a viable, contemporary, state of the art multi screen cinema complex.</li> <li>Support and enable development of a diverse daytime and evening economy through the creation of associated new A3 restaurant space.</li> <li>The scheme proposes a core (Phase One) development of up to 15,000 sq ft of new build cinema, 6,500 sq ft of ground floor (A3) restaurant space and 8,000 sq ft of first floor space that could be used for a variety of compatible leisure or office uses.</li> </ul>		Developed initial phases of St Peter's Hill in Grantham to provide new opportunities for restaurants, a multi-screen cinema and other leisure time uses.	
Milestone Status	Milestone Due Date	Milestones	Progress
	November 2017	Enabling works package	The former Grantham Senior Citizens Club (GSCC) site is now being used as a compound by the contractor building the new building for GSCC. The Mayors garage has been vacated. A scheme of archaeology is being progressed through Lincolnshire County Council's Archaeologist to enable this work to be scheduled and discharge the pre start planning condition on the consented scheme
	June 2017	Construction of new GSCC	The new building work has commenced and the sub-structure and floor have been completed. The revised contract programme has a completion date of 31 May 2017. Arrangements have been confirmed for the club to extend their temporary use of the Jubilee Life Centre whilst construction continues.
	Oct 2018	Consented scheme build	The market engagement exercise with cinema operators has been completed and negotiations are progressing with a preferred operator.
	March 2020	Continuation phase	Work has progressed to amend the off street parking places order to enable enforcement of parking restrictions on the side road off St Catherine's Road. Work is in progress to revise the consented scheme by way of none material planning amendments to configure the cinema to work with the preferred operators requirements.

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Milestone due dates have been updated

<b>Southern Quadrant</b> Target Date: October 2018	Project Manager: Sylvia Bland SRO: Steve Ingram	RAG status:  One or more milestones have passed its due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Open for business</b>	
To ensure the development of a sustainable urban extension, including Grantham Southern Relief Road, to the South of Grantham.		Development delivery arrangements in place for the Spitalgate Heath/ KiNG 31 site. Balanced approach in place which encourages new housing and employment development whilst ensuring a proportionate contribution towards essential community infrastructure	
Milestone Status	Milestone Due Date	Milestones	Progress
	15 <sup>th</sup> November 2016	Heads of Terms for Section 106 agreement drafted	Following a series of internal and external (with Buckminster) workshops the baseline tariff model, the review mechanism and Heads of Terms for the s106 planning obligation are nearing completion. The provision of healthcare facilities and travel plan provision have been agreed with the CCG and LCC to be included as part of the tariff.
	15 <sup>th</sup> November 2016	Urban extension – planning committee	The applicants have not yet submitted all of the required supplementary information relating to the proposals, although good progress has been made relating to heritage and landscape matters. A target committee date will be agreed once the required information has been received.
	31 Mar 2018	Completion of King 31 Link Road	LCC's programme indicates that Phase 2 of the Link Road (construction of A1 slip road and junction) will be completed by March 2018. The start of construction is delayed as Highways England have not provided confirmation to LCC that works may commence on the A1. LCC anticipate that works will commence by end May 2017

<b>LACC</b> <b>Local Authority Controlled Company</b> <b>Target Date: February 2017</b>	Project Manager: Richard Wyles SRO: Tracey Blackwell	RAG status:  The task is expected to meet the due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Commercially and customer focussed</b>	
To establish a generic trading company that has the primary objective of generating income streams to the Council and assists in the delivery of stated Council priorities		A range of commercial services available through the Council's company to increase customer choice and contribute to our long term financial sustainability Delivered increased returns on capital investment	
Milestone Status	Milestone Due Date	Milestones	Progress
	3 <sup>rd</sup> September 2016	Draft business plan completed	The draft business plan that is primarily focussed on a specific development opportunity has been prepared and presented to the Shareholder Committee on 9 January 2017. The financial considerations of the business plan are incorporated into the budget framework proposals for 2017/18.
	30 <sup>th</sup> September 2016	Formal financial arrangements to be agreed	All formal arrangements were considered by the Shareholder Committee at their meeting on 9 January 2017
	17 <sup>th</sup> October 2016	Draft Business plan for trading arm completed	Completed and will be presented to the Shareholder Committee on 9 January 2017
	January 2017	Company formally registered	The company has been formally registered on 31 January following approval of the Shareholder Committee. Training will then be undertaken with those named directors and the members of the Shareholder committee in order that the roles and responsibilities can be further developed.

\* Milestone due dates have been updated

<b>Flexible Organisation</b> <b>Target Date: December 2017</b>	Project Manager: Lee Sirdifield SRO: Tracey Blackwell	RAG status:  The task is expected to meet the due date	
<b>Objectives of this project:</b>		<b>Corporate Plan Outcome: Commercially and customer focussed</b>	
Our transformation approach has three streams, people, property and customers.		Enhanced the way our services are delivered and resourced to match the evolving needs of our business and residential communities.  Increased the range of services that people can use on the Council's website 24 hours a day, every day of the year. <b>and</b> Redesigned our customer service offer to optimize our resources and enable residents and business to access the services in a cost effective but convenient way.	
<b>Milestone Status</b>			
	31 December 2017	Enhance customer intelligence to shape service improvements	Performance data is now available to support the Neighbourhood's team. This provides insight into levels of customer demand for a range of neighbourhood services across each access channel. This information will be used for promotion and education purposes, as well as future work planning.
	31 December 2017	Flexible workforce delivering services in the right places for our customers	The mobile working solution for Neighbourhoods is continuing to be refined based on officer feedback. This is enabling officers to work remotely and respond to customer requests in a more efficient manner.
	31 December 2017	30 – 70% of customer transactions handled online	The ongoing delivery of the Customer Relationship Management system and Document Management System solution is making more services available through our website. During Quarter 3, 6,775 transactions were managed through the CRM system. 59% (4,019) were channelled through the website, with 39% (2,612) via the telephone and 2% (144) in a face to face setting.

## Open for business – Corporate Priority Measures

Current RAG	Performance Measure Description	Frequency	October 2016		November 2016		December 2016		Annual target 2016/17	Performance comments
			Value	Target	Value	Target	Value	Target		
<span style="color: red;">●</span>	OB02 Net additional homes provided (Cumulative)	Months	232	414	258	473	273	533	710	<p>The number of completions for Q3 are taken from National Housing Building Council (NHBC) figures. The year-end figures will reflect the full-extent of house building activity throughout the year; with numbers from private housebuilders being added-in. However, even with these additions, the annual target is unlikely to be reached.</p> <p>The Council is currently working with Members in preparing a new Housing Strategy for South Kesteven, in which there is, already, a strong focus on housing delivery (as well as Housing need, Independent Living and the Private Rented Sector). This, alongside the Government's new Housing White Paper and our emerging Local Plan, will ensure that opportunities to speed up the delivery of new housing are maximised.</p>
<span style="color: green;">✓</span>	OB03 Number of affordable homes delivered (gross) (formerly NI 155) (Cumulative)	Months	16	6	16	14	16	24	60	<p>Delivery of affordable homes has been profiled throughout the year and it estimated that the target is likely to be met. There are currently 138 Affordable Housing units on-site, a proportion of which will be completed by year end.</p>
<span style="color: blue;"></span>	OB04 % of planning applications approved	Months	90%		90%		90%		N/A	<p>Our approval rate for planning applications is in line with the national average, which currently stands at 90%. To date, we have determined 96% of major applications within 13 weeks, or to an agreed timescale.</p> <p>Performance on 'Minors' and 'Others' (66% and 81%) are above their respective targets (65% and 80%). 'Minors' and 'Others' have seen a month-on-month improvement over the year as the new householder application team has developed allowing work to be more effectively distributed throughout the team according to experience and qualification.</p>
<span style="color: green;">✓</span>	OB08 Occupancy rates of	Quarters	Q1		Q2		Q3		90%	Town centre occupancy across the 4 towns have increased following the

	retail units in town centres		94%	90%	93%	90%	<b>94%</b>	90%		previous quarter results. The towns of Grantham and Bourne have seen an increase of shops occupied. Stamford and Market Deeping continue to sustain the numbers of units within the town centre with Market Deeping retaining full occupancy levels. Grantham Town Centre requires a growth in new or current businesses to sustain the numbers of vacant units. The town has a number of long term vacant buildings which have not been successfully utilised for commercial purposes. Demand for units have seen an increase in the Grantham area but this is yet to materially affect the high street. The shop front improvement scheme continues to have a positive impact within the high priority areas of the town centre.
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Current RAG	Performance Measure Description	Frequency	October 2016		November 2016		December 2016		Annual target 2016/17	Performance comments
			Value	Target	Value	Target	Value	Target		
	OB09 % of Food establishments in the area which are broadly compliant with food hygiene law	Months	98%	95%	98%	95%	99%	95%	95%	SKDC participates in the National Food Hygiene Rating Scheme which applies to premises that sell food direct to the consumer. After an inspection, each business is given a rating between 0 (urgent improvement necessary) and 5 (very good) – a rating of 3 (generally satisfactory) and above indicates the premises is “broadly compliant”. This figure indicates the percentage of premises rated 3 or above which were inspected during the quarter. All premises receive advice and support to maintain and improve hygiene standards
	OB10 Percentage of household waste sent for reuse, recycling and composting (formerly NI 192)	Months	46%	45%	44%	45%	44%	45%	45%	A county wide marketing campaign is being prioritised and will focus initially on the issue of contamination. This remains high across the county with South Kesteven's being reported at around 25%. Whilst very little waste is land filled due to the recycling and energy from waste processes, the contamination is a growing cost to Lincolnshire County Council. South Kesteven's annual recycling rate is estimated to fall below 45% reflecting the reduction in green waste collections. National annual recycling rate was 44% for 15/16.
	OB11 % of streets that meet clean streets standard	Quarters	Q1		Q2		Q3		N/A	Inspections reflect levels of leaf fall and greater visibility on road verges during autumn period. Cleansing schedules are reviewed to prioritise litter picking where safe to do so.
	OB13 Number of fly tipping incidents received (Cumulative)	Months	544		634		680			There were 191 completed requests in Q3. The incidents have reduced compared to 244 in Q2, and compared to 249 incidents for the same period last year. The actions of the neighbourhood's team have reduced the number of incidents reported in one town centre location following a successful prosecution.

## Commercially and customer focused – Corporate Priority Measures

Current RAG	Performance Measure Description	Frequency	July 2016		August 2016		September 2016		Annual target 2016/17	Performance comments	
			Value	Target	Value	Target	Value	Target			
✓	CF02 %age of self service transactions	Months	59%	30%	61%	30%	56%	30%	30%	The level of online demand in Q3 was 59%. This equates to 6,775 transactions. Whilst the overall number of transactions has reduced when compared to Q2 (4,019 transactions), the percentage completed online has increased from 56%.	
		Quarters	Q1		Q2		Q3			Q3 also saw face to face demand at 2% (144 transactions) and telephone demand at 39% (2,612 transactions)	
			56%		56%		59%				
⚠	CF03 % of Council Tax collected	Months	66.68%	67.25%	76.39%	76.65%	<b>85.70%</b>	86.05%	98.80%	Collection is slightly below target but overall remains strong and is forecast to achieve the annual target. Improvements in the on line offer will be introduced over the coming months which will assist in the customer being able to access and manage their accounts more easily.	
⚠	CF04 % of Non-domestic Rates Collected	Months	67.85%	68.25%	77.18%	77.11%	<b>86.03%</b>	87.16%	98.70%	Although collection is slightly below profiled target this is due to additional debit being introduced to the rating list following new properties being added and some major companies choosing to pay their instalments over 12 months rather than 10.	
✓	CF05 % of Rent collected against annual collection target	Months	59.22%	59.59%	67.43%	67.51%	<b>72.89%</b>	72.77%	98.5%	Performance remains positive despite challenging situations facing some customers. The approach taken is to proactively engage early in order to avoid additional costs being incurred that have a detrimental impact on overall recovery.	
📈	CF06 Right to buy sales	Quarters	Q1		Q2		Q3		N/A	This is a collection only measure and is used to track the number of Right To Buy sales under the Government policy. The number of sales has a direct bearing on the Council's 30 year business plan for the Housing Revenue Account.	
			13		26		36				

