

Guildhall Gainsborough

Lincolnshire DN21 2NA

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**AGENDA**

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

**Challenge and Improve Committee**  
**Tuesday, 28th June, 2016 at 6.30 pm**  
**The Council Chamber - The Guildhall**

**Members:** Councillor Paul Howitt-Cowan (Chairman)  
Councillor Lewis Strange (Vice-Chairman)  
Councillor Trevor Young (Vice-Chairman)  
Councillor Hugo Marfleet  
Councillor Lesley Rollings  
Councillor Mrs Angela White  
Councillor Stuart Kinch  
Councillor Mrs Pat Mewis  
Councillor David Bond  
Councillor Christopher Darcel  
Councillor Adam Duguid  
Councillor Stuart Curtis

1. **Apologies for Absence**
2. **Minutes of the previous meeting.** (PAGES 1 - 8)  
Meeting of the Challenge and Improvement Committee held on 23 May 2016
3. **Members' Declarations of Interest**  
Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGES 9 - 12)
5. **Scrutiny of Public Body - Careers Service**  
Committee will have the opportunity to scrutinise the work of the Careers Service. Mr Steve Walker and Jayne Pinkney will be in attendance to answer Committee's previously prepared questions, detailed in Appendix A to this agenda.  
This will be followed by a period of supplementary questioning from the Committee

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

Large Clear Print: Braille: Audio: Native Language

**6. Public Reports**

- a) C&I Operating Methodology 16/17 (PAGES 13 - 40)
- b) Progress and Delivery - Services - Final Period (PAGES 41 - 66)
- c) Progress and Delivery - Projects - Final (PAGES 67 - 72)

**7. General Work Items**

- a) Forward Plan (PAGES 73 - 80)
- b) Committee Workplan (PAGES 81 - 82)

**8. Exclusion of Public and Press**

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**9. Preparation for Scrutiny of a Public Body**

**a)**

Consideration of Scrutiny of Public Body – Briefing Paper in Advance of the 2<sup>nd</sup> Public Body being invited regarding the ongoing theme of Youth Unemployment

**b)**

Briefing Paper on current crimes issues in advance of attendance by Simon Outen at September's meeting

M Gill  
Chief Executive  
The Guildhall  
Gainsborough

Monday, 20 June 2016

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber at the Guildhall, Gainsborough on Monday 23 May 2016 commencing at 6.30 pm.

**Present:** Councillor Paul Howitt-Cowan (Chairman)  
Councillor Trevor Young (Vice-Chairman)

Councillor Stuart Curtis  
Councillor Chris Darcel  
Councillor Stuart Kinch\*  
Councillor Lesley Rollings

**In Attendance:**

Ian Knowles	Director of Resources and Section 151 Officer
James O'Shaughnessy	Interim Strategic Lead – Transformation
Amanda Bouttell	Employment and Skills Officer
Katie Coughlan	Governance and Civic Officer

**Apologies:**

Councillor Lewis Strange (Vice-Chairman)  
Councillor David Bond  
Councillor Adam Duguid  
Councillor Hugo Marfleet  
Councillor Pat Mewis  
Councillor Angela White

**Also Present:** Councillor Jeff Summers (Leader of the Council)

**Membership:** No substitutes were appointed for the meeting

## 7 MINUTES

- (a) Meeting of the Challenge and Improvement Committee held on 5 April 2016 (CAI.01 16/17)

**RESOLVED** that the Minutes of the meeting of the Challenge and Improvement Committee held on 5 April 2016 be confirmed and signed as a correct record.

- (b) Meeting of the Challenge and Improvement Committee held on 9 May 2016 (CAI.02 16/17)

**RESOLVED** that the Minutes of the meeting of the Challenge and Improvement Committee held on 9 May 2016 be confirmed and signed as a correct record.

## **8 MEMBERS' DECLARATIONS OF INTEREST**

Councillor Lesley Rollings declared a personal interest in report CAI.07 16/17 (Consideration of Scrutiny of Public Bodies – Issue of Youth Employment in West Lindsey) as she was employed by The Gainsborough Academy and through her employment worked closely with West Lindsey's Employment and Skills Officer.

## **9 MATTERS ARISING SCHEDULE (CAI.03 16/17)**

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 13 May 2016.

It was reported that all actions, with the exception of one, within the report were marked as completed since the previous meeting of the Committee.

With regard to the one green action, "invitation to Careers Services" Officers advised that a follow up e-mail would be sent within the week.

**RESOLVED** that the Matters Arising Schedule as at 13 May 2016 be received and noted.

## **10 PROGRESS AND DELIVERY WORKING GROUP RECOMMENDATIONS – TO PRESENT A REVISED FORMAT FOR PROGRESS AND DELIVERY REPORTING FOR 2016/17 (CAI.04 16/17)**

Members gave consideration to a report which presented recommendations from the Progress and Delivery Working Group with regard to a revised format for the Council's Progress and Delivery report for 2016/17, for recommendation on to the Policy Committee's for formal adoption.

By way of context and background it was noted that the working group had been established in December 2015 to: -

- a) Review the measures reported in 2015/16 and determine their on-going appropriateness
- b) Consider how these measures provide a performance framework for the organisation that allows Members to monitor

- progress against the Corporate Plan, service delivery and project development
- c) Consider the reporting format for future reports

The working group had met on three occasions and its Members had reviewed the current reporting format and content, scrutinised the Council's current Corporate Scorecard, had sight of a proposed set of measures to oversee delivery against the new Corporate Plan priorities and were introduced to the concept of a measure definition sheet to be used internally so as to ensure consistency of reporting.

As a result the Working Group had expressed overall satisfaction with the Progress and Delivery format and content, however they had suggested some improvements, namely: -

- Direction of Travel indicators to be used in reporting
- Consistent usage of explanations and rectification actions where appropriate
- Corporate Measures that would give members a sense of how the overall organisation was performing

As a result, the format of the P and D report had been modified to include the working groups suggestions and the revised report format now had the following six distinct sections:-

- **Executive Summary:** Provides the reader with an overview of the reports context
- **Corporate Health measures:** Key performance measures which give the reader a high-level view of the Council overall. Full performance is to be reported (red, amber and green) within this section.
- **Corporate Plan measures:** Reporting against performance measures aligned to the themes and priorities of the Corporate Plan. Full performance is to be reported (red, amber and green). Please note that these measures will be included in the P&D report on a six-monthly basis
- **Commercial Plan measures:** Reporting against the measures contained within the Commercial Plan. Please note that these measures will be included in the P&D report on a six-monthly basis.
- **Programmes and Projects:** Identification of Council programmes and projects that are not progressing as anticipated and identification of actions needed to improve.
- **Service measures:** Performance of services areas on an exception basis; red or green measures

Debate ensued and in opening Members commented on what they considered a much improved format. Some Members were of the view that where penalties were likely for not achieving targets, then such potential

penalties should be highlighted, the example cited being Carbon Management.

In responding to Members comments regarding the frequency of some reporting measures, the Director of Resources advised that it was only intended to report on the commercial measures every six months as it was likely there would be little progress to report on if the frequency was more often due to the nature of the measures. It was considered that any changes to any other measure's frequency should be made in agreement with the relevant service area and policy committee.

**Note:** Councillor Kinch arrived at 6.45

Members were of the view that if there was a service area of particular concern or public interest at any time, examples cited being land charges and planning, then the relevant policy committee should consider increasing the reporting frequency during periods of concern.

The Vice Chairman indicated that the inclusion of a "heat map" would be of assistance. The Director of Resources indicated his agreement to this and undertook to include an additional summary table as part of the executive summary, setting out the total number of red green and amber measures.

**RESOLVED** that the revised reporting format of the progress and Delivery report 2016/17 be agreed and **RECOMMENDED** to the Prosperous Communities Committee and the Corporate Policy and Resources Committee for formal adoption, subject to the inclusion of an additional summary table as part of the executive summary, setting out the total number of red green and amber measures.

## **11 FORWARD PLAN (CAI.05 16/17)**

The Governance and Civic Officer presented a report setting out the items of business due to be considered through the committee system and asked Members to identify any reports that they wished to be brought before the Challenge and Improvement Committee for pre-scrutiny.

The following suggestions were made and agreements reached: -

**Development Management – Outcomes of the Peer Review:** - members requested that a report on this subject be brought forward. It was noted however that the development management improvement plan was overseen by this Committee and was next due to be submitted in October 2106. It was therefore suggested that Officers could be requested to extend this report to include within it: -

- Peer Review Outcomes
- S106 arrangements and move to CIL payments
- Enforcement

- A General Update on the Service; and
- Local Plan Progress

Members were agreeable to this suggestion and requested that all Members be made aware when the report was due for consideration.

**Anglian Water Attendance:** - A Member requested that Anglian Water be invited to attend a future meeting as part of the Public Body Scrutiny Element, in light of the continued issues arising from flooding and limited responses to large planning applications. The Director of Resources advised that the Committee had previously resolved to look into the matter of Youth Unemployment on a themed basis, inviting a raft of associated agencies throughout the year. It was suggested this matter be held in abeyance and should the work plan allow later in the year, the matter be re-visited. Members were again agreeable to this suggestion.

**Attendance by Simon Outen:** - A Member noted that Inspector Simon Outen was due to attend Committee in September to give his usual update. It was requested that he be asked to provide details of crimes reported across the district and the response each received, as opposed to the more general update often given. In response the Director of Resources advised of the intention to conduct Inspector Outen's attendance at Committee in September slightly different and Committee at their next meeting would receive a briefing paper on the matter. It was suggested that Members could feed specific issues into the question setting session next time around. Members were again agreeable to the suggestion.

**RESOLVED** that:-

- (a) the Forward Plan be noted; and
- (b) the matters detailed above be actioned

## **12 WORK PLAN (CAI.06 16/17)**

The Work Plan for the business of the Challenge and Improvement Committee was presented.

In responding to the Chairman's request to establish a Civic Working Group, Officers advised that the Committee, at its meeting on 22 February 2016, had received an update report from the Democracy Working Group (DWG). This report had included revised terms of reference for the DWG which included, as a result of previous comments expressed, reference to the Group being "a sounding board for civic matters as and when referred to the Group". The terms of reference for the DWG had be confirmed and accepted at this meeting and as such this Group was now undertaking that function. The Chairman was accepting of that.

**RESOLVED** that the Work Plan be noted.

### **13 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

### **14 PREPARATION FOR SCRUTINY OF PUBLIC BODY – CONSIDERATION OF SCRUTINY OF PUBLIC BODY – ISSUE OF YOUTH UNEMPLOYMENT IN WEST LINDSEY AND PROPOSED QUESTIONS FOR THE CAREERS SERVICE (CAI.07 16/17)**

Members received a briefing paper which sought to inform Members of the Committee of the Career Education Information Advice and Guidance (CEIAG) support that was currently available to schools, with a view to them then being able to prepare a set of draft questions to pose to representatives from the Service.

Lengthy informal workshop style discussion ensued during which the following potential questions were identified: -

- How “effective” are schools and Colleges at carrying out their statutory duty for Careers Guidance in terms of quality and impact as outlined by the Education Act 2011?
- What Careers Advice and Guidance will the **local authority** be delivering from September and what support will young people be able to access?
- More specifically, how will young people access Careers advice once they have left mainstream education and how will they be supported into training or employment.
- How might the District Council in West Lindsey ensure that young people are getting access to independent and impartial careers advice?
- NEETs. Where does the responsibility fall for monitoring NEETS as this was traditionally measured and collated by Connexions?

**RESOLVED** that the proposed strategic questions to be posed to the Careers Service, be further considered and agreed at the next Chairman’s briefing meeting.

The meeting concluded at 7.50 pm

Chairman



**Note: -**

The Local Government Budget Survey Document received from the External Auditor, KPMG, had been circulated with the Papers for Committee for information. No discussion was had on this matter.

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**Purpose:**

To consider progress on the matters arising from previous Challenge & Improve Committee meetings.

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

**Matters arising Schedule**

Active/Closed	Active				
Meeting	Challenge and Improve Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
<b>Black</b>					
	<b>invitation to careers service to attend</b>	extract from mins 5/4/16 the Careers Service be invited to attend at the Committee's June Meeting.	<p><b>please liaise with relevant officers and extend invitation.</b></p> <p><b>initial invitation extended , confirmation awaited. verbal update of progress achieved in interim can be provided to the meeting in 23 May.</b></p> <p><b>extract from mins of mtg 23/5</b>  <b>With regard to the one green action, "invitation to Careers Services" Officers advised that a follow up e-mail would be sent within the week.</b>  <b>Further email sent 26/5 and confirmation of attendance received</b></p>	30/05/16	Katie Coughlan

	<b>revised p and d formatting</b>	extract from mins 23/5 RESOLVED that the revised reporting format of the progress and Delivery report 2016/17 be agreed and RECOMMENDED to the Prosperous Communities Committee and the Corporate Policy and Resources Committee for formal adoption, subject to the inclusion of an additional summary table as part of the executive summary, setting out the total number of red green and amber measures.	<b>report amended as agreed and submitted to PC CTTEE 7/6 .16 AND accepted. Report due at CPR 16/6</b>	16/06/16	Katie Coughlan
	<b>work plan/ forward plan</b>	extract from mins Attendance by Simon Outen: - A Member noted that Inspector Simon Outen was due to attend Committee in September to give his usual update. It was requested that he be asked to provide details of crimes reported across the district and the response each received, as opposed to the more general update often given. In response the Director of Resources advised of the intention to conduct Inspector Outen's attendance at Committee in September slightly different and Committee at their next meeting would receive a briefing paper on the matter. It was suggested that Members could feed specific issues into the question setting session next time around. Members were again agreeable to the suggestion.	<b>there is agenda item on the 28.6.16 mtg</b>	14/06/16	Katie Coughlan

	<b>careers questions</b>	extract from mins 23.5.16 RESOLVED that the proposed strategic questions to be posed to the Careers Service, be further considered and agreed at the next Chairman's briefing meeting.	<b>questions discussed and finalised at briefing on 15.6.16. provided to steve walker the following day (outline questions had been sent previously)</b>	16/06/16	Katie Coughlan
<b>Green</b>					
	<b>forward plan /work plan</b>	extract from minutes of mtg 23/5/16 Development Management – Outcomes of the Peer Review: - members requested that a report on this subject be brought forward. It was noted however that the development management improvement plan was overseen by this Committee and was next due to be submitted in October 2106. It was therefore suggested that Officers could be requested to extend this report to include within it: -  <ul style="list-style-type: none"> <li>• Peer Review Outcomes</li> <li>• S106 arrangements and move to CIL payments</li> <li>• Enforcement</li> <li>• A General Update on the Service; and</li> <li>• Local Plan Progress</li> </ul>	<b>please see extended remit - requested by c and i cttee for future report. this extra info has been entered onto the forward plan - kjc 14/6</b>	30/09/16	Oliver Fytche-Taylor

	<p><b>forward plan / work plan</b></p>	<p>extract from mins of mtg 23/5          Anglian Water Attendance: - A Member requested that Anglian Water be invited to attend a future meeting as part of the Public Body Scrutiny Element, in light of the continued issues arising from flooding and limited responses to large planning applications. The Director of Resources advised that the Committee had previously resolved to look into the matter of Youth Unemployment on a themed basis, inviting a raft of associated agencies throughout the year. It was suggested this matter be held in abeyance and should the work plan allow later in the year, the matter be re-visited. Members were again agreeable to this suggestion.</p>	<p><b>keep on hold</b></p>	<p>31/12/16</p>	<p>Katie Coughlan</p>
<p><b>Grand Total</b></p>					



<b>CAI.10 16/17</b>
<b>Challenge and Improvement Committee</b>
<b>28 June 2016</b>

# C

**Subject: Challenge and Improvement Committee Operating Methodology for 2016/17**

Report by:	Ian Knowles
Contact Officer:	<p><b>Ian Knowles</b></p> <p>Director of Resources</p> <p>ian.knowles@west-lindsey.gov.uk</p>
Purpose / Summary:	<p>To:</p> <ol style="list-style-type: none"> <li>1) Outline the role of the committee with regards to undertaking reviews</li> <li>2) Outline important considerations with regards to scrutiny and conduct</li> <li>3) Provide criteria for reviews and draft related processes</li> </ol>
<p><b>RECOMMENDATION(S):</b></p> <ol style="list-style-type: none"> <li>1. That members approve the proposed Methodology as outlined at sections 3, 4 and 5</li> <li>2. That members approve the proposed processes outlined at appendix 1</li> <li>3. That members note the accompanying flow charts at appendix 3</li> </ol>	

**IMPLICATIONS**

**Legal: None**

**Financial :**

**Staffing : None**

**Equality and Diversity including Human Rights : Not applicable**

**Risk Assessment : Not applicable**

**Climate Related Risks and Opportunities : Not applicable**

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

**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**



## 1. Background

- 1.1 In October 2014 the Challenge and Improvement Committee agreed a methodology for the first time.
- 1.2 The methodology set out criteria for when any item would be called in for scrutiny either as an ongoing project, poor performance or for pre-scrutiny.
- 1.3 The approach has worked well and allowed the Committee to invite organisations that provide services within the District for discussions around issues of concern for members.
- 1.4 Whilst these sessions have been considered successful they have not led to any recommendations to policy committees for changes to WLDC strategy or approach.
- 1.6 The methodology detailed below is primarily the same as that which has been operated over the last two municipal years but has two proposed changes:
- 1 – It has an additional workflow diagram which now reflects the approach to pre-decision scrutiny (by selection from the forward plan);
  - 2 – It provides for the exclusion of re-discussion of an issue within six months of first consideration. This reflects the approach taken by Policy committees in the constitution.
  - 3 – It provides for Oversight Commissions to be undertaken to support the Policy Committees.

## 2. Current Committee Functions

2.1. With regards to the current functions, the committee has the following functions listed clearly in the constitution:

Work Area	Timing	Purpose	Source
<b>1. Performance Management</b>	After Policy Committees have considered performance and rectifications proposed	Scrutinise performance including any rectifications agreed by policy committees	Function 10. To maintain under review the arrangements for the performance monitoring of Council services;
<b>2. Policy or Performance Reviews</b>	Before a policy decision is made	Support the research and stakeholder analysis for	By Request of another committee / proposal to

<b>Work Area</b>	<b>Timing</b>	<b>Purpose</b>	<b>Source</b>
		proposed decisions.	establish a working group
<b>2b Policy / Performance or Service Reviews</b>	<p>Before a policy decision is made.</p> <p>To Aide this process at each meeting of the Committee they receive the full forward plan of all the Authority's business</p>	To identify any report which the Committee feels is likely to benefit from pre-scrutiny of the proposed decisions prior to those decisions being made	Article 7 – to consider the Forward Plan and comment as appropriate to the decision maker on proposed decisions which relate to services within their remit (before they are taken by the appropriate Policy Committee
<b>2c. Policy or Performance Reviews</b>	<p>After a policy decision is made (within five days of minutes publication) - Call In (see appendix 2 for the process)</p> <p>The traditional call in process</p>	To inform the relevant policy committee that, in the view of the Challenge and Improvement Committee, the evidence suggests that the policy committee(s) did not take the decision in accordance with the principles set out in Article 12.	Function 7. To exercise the powers of call in and scrutiny in relation to policy committee decisions made but not implemented, as set out in section 21(3) of the Local Government Act 2000 and challenge such decisions in accordance with the procedure set out in the Overview and Scrutiny Procedure Rules in Part V of this Constitution;
<b>3. Service and Budget Plans</b>	Prior to Policy Committee Approval	To provide pre scrutiny to service and budget plans	Function 8. To comment on the proposed annual service and budget plans for all council services before final approval by the Policy and Resources Committee and Council;
<b>4. Work of other public bodies operating within its area</b>	Before decisions are taken	To understand the priorities and plans of public bodies operating within the district.	Function 9. To take an overview of the policies, forward plans and related authorities of all public bodies and

Work Area	Timing	Purpose	Source
			agencies as they affect the council's area or its inhabitants;
<b>5. Police and Justice Act 2006</b>			Function 11. To discharge the statutory functions arising under section 19 of the Police and Justice Act 2006 relating to issues of crime and disorder and to develop and implement such procedures, protocols and criteria as deemed by the committee to be appropriate.
<b>6. Oversight Commissions</b>	Before decisions are taken	To support the work of the Policy Committees	Function 2. To conduct reviews of policy, services or aspects of service referred by a Policy Committee (or Council)

### 3. Proposed Operating Methodology for 2014/15

3.1. The following table sets out how the Committee intends to fulfil each of the above functions.

Work Area	Timing	Purpose
<b>1. Performance Management</b>	After at least two consecutive periods of missed targets and appropriate time for committee action to have been implemented	Scrutinise performance including any rectifications agreed by policy committees  Process A in the appendix refers
<b>2. Policy or Performance Reviews</b>	Part way through project delivery and there are concerns the relevant committee are not taking appropriate action	To review delivery to ensure that the project is delivering the desired objectives. <b>Please Note: Project delivery would not stop during the review.</b>  <b>Process B in the appendix refers</b>

<b>2. Policy or Performance Reviews</b>	After delivery	To review a project post-delivery to identify the benefits delivered against the original business case.  Process C in the appendix refers
<b>2 Policy / Performance or Service Reviews</b>	Before a decision is made	To identify any report from the Forward Plan which the Committee feels is likely to benefit from pre-scrutiny of the proposed decisions prior to those decisions being made  Process D in the appendix refers
<b>3. Service and Budget Plans</b>	Annually prior to budget / service plans being submitted to the Policy Committee	For the Committee to understand and agree the assumptions which will be made in preparing the next MTFP.
<b>4. Work of other public bodies operating within its area</b>	As and when the Committee resolves to invite a public body to attend  Further information as to how these Sessions will operate is included in Section 4 Below	To understand the priorities and plans of public bodies operating within the district.  And if appropriate make recommendations on to the relevant policy committee regarding its findings
<b>5. Police and Justice Act 2006</b>	Twice per year by means of a presentation from the Chief Inspector and his attendance at Committee	-
<b>6. Oversight Commissions</b>	Further information as to how these Sessions will operate is included in Section 5 Below	To Support the work of the Policy Committees

**3.2.** Proposed processes where referred to above are outlined at appendix 1 and flow charts for each process are attached at Appendix 3

#### **4. External Bodies**

**4.1.** The Committee has previously received details of bodies external to the Council that deliver activities/services within the district boundaries. A number of these have representation from the elected caucus and/or officers with varying degrees of influence.

- 4.2.** To fulfil the function of area 4 shown above, the Committee has suggested inviting these bodies to make presentations and enter into dialogue with the Council through the C & I Committee. This will provide an opportunity for committee members to gain greater understanding of the policies, strategies and activities of those bodies providing services and support to West Lindsey Residents.
- 4.3.** It is important that in undertaking this role appropriate cognisance is taken of existing relationships, the role of other members and officers as representatives and the Councils own work in the relevant areas. It should also be noted that there is no compulsion on other bodies to attend these meetings and therefore it is likely their attendance will be in order to seek a better working relationship with the Council.
- 4.4.** With this in mind it is proposed that the C & I Committee apply the following approach to inviting external bodies to C & I:
- 4.4.1. Selection of appropriate bodies is made by the Committee on the basis of current issues of concern or new developments within service areas.
- 4.4.2. That prior to an organisation attending, the committee receives a briefing paper from the appropriate officer/officers within the Council on current activity, collaboration and partnerships within that area of activity.
- 4.4.3. The invite to attend is sent with a clear articulation of the reason for the invite and the questions members are seeking to answer. (it is proposed that there should be no more than five questions set out in each invite)
- 4.4.4. Each session with an external body should be timetabled for no more than one hour of any meeting. If it is considered that a longer session is required then arrangement should be made outside the normal meeting arrangements.
- 4.4.5. To manage the time commitment of the Committee no more than four bodies should be invited in any one year.
- 4.4.6 In addition, the approach being taken in the current administrative year is to invite outside bodies on a themed basis. The theme proposed by members has been Youth Unemployment. A series of sessions will be arranged with a view to the Committee reporting its findings to Prosperous Communities Committee.

## **5. Oversight Commissions**

- 5.1 Part of the role of the Challenge and Improvement Committee is to provide support to the two policy committees by holding commissions on specific areas as requested by those committees.

5.2 This would require the Prosperous Communities Committee and/ the Corporate Policy and Resources Committee to agree the purpose, scope and terms of reference of a commission and make a formal request via the Chair of Challenge and Improvement that a commission is established to investigate in detail a particular issue from a national, regional, sub-regional and local perspective.

5.3 The proposed report and terms of reference for a commission should be agreed with the Chair of Challenge and Improvement Committee prior to being submitted to the commissioning policy committee for agreement.'

5.4 In undertaking such a commission, the Challenge and Improvement Committee may hold inquiries and investigate options for future direction in policy development. They may appoint advisers and assessors to assist in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address it on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so, as specified in the Constitutional operating procedures.

5.4 If a budget is required this will need to be agreed by the commissioning Committee.

5.5 The Challenge and Improvement Committee will report back their findings to the Commissioning Policy Committee.

## **6. Membership and interests**

6.1 For clarity, with regards to membership and interests, the constitution states:

6.2 All councillors with the exception of the Chairman, Leader of the Council, Deputy Leader of the Council, Leader of the Opposition and a policy committee chairman or vice-chairman may be members of the Challenge and Improvement Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

6.3 A member must if he/she is involved in the consideration of a matter at a meeting of the Challenge and Improvement Committee of the Authority or a sub-committee of that Committee, regard himself/herself as having a personal and a prejudicial interest if that consideration relates to a decision made, or action taken, by another of the Council's –  
- committees or sub-committees; or  
- joint committees or joint sub-committees.  
of which he/she may also be a member and took part in that decision making.

## **7 Conduct**

7.1 The constitution also states with regards to conduct:

- 7.2** The guiding principle for the work of scrutiny is that it should be consensual and positive. The emphasis of the work should be on making an active and positive contribution to the development of policy and the discharge of the Council's functions and roles. This is best achieved by an inclusive process covering members, partners, service users and employees.
- 7.3 The Challenge and Improvement Committee may invite people to address it, discuss issues of local concern and/or answer questions on issues within the remit of the committee. The committee may, for example, wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend.
- 7.4 Where the Challenge and Improvement Committee conducts investigations (e.g. with a view to policy development), the Committee may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:
- (a) that the investigation be conducted fairly and all members of the Committee given the opportunity to ask questions of attendees, to contribute and speak;
  - (b) that those assisting the Committee by giving evidence be treated with respect and courtesy; and
  - (c) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

**Appendix 1 to report CAI.07 16 – Proposed Criteria and Processes for new methodology**

<b>Work Area</b>	<b>1. Performance Management – PROCESS A</b>
<b>Timing</b>	1.2 After two consecutive periods of missed targets
<b>Purpose</b>	To scrutinise the reasons for off track performance and the adequacy of rectifications (Service Performance Review)
<b>Criteria</b>	<ol style="list-style-type: none"> <li>1. The performance must have been off track for at least two consecutive reporting periods,</li> <li>2. The actions of the appropriate committee have been implemented and given time to adjust performance</li> <li>3. Four members on the Challenge and Improvement Committee wish to request a Service Performance Review with a view to identifying the reasons for off track performance and the rectifications proposed</li> <li>4. No More than four Service Performance Reviews may be called with in a municipal year.</li> <li>5. An item considered using this process is excluded from re-discussion within six months of first consideration.</li> </ol>
<b>Process</b>	<p>The procedure is as follows –</p> <p>If four members on the Challenge and Improvement Committee wish to request a Service Performance Review with a view to identifying the reasons for off track performance and the rectifications proposed</p> <ol style="list-style-type: none"> <li>a) Any request must be in writing, be signed by the four members and set out the reasons for the review. The notice should be sent to the relevant officer for the Challenge and Improvement Committee at least 21 days prior to the next meeting of the Challenge and Improvement Committee.</li> <li>b) The Challenge and Improvement Committee at its next meeting will consider the request and decide if a review group is required. If a review group is required then terms of reference should also be considered.</li> <li>c) On receiving the review findings, the Challenge and Improvement Committee will report back to the relevant policy committee with regards to the review findings and the committee’s recommendations.</li> <li>d) The Chairman of the relevant committee for which the review has been requested shall be invited to the Challenge and Improvement Committee meeting when the review scope is considered. The Chairman of the Challenge and Improvement Committee (or his/her representative) shall attend the policy committee meeting when the Service Performance Review Report is considered.</li> <li>e) Where a policy committee does not wish to accept the recommendation(s) of the Challenge and Improvement Committee from a Service Performance Review, the decision shall be referred to Council.</li> </ol>



<b>Work Area</b>	<b>2. Policy or Performance Reviews – PROCESS B</b>
<b>Timing</b>	2.3 Part way through project delivery (Gateway Review) and there are concerns the relevant committee is not taking appropriate action. <b>Please Note: Project delivery would not stop during the review.</b>
<b>Purpose</b>	To review delivery to ensure that a project is delivering the desired objectives
<b>Criteria</b>	<ol style="list-style-type: none"> <li>1. Four members on the Challenge and Improvement Committee wish to request a Gateway Review with a view to confirming that delivery is achieving the desired objectives and outcomes:</li> <li>2. Only one Gateway Review per project may be called by the Challenge and Improvement Committee although additional reviews may be undertaken if requested by the relevant policy committee.</li> <li>3. No More than four Gateway Reviews may be called with in a municipal year.</li> <li>4. An item considered using this process is excluded from re-discussion within six months of first consideration.</li> </ol>
<b>Process</b>	<p>The procedure is as follows –</p> <p>If four members on the Challenge and Improvement Committee wish to request a Gateway Review with a view to confirming that delivery is achieving the desired objectives and outcomes:</p> <ol style="list-style-type: none"> <li>a) Any request must be in writing, be signed by the four members and set out the reasons for the review. The notice should be sent to the relevant officer for the Challenge and Improvement Committee at least 21 days prior to the next meeting of the Challenge and Improvement Committee.</li> <li>b) The Challenge and Improvement Committee at its next meeting will consider the request and decide if a review group is required. If a review group is required then terms of reference should also be considered.</li> <li>c) On receiving the review findings, the Challenge and Improvement Committee will report back to the relevant policy committee with regards to the review findings and the committee’s recommendations.</li> <li>d) The Chairman of the relevant committee for which the review has been requested shall be invited to the Challenge and Improvement Committee meeting when the review scope is considered. The Chairman of the Challenge and Improvement Committee (or his/her representative) shall attend the policy committee meeting when the Gateway Review Report is considered.</li> <li>e) Where a policy committee does not wish to accept the recommendation(s) of the Challenge and Improvement Committee from a Gateway Review, the decision shall be referred to Council.</li> </ol>

<b>Work Area</b>	<b>2. Policy or Performance Reviews – PROCESS C</b>
<b>Timing</b>	2.4 After delivery (Benefits Realisation Review)
<b>Purpose</b>	To review a project post-delivery to identify the benefits delivered against the original business case.
<b>Criteria</b>	<ol style="list-style-type: none"> <li>1. Four members on the Challenge and Improvement Committee wish to request a Benefits Realisation Review with a view to confirming that delivery has achieved the desired objectives and outcomes</li> <li>2. Only one Benefits Realisation Review per project may be called by the Challenge and Improvement Committee.</li> <li>3. No More than four Benefits Realisation Reviews may be called with in a municipal year.</li> <li>4. An item considered using this process is excluded from re-discussion within six months of first consideration.</li> </ol>
<b>Process</b>	<p>The procedure is as follows –</p> <p>If four members on the Challenge and Improvement Committee wish to request a Benefits Realisation Review with a view to confirming that delivery has achieved the desired objectives and outcomes:</p> <ol style="list-style-type: none"> <li>a) Any request must be in writing, be signed by the four members and set out the reasons for the review. The notice should be sent to the relevant officer for the Challenge and Improvement Committee at least 21 days prior to the next meeting of the Challenge and Improvement Committee.</li> <li>b) The Challenge and Improvement Committee at its next meeting will consider the request and decide if a review group is required. If a review group is required then terms of reference should also be considered.</li> <li>c) On receiving the review findings, the Challenge and Improvement Committee will report back to the relevant policy committee with regards to the review findings and the committee’s recommendations.</li> <li>d) The Chairman of the relevant committee for which the review has been requested shall be invited to the Challenge and Improvement Committee meeting when the review scope is considered. The Chairman of the Challenge and Improvement Committee (or his/her representative) shall attend the policy committee meeting when the Benefits Realisation Review Report is considered.</li> <li>e) Where a policy committee does not wish to accept the recommendation(s) of the Challenge and Improvement Committee from a Benefits Realisation Review, the decision shall be referred to Council.</li> </ol>

<b>Work Area</b>	<b>2. Policy or Performance Reviews – PROCESS D</b>
<b>Timing</b>	One cycle before a Policy Committee decision is taken
<b>Purpose</b>	To consider a report identified from the Forward Plan which the Committee feels is likely to benefit from pre-scrutiny of the proposed decisions prior to those decisions being made. These could be items that are politically sensitive for example or of high public interest
<b>Criteria</b>	<ol style="list-style-type: none"> <li>1. By Proposer, seconder and majority vote an item can be selected from the Forward Plan</li> <li>2. No More than four Reviews using this process can be undertaken with in a municipal year.</li> <li>3. The Committee cannot dictate the timeline for this decision or prevent the decision being submitted to the relevant Policy Committee within the timeframes agreed by Policy Committees</li> <li>4. A Decision given pre-scrutiny under this process can then not be called in using the traditional call process.</li> <li>5. An item considered using this process is excluded from re-discussion within six months of first consideration.</li> </ol>
<b>Process</b>	<p>The procedure is as follows –</p> <p>The Committee at each meeting will receive the Forward Plan outlining all of the business for the Authority .</p> <p>By proposing, seconding and then by majority vote the Committee can select to see an item before it is submitted to the relevant Policy Committee</p> <p>The C and I Committee will receive the exact report which is due to be submitted to the Policy Committee , 1 cycle prior.</p> <p>The C and I Committee will make recommendations to/ raise concerns with the Policy Committee on areas where it feels further work or evidence is required to support the proposed decision.</p> <p>Following such a recommendation, the responsible report author will work with the Chairman and lead Members of the C and I Committee to revise the report where considered appropriate to address the recommendations made / concerns raised.</p> <p>The revised report together with the Minute from the C and I Committee and the original report will be submitted to the Policy Committee within the original specified timeframe, agreed by the Policy Committee.</p>

## Appendix 2 – Traditional Call in Process

<b>Work Area</b>	<b>2. Policy or Performance Reviews</b>
<b>Timing</b>	2.2 After a policy decision is made (within five days of minutes publication) - Call In
<b>Purpose</b>	To inform the relevant policy committee that, in the view of the Challenge and Improvement Committee, the evidence suggests that the policy committee(s) did not take the decision in accordance with the principles set out in Article 12.
<b>Source</b>	Function 7. To exercise the powers of call in and scrutiny in relation to policy committee decisions made but not implemented, as set out in section 21(3) of the Local Government Act 2000 and challenge such decisions in accordance with the procedure set out in the Overview and Scrutiny Procedure Rules in Part V of this Constitution;
<b>Criteria</b>	<ol style="list-style-type: none"> <li>1. Four members on the Challenge and Improvement Committee wish to call in a decision with a view to requesting that the relevant policy committee reconsiders the decision,</li> <li>2. This must be done within five working days of publication of the decision, provided the issue in question has not been recorded as urgent.</li> <li>3. Where a matter is to be referred to another committee, call-in only applies after the matter has been considered by that other committee.</li> <li>4. Call-in does not apply to recommendations to Council nor to Council decisions themselves.</li> <li>5. The call-in procedure shall not apply where the decision being taken by the policy committee is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest.</li> <li>6. Urgency in this context goes further than the urgency provisions contained in the Local Government (Access to Information) Act 1985 relating to late reports. A report may well have been submitted to the relevant committee in good time but the implementation of the decision is nevertheless considered urgent.</li> </ol>
<b>Process</b>	<p>Within five working days of the publication of the minutes:</p> <ol style="list-style-type: none"> <li>1. Identify four members on the Challenge and Improvement Committee who support the proposal to call-in the decision</li> <li>2. Draft the request to call in a decision in writing setting out: <ol style="list-style-type: none"> <li>a. the resolution to be considered,</li> <li>b. the reason(s) why the decision should be reconsidered</li> </ol> </li> <li>3. Get all four members to sign</li> <li>4. Send the notice to the Chief Executive no later than 5pm on the fifth working day following publication of the decision.</li> <li>5. The Call-in will be considered at the next meeting of the Challenge and</li> </ol>

Improvement Committee (unless the agenda for that meeting has already been published).

6. After considering the decision the Challenge and Improvement Committee may:

- (i) refer back to the relevant policy committee for further consideration, setting out in writing its recommendations; or
- (ii) not refer back to the relevant policy committee and the decision shall take effect on the date of the overview and scrutiny meeting.

7. The Chairman of the committee whose decision has been called in shall be invited to the Challenge and Improvement Committee meeting when the item is considered. The Chairman of the Challenge and Improvement Committee (or his/her representative) shall attend the policy committee meeting when the called-in item goes back for consideration.

8. Where a policy committee does not wish to accept the recommendation(s) of the Challenge and Improvement Committee on a called-in decision, the decision shall be referred to Council.

## APPENDIX 3 TO REPORT CAL.10 16/17

### “TRADITIONAL CALL-IN” - FOLLOWING A POLICY DECISION

#### Context

**Members would use this route when they are of the view the evidence suggests that a Policy Committee (ie Prosperous Communities or Policy and Resources) did not take a decision in accordance with the principles set out in Article 12 of the Constitution .**

#### **Article 12 states:**

All decisions of the Council, its committees and those with delegated powers will be made in accordance with the following principles:

- (a) proportionality - the action proposed must be proportionate to the desired outcome;
- (b) due consultation and the taking of professional advice from officers;
- (c) respect for Human Rights;
- (d) in accordance with the law;
- (e) a presumption in favour of openness;
- (f) contribute to the well-being of the area; and
- (g) clarity of aims and desired outcomes.

#### Example Decision

The Prosperous Communities Committee decide to build a swimming pool but the business case is incomplete .

#### Process

The decision would appear in the published minutes of the Prosperous Communities Committee.

When the minutes of the Policy Committee are published they will be sent to all Members of the Council advising that they are subject to call-in. The call-in period will be specified, and this will always be five full clear working days.

Where a Member feels the “said” decision has not been made in accordance with any aspects of Article 12 (set out above) they can: -

1. Firstly identify **three other members** on the Challenge and Improvement Committee who support the proposal to call-in the decision.
2. Secondly Draft the request to call in the decision in writing (e-mail will suffice) This request **must include:**
  - a. the resolution to be considered, (ie quote the decision directly from the minutes)
  - b. the reason(s) why the decision should be reconsidered – this is where members should state which part (s) of Article 12 have not been adhered to
3. Get **all four members** to sign the request.

4. Send the notice to the Chief Executive (copied to Committee Admin) no later than 5pm (4.30 pm if a Friday) on the fifth working day following publication of the decision / the minutes (ie by the last date stated on the top of the minutes)

### **What happens Next**

The Chief Executive / Lead Officer will determine whether the Call-in is valid.

If the Call-in is deemed **not valid** the Four Members concerned will be advised of the reasons why and this would be the end of the matter

If the Call-in is deemed **valid** then: -

The Call-in will be considered **at the next meeting** of the Challenge and Improvement Committee, (unless the agenda for that meeting has already been published). In this instance the item would fall to the next meeting.

The Chairman of the relevant Policy Committee whose decision has been called in shall be invited to attend the meeting .

At this meeting the Challenge and Improvement Committee can decide to either: -

- (a) refer the decision back to the relevant policy committee for further consideration, setting out in writing its recommendations; or
- (b) not refer back to the relevant policy committee and the decision (that was subject to the call-in) shall take effect on the date of the overview and scrutiny meeting, ie be cleared for implementation. This would be the end of the process.

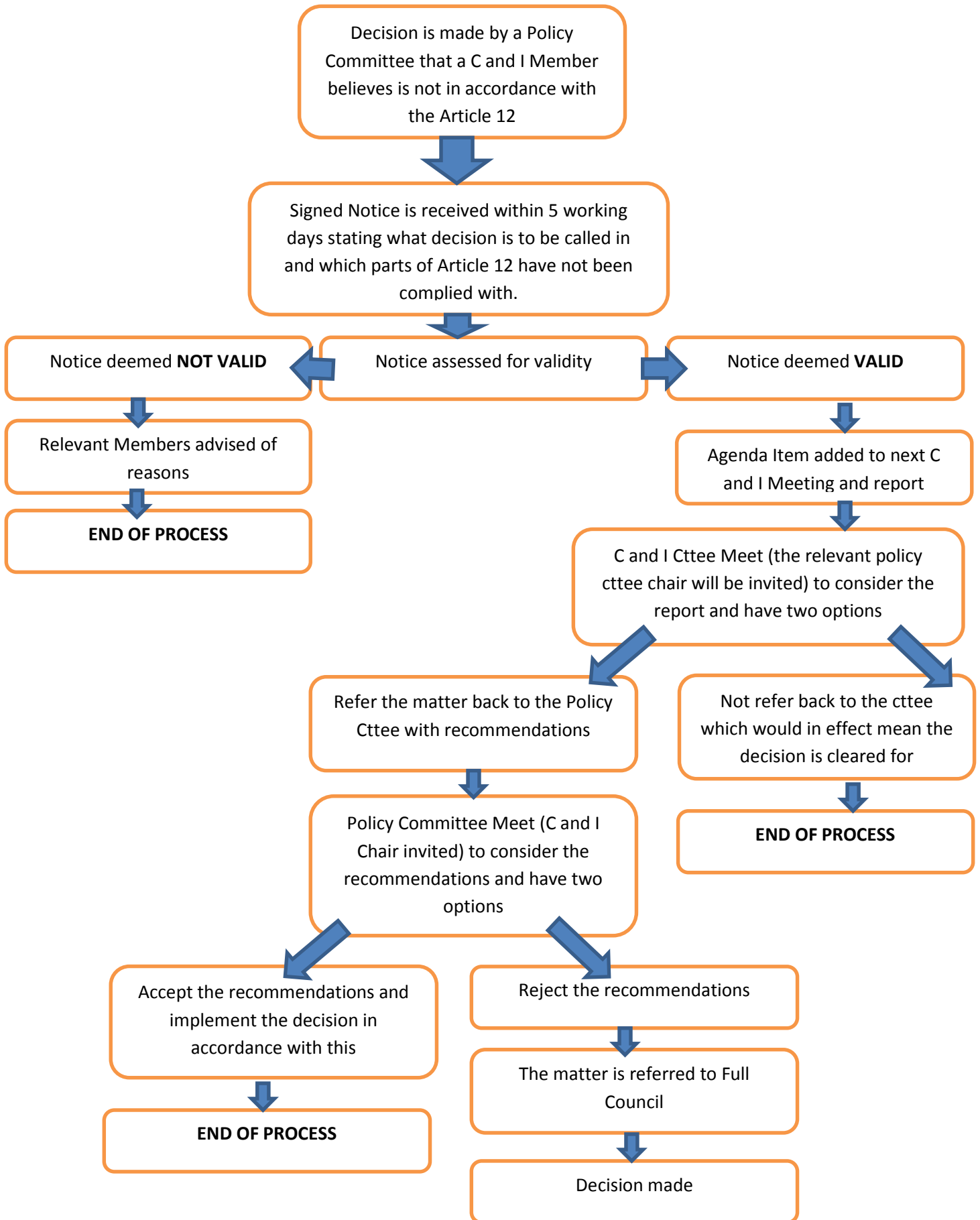
If the course of action agreed is (a) above then: -

- 1) The matter goes back to the relevant Policy Committee at the next meeting.
- 2) They can either :-
  - (a) accept the recommendations from C and I and proceed in accordance with these; - this would be the end of the matter or
  - (b) reject the recommendations from C and I

The Chairman of the Challenge improvement Committee would be invited to the Policy Committee meeting.

If the course of action agreed is (b) above then the decision would be referred to Full Council for a decision.

The flow chart below tries to demonstrate the process





## WORKING EXAMPLE OF PROCESS C

### “BENEFITS REALISATION CALL-IN” – FOLLOWING COMPLETION OF A PROJECT

#### Context

Members would use this route when they are of the view that there is evidence to suggest that a completed project may not have delivered the benefits identified in the original business case

#### Example

Members receive a Progress and Delivery Projects report, in which it states that a housing project has been completed during the period, however it's been delivered over budget and 6 months later than expected.

#### Process

Members will periodically receive a Progress and Delivery Projects Report for scrutiny purposes, there will be a section within it which identifies Projects recently completed.

Where a Member feels the project may not have delivered the benefits identified in the original business case, whether these be financial, social, economic etc they can: -

1. Firstly identify **three other members** on the Challenge and Improvement Committee who support the proposal to “call-in” the project.
2. Secondly Draft the request to call in the project in writing (e-mail will suffice)  
This request **must include:**
  - a. the Title of the Project to be reviewed.
  - b. the reason(s) why the Project should be reviewed
3. Get **all four members** to sign the request.
4. Send the notice to Lead Officer for the Challenge and Improvement Committee (copied to Committee Admin) **at least 21 days prior to the next meeting of the Challenge and Improvement Committee** (this is in order that it becomes an agenda item at the next meeting. Notice not received within this timescale will mean the item of business falls to the next available meeting).

#### What happens Next

The Lead Officer will determine whether the Call-in is valid.

If the Call-in is deemed **not valid** the Four Members concerned will be advised of the reasons why and this would be the end of the matter

If the Call-in is deemed **valid** then: -

The Call-in will be considered **at the next meeting** of the Challenge and Improvement Committee.

The Chairman of the relevant Policy Committee whose Project has been called in shall be invited to attend the meeting.

At this meeting the Challenge and Improvement Committee can decide to either: -

- (a) Not accept the call-in, and give reasons. This would be the end of the process; or
- (b) Accept the call-in, Determine whether a review group should be established and agree the terms of reference / scope for the review.

If the course of action agreed is (b) above then: -

- 1) The established review group will undertake the necessary work, supported by Officers and create a findings report which will be referred back to the Challenge and Improvement Committee in the first stance.
- 2) The review group's report will be considered by the Challenge and Improvement Committee and any subsequent arising recommendations will submitted to the relevant Policy Committee for consideration.
- 3) On considering the recommendations report from the Challenge and Improvement Committee, the relevant Policy Committee concerned can either: -
  - (a) accept the recommendations from C and I and proceed in accordance with these; - this would be the end of the matter or
  - (b) reject the recommendations from C and I

The Chairman of the Challenge improvement Committee would be invited to the Policy Committee meeting.

If the course of action agreed is (b) above then the decision would be referred to Full Council for a decision.

The flow chart below tries to demonstrate the process.

**NOTE: ONLY ONE BENEFITS REALISATION REVIEW PER PROJECT MAY BE CALLED BY THE C AND I CTTEE, AND NO MORE THAN FOUR IN TOTAL IN ANY ONE MUNICIPAL YEAR**

Members receive at their meeting a Progress and Delivery Projects Report, Setting out recently completed projects but they feel there is evidence to so suggest the original benefits cited have not been achieved.

Notice signed by 4 Members of the Challenge and Improvement Committee is received stating what Project is to be called-in and the reasons for this. **If the notice is received not later than 21 days before the C and I Cttee next meets this matter will form agenda item on the next meeting.**

Notice deemed **NOT VALID**

Notice assessed for validity

Notice deemed **VALID**

Relevant Members advised of reasons

**END OF PROCESS**

Agenda Item added to next C and I Meeting and report

C and I Cttee Meet (the relevant policy cttee chair will be invited) to consider the request and have two options

Review Group undertakes agreed work and creates a findings report

Except the call, establish a Review Group and agree terms of reference / scope for the review

Not except the call-in and give reasons

**END OF PROCESS**

Findings report considered by the Challenge and Improvement Committee and any subsequent arising recommendations are submitted to the relevant Policy Committee

Policy Committee Meet (C and I Chair invited) to consider the recommendations and have two options

If there are no arising recommendations this would be the **END OF THE PROCESS**

Accept the recommendations and implement accordingly

**END OF PROCESS**  
Page 33

Reject the recommendations

The matter is referred to Full Council

Decision made



## WORKING EXAMPLE OF PROCESS B

### “GATEWAY REVIEW CALL-IN” – WHILST A PROJECT IS ONGOING\*

**\*IMPORTANT: - THE CALLING-IN OF A PROJECT USING THIS PROCESS WILL NOT STOP PROJECT DELIVERY WHILST THE REVIEW IS ON-GOING.\***

#### Context

Members would use this route when they are of the view that there is evidence to suggest that an ongoing project may not be delivering the benefits identified in the original business case

#### Example

Members receive a Progress and Delivery Projects report, in which it states that an ongoing housing project is running over budget and 6 months behind target. The matter has been reported to the relevant Policy Committee but from the Minutes there is little or no evidence that the Policy Committee is taking appropriate action.

#### Process

Members will periodically receive a Progress and Delivery Projects Report for scrutiny purposes, there will be a section within it which identifies any Projects which “are cause for concern”, this could be delivering timescales, financial costs, partner funding issues etc.

Such reports should also be accompanied by the arising Minute from the relevant Policy to assist C and I in ascertaining what corrective/ rectifying action, if any, has been put in place

Where a Member feels a project may not be delivering the benefits identified in the original business case, whether these be financial, social, economic etc, and they are not satisfied with the corrective/ rectifying action they can: -

1. Firstly identify **three other members** on the Challenge and Improvement Committee who support the proposal to “call-in” the project.
2. Secondly Draft the request to call in the project in writing (e-mail will suffice)  
This request **must include:**
  - a. the Title of the Project to be reviewed.
  - b. the reason(s) why the Project should be reviewed
3. Get **all four members** to sign the request.
4. Send the notice to Lead Officer for the Challenge and Improvement Committee (copied to Committee Admin) **at least 21 days prior to the next meeting of the Challenge and Improvement Committee** (this is in order that it becomes an agenda item at the next meeting. Notice not received within this timescale will mean the item of business falls to the next available meeting).

### **What happens Next**

The Lead Officer will determine whether the Call-in is valid.

If the Call-in is deemed **not valid** the Four Members concerned will be advised of the reasons why and this would be the end of the matter

If the Call-in is deemed **valid** then: -

The Call-in will be considered **at the next meeting** of the Challenge and Improvement Committee.

The Chairman of the relevant Policy Committee whose Project has been called in shall be invited to attend the meeting.

At this meeting the Challenge and Improvement Committee can decide to either: -

- (a) Not accept the call-in, and give reasons. This would be the end of the process; or
- (b) Accept the call-in, Determine whether a review group should be established and agree the terms of reference / scope for the review.

If the course of action agreed is (b) above then: -

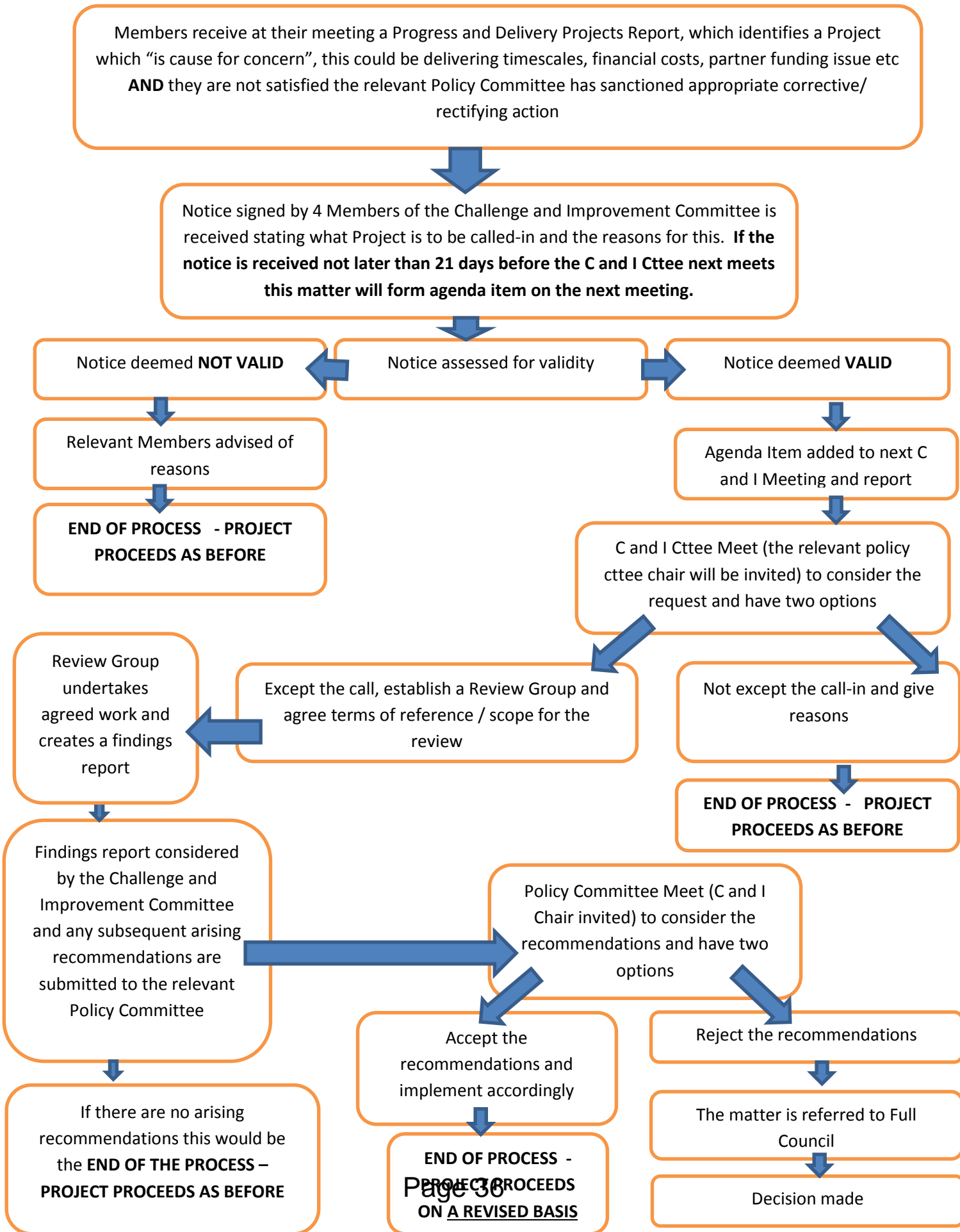
- 1) The established review group will undertake the necessary work, supported by Officers and create a findings report which will be referred back to the Challenge and Improvement Committee in the first stance.
- 2) The review group's report will be considered by the Challenge and Improvement Committee and any subsequent arising recommendations will submitted to the relevant Policy Committee for consideration.
- 3) On considering the recommendations report from the Challenge and Improvement Committee, the relevant Policy Committee concerned can either: -
  - (a) accept the recommendations from C and I and proceed in accordance with these; - this would be the end of the matter or
  - (b) reject the recommendations from C and I

The Chairman of the Challenge improvement Committee would be invited to the Policy Committee meeting.

If the course of action agreed is (b) above then the decision would be referred to Full Council for a decision.

The flow chart below tries to demonstrate the process.

**NOTE: ONLY ONE GATEWAY REVIEW PER PROJECT MAY BE CALLED BY THE C AND I CTTEE, AND NO MORE THAN FOUR IN TOTAL IN ANY ONE MUNICIPAL YEAR**



**WORKING EXAMPLE OF PROCESS A**  
**“PERFORMANCE MANAGEMENT CALL-IN”**

**Context**

**Members would use this route when Performance has been off track for at least two consecutive reporting periods; AND When the actions of the appropriate policy committee have been implemented and given time to adjust performance**

**Example**

Members receive a Progress and Delivery Service Delivery report, in which it states that Land Charges performance is off track for the second consecutive period despite corrective action having been requested.

**Process**

Members will periodically receive a Progress and Delivery Service Delivery Report for scrutiny purposes, this will identify any areas where a service is delivering below the expected target . The report will also identify any areas of performance which have been off track for two or more consecutive reporting periods together with details of corrective measures which have been put in place.

Such reports should also be accompanied by the arising Minute from the relevant Policy Committee to assist C and I in ascertaining what corrective/ rectifying action, if any, has been put in place

Where a Member feels a service delivery is not at the level expected, for two or more consecutive periods and the actions of the appropriate policy committee have been implemented and given time to adjust performance but no service improvement has been seen they can: -

1. Firstly identify **three other members** on the Challenge and Improvement Committee who support the proposal to “call-in” the project.
2. Secondly Draft the request to call in the service performance in writing (e-mail will suffice) This request **must include:**
  - a. the Service Area / Measure to be reviewed.
  - b. the reason(s) why the Service Area / Measure should be reviewed
3. Get **all four members** to sign the request.
4. Send the notice to Lead Officer for the Challenge and Improvement Committee (copied to Committee Admin) **at least 21 days prior to the next meeting of the Challenge and Improvement Committee** (this is in order that it becomes an agenda item at the next meeting. Notice not received within this timescale will mean the item of business falls to the next available meeting).

## **What happens Next**

The Lead Officer will determine whether the Call-in is valid.

If the Call-in is deemed **not valid** the Four Members concerned will be advised of the reasons why and this would be the end of the matter

If the Call-in is deemed **valid** then: -

The Call-in will be considered **at the next meeting** of the Challenge and Improvement Committee.

The Chairman of the relevant Policy Committee whose Project has been called in shall be invited to attend the meeting, Along with the relevant Service Manager / Director.

At this meeting the Challenge and Improvement Committee can decide to either: -

- (a) Not accept the call-in, and give reasons. This would be the end of the process; or
- (b) Accept the call-in, Determine whether a review group should be established and agree the terms of reference / scope for the review.

If the course of action agreed is (b) above then: -

- 1) The established review group will undertake the necessary work, supported by Officers and create a findings report which will be referred back to the Challenge and Improvement Committee in the first stance.
- 2) The review group's report will be considered by the Challenge and Improvement Committee and any subsequent arising recommendations will submitted to the relevant Policy Committee for consideration.
- 3) On considering the recommendations report from the Challenge and Improvement Committee, the relevant Policy Committee concerned can either: -
  - (a) accept the recommendations from C and I and proceed in accordance with these; - this would be the end of the matter or
  - (b) reject the recommendations from C and I

The Chairman of the Challenge improvement Committee would be invited to the Policy Committee meeting, Along with the Relevant Service Manager and Director.

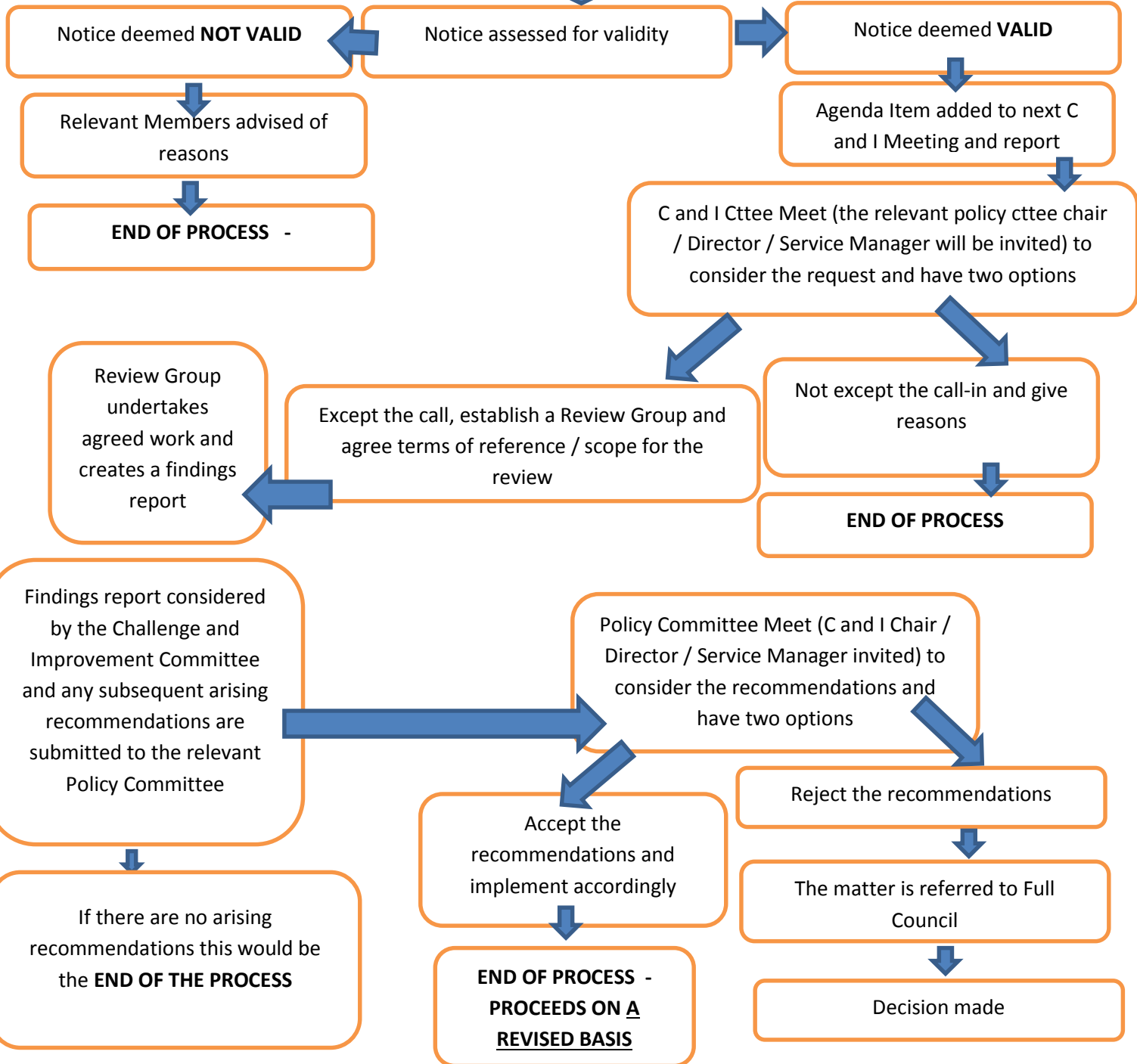
If the course of action agreed is (b) above then the decision would be referred to Full Council for a decision.

The flow chart below tries to demonstrate the process.



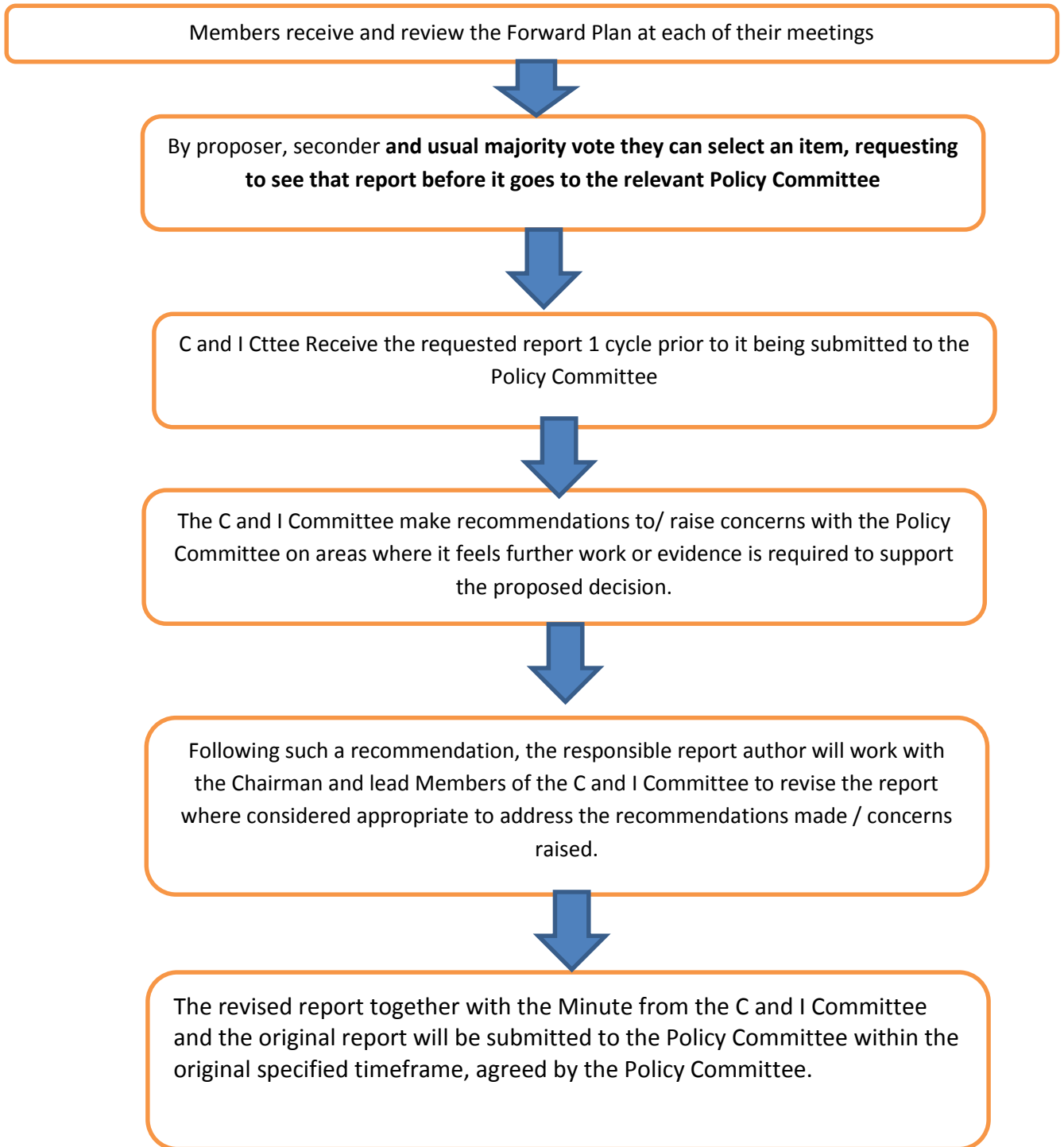
Members receive at their meeting a Progress and Delivery Service Delivery Report for scrutiny purposes, which shows a service area has been delivering below the expected target for **two or more** consecutive reporting periods together with details of corrective measures which have been put in place but there is **little or no evidence that despite having time to take effect** no service improvements have been realised.

Notice signed by 4 Members of the Challenge and Improvement Committee is received stating what Service Area / Measure is to be called-in and the reasons for this. **If the notice is received not later than 21 days before the C and I Cttee next meets this matter will form agenda item on the next meeting.**



## WORKING EXAMPLE OF PROCESS D

### “FORWARD PLAN SELECTION – PRE DECISION SCRUTINY ”



#### NOTES:

- No More than four Reviews using this process can be undertaken with in a municipal year.
- A Decision given pre-scrutiny under this process can then not be called in using the traditional call process.
- An item considered using this process is excluded from re-discussion within six months of first consideration.



CAI.11 16/17
Challenge and Improvement Committee
07 June 2016

# D

**Subject: Progress and Delivery Report – Services – 4<sup>th</sup> Period Report –January - March 2016**

Report by:

Director of Resources

Contact Officer:

Ian Knowles – Director of Resources

01427 675183

ian.knowles@west-lindsey.gov.uk

Purpose / Summary:

This report deals with the progress and delivery of the services the council provides. It is an “exceptions” report and will deal with those services which are either performing above the required level or are below the target set for them. The report will also update members on those areas which were included in the first quarter report and have subsequently improved and therefore are not included in this report.

**RECOMMENDATION(S):**

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

**IMPLICATIONS**

**Legal:** None arising from this report

**Financial :** 22/17 None

**Staffing :** None arising from this report

**Equality and Diversity including Human Rights:** None arising from this report.

**Risk Assessment :** None arising from this report

**Climate Related Risks and Opportunities :** None arising from this report

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

**Call in and Urgency:**

**Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?**

Yes

No

**Key Decision:**

Yes

No

## **1.0 Background**

- 1.1 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.
- 1.2 This report is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.
- 1.3 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 monitoring 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.
- 1.4 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.

## **2.0 Update on Issues highlighted in the Third Quarter report**

- 2.1 **Complaints received**  
Complaints continued at a similar rate during the last quarter. A separate report on feedback will be brought to policy committee later in the year. Planning continued to represent over 30% of the total number of complaints.
- 2.2 **Gainsborough Markets**  
This service has recently become the responsibility of the Projects and Growth Team who are currently exploring the options to improve this service. A separate paper was taken to Prosperous Communities Committee in May.
- 2.3 **Local Land Charges**  
  
Performance has improved and is now below the target of ten days for returning a search. This does come at a cost and although work is ongoing to secure a IT solution for the longer term.
- 2.4 **Development Management**

Performance against the key measures continues to improve and is now above the government set targets. However complaints have continued at similar levels throughout the year whilst allowed appeals are higher than we would like. A restructure is currently being implemented and is expected improve the situation further.

## 2.6 Enforcement

Demand within the Enforcement Team has increased over the last quarter and has caused the length of time to resolve cases to become extended. The resource requirement in this team is currently being reviewed.

## 3.0 Measures to highlight for this quarter not already mentioned

### 3.1 Assets and Facilities Management

The level of customer satisfaction for this team is higher than the target set and should be recognised. In addition the work undertaken on reducing void periods for property for rent has taken this measure to below 5%, ahead of our target and appropriate benchmarks.

### 3.2 Council Tax

The council tax collection rate for 2015/16 is 98.34% which is an increase of 0.11% from the previous years' total which in monetary terms equates to an increase of £23,000.

The liability for council tax increased by £1.474 million for 2015/16 and the team collected just under £1.5 million more than 2014/15.

An additional 425 council tax properties were brought into the valuation list by the Valuation Officer during 2015/16 and we have just over 5,000 council taxpayers paying by 12 monthly instalments compared to 4,000 at the end of last year. We also now have just over 75% of council tax payers paying by direct debit.

National non domestic rate collection for 2015/16 also improved from 2014/15 by 0.27% to 99.44% despite an increase in liability over the year of £232,000.

### 3.3 Trinity Arts

Cost of delivery – early indications from the closedown process are that the Centre operated on a deficit of circa £65,000 last year which compared to £96,000 the previous year shows significant improvement. This is also below the £80,000 target set, being the cost of maintaining the building as empty.

The surplus from the artistic programme was £56,600 against a target of £36,000. This demonstrates effective programming, and the fact that we are securing shows on financially advantageous terms and keeping other costs down.

Audience figures were 17,600 against a target of 9,600 with an average occupancy of 57% across all performances.

#### **4.0 Highlights from areas not mentioned above**

- 4.1 Whilst this is an exception report which deals primarily with under or over performing measures, we would like to provide members with a flavour of activity currently ongoing in those areas which are on target and delivering as anticipated.
- 4.2 Home Choices has been actively seeking to improve on its performance indicators. Whilst the cost of homelessness has fallen to the Authority thanks to a new approach, there has been an audit of the CBL (housing register) system and associated processes. This has validated concerns raised by the service relating to Acis nominations performance, wider strategic CBL partnership and ICT functionality and stability. A significant amount of work and intervention from WLDC during the quarter has led to improved Acis nominations performance, along with tracking of nominations activity.

We are pleased to advise that a home choices advisor has been nominated for a 'young future housing leaders' award and has been shortlisted to the top 30.

- 4.3 The HR Team have been busy supporting managers with absence management. The absence figures for the year 2015/16 are the lowest they have been at 6.16 days per FTE, there are a number of supporting reasons for this and specifically the proactive management of absence.

The staff survey was conducted in the summer of 2015 and an enthusiastic group of staff members have formed a focus group to work on proactive solutions to the themes identified in the survey. A further survey will be explored by the group in 2016.

#### **5. Consideration by Policy Committees**

- 5.1 This report has been considered by both the Policy Committees and the relevant minute from each is attached.

EXTRACT FROM MINUTES OF MEETING OF THE PROPSEROUS COMMUNITIES COMMITTEE – 7 JUNE 2016

#### **17 PROGRESS AND DELIVERY – FINAL PERIOD 15/16 – SERVICES (PRCC.08 16/17)**

Members gave consideration to the final Progress and Delivery report for 2015/16 year, which highlighted the areas where services were “off target”, the reasons for this and the proposed rectifications. The report also provided Members with an opportunity to examine the reasons why performance was off track and seek assurance that the measures which had been put in place were sufficient to tackle the issues which had been identified with the service.

The report also updated Members on those areas which had been highlighted in the third quarter report, these being: -

- Complaints Received
- Gainsborough Markets
- Local Land Charges
- Development Management
- Enforcement

and further updates were given on each.

Further “over performing” measures, not already mentioned were highlighted to the Committee and included the Assets and Facilities Management Function for their work on void properties and customer satisfaction levels, the Council Tax Team for their collection rates and the Trinity Arts Centre for its reduced operating costs

Whilst the report was primarily an exceptions one, Members were provided with a flavour of activity currently ongoing in those areas which were on target or delivery as anticipated, including information on : -

- The Home Choices Team, in particular with regard to Choice Based Lettings
- The HR Team, in particular with regard to the work of the staff engagement group and the lowest sickness absence figures recorded since data collection commenced in 2009.

Debate ensued and a Member sought indication as to how many of those complaints received in the Planning Department related to general permitted development rights. As this information was not available Officers undertook to provide this outside of the meeting to the Councillor concerned, but offered assurance that the figure would be relatively low.

In responding to Members’ comments regarding capacity in the Enforcement Team, Officers confirmed that whilst this was a small team within the Council, it was resilient and adopted a prioritised approach to the cases it received. The increased demand on service was primarily as a result of Housing Enforcement requests and it was considered this had risen due to the service promotion which had been undertaken. It was noted that resources in the Team had been reviewed and the Authority was recruiting an additional Senior Enforcement Officer. Furthermore short term admin support was being offered to the team.

The continued improvements at the Trinity Arts Centre were welcomed and congratulated, indication was sought as to whether Officers considered it feasible to further reduce these in light of the efficiencies that had already been generated. In responding Officers outlined that further savings could be realised by the two prong approach being taken; increasing income whilst reducing operating costs. It was anticipated that the works currently being undertaken on the roof would further help to reduce overheads and shows would continue to be secured on financially advantageous terms.



**RESOLVED** that having given consideration to the matters listed in the report assurance was received that the rectifications proposed would deal with identified issues.

EXTRACT FROM MINUTES OF MEETING OF THE CORPORATE POLICY AND RESOURCES COMMITTEE – 12 MAY 2016

**11 PROGRESS AND DELIVERY - SERVICES - PERIOD 4 (CPR.06 16/17)**

The Director of Resources presented the first of the quarterly Progress and Delivery reports for period 4, on the Council's Services.

The report provided information on those services that were either performing below their target level or had exceeded the expected performance. The report also contained information on services which were included in the last period's exceptions report, but had subsequently improved to the extent that they were not included in this report. This was to demonstrate to Members that remedial measures which had been put in place were working.

An update was then given on those issues highlighted in the Third Quarter report, namely:

- Complaints received
- Gainsborough Markets
- Local Land Charges
- Development Management
- Enforcement

Measures highlighted for the current quarter not already mentioned were then set out in the report.

- Assets and Facilities Management
- Council Tax
- Trinity Arts

Other areas which were on target and delivering as anticipated worthy of note were:

- Home Choices
- Absence management
- Staff survey

Members welcomed all the aspects of good news and commended the achievements of officers, however felt that they would like to see colour coding reinstated in the report.

The Deputy Leader felt that it was not necessarily appropriate to have a target set for complaints, as it was more about how they were dealt with, than the numbers received.

**RESOLVED** that, having examined the report Members were assured that the arrangements in place to oversee Services across the Council are effective.

March 2016

Service	Baseline	Cumulative	Target	Actual	Explanation	Rectification
<b>Assets &amp; Facilities Management</b>						
Customer Satisfaction (internal tenants) (G)	66%	Annual	66%	83.5%	-	-
Maintenance Fund (G)	New measure		70% planned 30% unplanned	82/18	Planned maintenance that has been funded from reserves has been reflected in the revenue budget and caused a swing toward planned maintenance.	- -
Void Rate (%) (G)	14%		10%	5	-	-
<b>Building Control</b>						
Cost of delivering the Building Control service (G)	£18,768		£4,977	-£8,715	-	-

Cost of delivering the Building Control service per head of population  (G)	New measure		£0.06	-0.10	-	-
<b>Benefits</b>						
Overpayments created – overpayments collected  (R)	New measure		50%	63.98	In-year overpayments has increased resulting in a higher than normal recovery rate as new overpayments are being recovered from on-going entitlement as a first recovery option.	-
End to End processing times for Housing Benefit and Council Tax Support (mean)  (G)	3.6		6	2.5	Due to volume of changes processed urgently for the New Year calculations, the monthly	Seasonal

					processing times have improved dramatically (at the cost of the new claims average time to process figure).	
<b>Corporate</b>						
Percentage of demand received through self-service  (R)	New measure		90	26%	This was an ambitious target and plans are currently being developed to ensure we know how we intend to achieve a revised target for 2016/17.	-
Percentage of calls answered  (G)	New measure		85	92%	-	-
Staff Absenteeism  (G)	-		0.625	0.38	-	-
Complaints  (R)	95		72	144	-	-
<b>Council Tax</b>						

Council Tax in year collection rate  (G)	98.23%		98.0%	98.34%	Increase on last year's collection rate equating to a total of £23,000. But the amount of council tax to be collected increased from 2015 to 2016 by just under £1.5 million by just under £1.5 million so the team actually collected an additional sum of £1,497 million compared to 2015.	-
NNDR in year collection rate  (G)	99.17%		99%	99.44%	Increase on last year's collection by 0.27%.	-
Cost of delivering the Council Tax service  (G)	£300,370		£243,108	£221,724	All court costs posted	-
<b>Customer Satisfaction</b>						
Customer contacts received through	New measure		10	23%	This was an ambitious target	-

phone and face to face  (R)					and plans are currently being developed to ensure we know how we intend to achieve a revised target for 2016/17.	
<b>Democratic Services</b>						
Total cost of member and support services per number  (G)	New measure		£1,528	£513	Employee insurance profiling issue	Profiling issue resolved
<b>Economic Development</b>						
Cost of providing the Economic Development service per head of population  (R)	-		£0.34	0.39	Salary variations and maternity leave have caused March to be higher than target. However the year to date position is £.26 per head of population	-
Number of business assisted  (G)	-		200	248	-	-
<b>Enforcement</b>						

Time taken to resolve a housing enforcement request (R)	59		60	88	The demand on the service has increased in 15/16	Review of resources is being undertaken.
Time taken to resolve a planning enforcement request (R)	61		90	191	The service has seen an increased demand and has less resources available to deal with this.	Review of resources is being undertaken.
Housing enforcement requests received (R)	116		120	146	The service has experienced consistent and high demand since January 16	Review of resources is being undertaken.
Planning enforcement requests received (R)	266		264	248	The service has experienced consistently high levels of demand during 15/16	Review of resources is being undertaken.
<b>Environmental Protection</b>						
Cost of delivering the Environmental Protection service per head of population	-		£1.08	£1.23	Changes in budget codes due a change in salary allocation. The proposed income	Re-align budgets in accordance to salary allocation. Realistic income targets for the service



(R)					was also not achieved.	
Nuisance complaints completed within timescales  (G)	-		95%	100	-	-
Cost of delivering the Environmental Protection service  (R)	-		£95,904	£109,875	-	-
<b>Food Safety</b>						
Customer Satisfaction  (G)	-		80%	100%		
<b>Home Choices</b>						
Cost of temporary accommodation  (R)	£44,481		£47,604	£24,058	This is significantly reduced due to a change in TA provision during the period.	New model of delivering temporary accommodation was delivered in Feb.
Number of applicants rehoused	309		444	277	Dependent on number of void	Continue to work closely with Acis.

per year from the housing register  (R)					properties. Improvement plan with Acis has ensured that allocations are policy compliant.	
<b>Healthy District</b>						
Customer Satisfaction of leisure facilities and activities  (G)	98%		80%	96%	Customer satisfaction remains high across all three facilities.	-
Cost of Leisure Management fee per service user  (G)	-		£1.20	£0.74	Good usage of the centres providing good value of money	-
New participants at West Lindsey Leisure facilities  (G)	-		28700	31,791	Performance well ahead of target. New users being attracted to facilities by marketing activity and high quality provision.	-
Percentage of Client Support programmes that are completed	New measure		70%	100%	Health Trainer team currently in process of redundancy and	-

(G)					getting all records up to date.	
<b>Housing</b>						
Average days from DFG approval to completion  (R)	New measure		60	68	The measure was 8 days above target for this month due to complex cases.	No action required. The overall timescale is still within the target for the completion of works
The average spend per DFG  (R)	£3,769		£3500	4624	The number of large complex grants has increased in year.	No action needed
Number of affordable homes delivered  (R)	59		48	29	The number of sites on which affordable housing has been delivered has decreased. This is mainly due to changes in government grant levels and a lack of funding for the delivery of affordable housing.	The Council is engaging with the HC in regards to future delivery. However it is likely that delivery of affordable homes will decrease generally moving forward

Total spend on completed disabled facilities grants  (R)	-		336996	1620828.27	Remaining budget allocated to jobs for completion.	No action needed
<b>ICT</b>						
Incident and Problem Management  (G)	New measure		85%	91.79	-	-
Change Management  (G)	New measure		50%	121.82	-	-
Service and System availability  (G)	New measure		98%	100	-	-
Service and System availability: Secure Network  (G)	New measure		98%	100	-	-
<b>Local Land Charges</b>						

<p>Cost of delivering the Local Land Charge service per head of population</p> <p>(R)</p>	<p>New measure</p>		<p>-£0.02</p>	<p>0.00 (Return for March)</p>	<p>The service is still very resource heavy due to the paper based process; meaning that at times of high demand, backlogs ensue and additional resource has be drafted in at short notice causing a spike in costs which is not necessarily covered by any increase in income.</p> <p>Our current IT system does not allow access to certain elements of raw data by members of the public or personal search companies which means certain information has to be collated</p>	<p>Implement a new ICT system in conjunction with Development Management and Building Control. This system will...</p> <ul style="list-style-type: none"> <li>* Allow all data to be held digitally and interrogated with as few clicks as possible</li> <li>* Pertinent parts of the system can be locked down to allow raw data to be accessed by the public, thus allowing the authority to charge if customers wish to have this data collated and presented in a particular format</li> <li>* An appropriate IT system will ensure that the service is more resilient and will allow the team to explore other income generating ideas and market the service to past lost customers.</li> </ul>
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					free of charge by the service, which means certain resource costs are not covered.	
Time taken to process a search (G)	10		10	6	-	-
Cost of delivering the local land charge service (G)	-		£-22,896	-102,186	-	-
Income lost to private search companies (R)	£104,500		£104,496	£116,366	Because of the fragility of the Local Land Charges service and its propensity for backlogs, there has been no active market of the service to potential clients nor any attempt to claw back market share	Implement a new ICT system in conjunction with Development Management and Building Control. This system will...  * An appropriate IT system will ensure that the service is more resilient and will allow the team to explore other income generating ideas and market the service to past lost customers.
<b>Localism and Community Safety</b>						

Investigated community safety reports (G)	118		1368	51	Performance under projected target	Unsure of the reasons why a target is assigned to this measure
<b>Markets</b>						
Satisfaction levels of Gainsborough market traders (G)	86%		66%	77%	-	-
The number of stalls on a Tuesday (R)	-		66	40 (average)	Markets has been managed by the Localism Team during 2015/16 and was passed to Projects and Growth in March. There has been little time to address the poor performance in 2015/16	In view of this, a review is being undertaken to look at options for outsourcing the market to be presented to PC in September. Note that the operation is now with Operational Services
The number of stalls on a Saturday (R)	-		30	21 (average)	Markets has been managed by the Localism Team during 2015/16	In view of this, a review is being undertaken to look at options for outsourcing the market to be presented to PC

					and was passed to Projects and Growth in March. There has been little time to address the poor performance in 2015/16.	in September. Note that the operation is now with Operational Services
<b>Planning</b>						
Percentage of majors determined within gov guidelines (G)	-		50%	75%	Performance is exceeding government targets	-
Invalidity Rate (R)	92%		20%	54%	Data has now been captured to understand the reasons for invalids.	Work with 'frequent' offenders to reduce invalid rate, increase awareness through supporting material
Percentage of others determined within gov guidelines (G)	49%		80%	97%	-	-



Percentage of appeals that are allowed (R)	-		20%	36%	38 decisions have been appealed of which 22 have been determined and 8 allowed. Of the 22 determined, 5 were committee overturns of which 4 were allowed.	
<b>Public Protection</b>						
Nuisance complaints completed within timescales (G)	-		95%	100%	-	-
<b>Street Cleansing</b>						
Complaints (G)	New measure		12	2	Performance ahead of target mainly due to well motivated, well trained workforce. Absence levels low so few issues with replacement staff who possess less knowledge.	-

Compliments (G)	New measure		12	16	Performance on track	-
<b>Systems Development</b>						
LLPG Standard (G)	New measure		Achieve National Standard	Gold (3 above ANS)	Achieve 3 levels above target	Nothing, this is the best we can be. Just need to maintain this standard ideally.
Website Availability (G)	New measure		98%	100	Excellent proactive monitoring of servers	Ensure we keep the same standard
<b>Trinity Arts Centre</b>						
Cost of Trinity Arts Centre per user (G)	-		£7.07	£4.75	Good audience numbers providing value for money	-
Audience Figures (G)	16,988		9600	17619	Good attendance at performances.	-
Event Occupancy (G)	55%		50%	64%	Good audience numbers and attractive programme	-

Cost of delivering the Trinity Arts Centre  (R)	-		£80,004	£85,556	Ahead of tolerance levels set but significantly under budget.	The tolerance levels set for TAC were for controllable costs and the reported figures have been lifted from the general ledger. The end of year figures have added in depreciation and postage recharges which we do not have any control over or are not aware of before year end. If we remove these from the total cost, the end of year position according to the general ledger is £68,000 which is well below expectations. An additional £3600 relates to the Rural Touring Scheme which is not directly related to TAC.
Received surplus  (G)	£52,945		£36,000	56,686	Received surplus well ahead of target – shows being booked on advantageous terms.	-
<b>Waste Collection</b>						
Residual household waste collected  (G)	-		36kgs	40kgs	Year end 37.32kgs	-

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CAI.12 16/17
Challenge and improvement committee
28 June 2016

# E

**Subject: Progress and Delivery Report – Projects – 4<sup>th</sup> Period Report – January to March 2016**

Report by:

Director of Resources

Contact Officer:

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Purpose / Summary:

This report deals with the progress and delivery of projects which are aimed at the delivery of the corporate plan. This report highlights those projects that have entered the delivery stage and are either off track or at risk of not delivering.

**RECOMMENDATION(S):**

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

**IMPLICATIONS**

**Legal:** None arising from this report

**Financial :** FIN23/17 None

**Staffing :** None arising from this report

**Equality and Diversity including Human Rights:** None arising from this report.

**Risk Assessment :** None arising from this report

**Climate Related Risks and Opportunities :** None arising from this report

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

**Call in and Urgency:**

**Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?**

Yes

No

**Key Decision:**

Yes

No

## **1.0 Background**

1.1 Councillors have received progress and delivery reports since 2012. The Leadership team has sought to give councillors information on how the council is performing through its services, project delivery and finances. Members are asked to :

- Identify and recognise achievements and success
- Seek assurance on remedial actions where appropriate
- Make recommendations for any changes to policy or request for strategic reviews

1.2 This report is about the projects the council is delivering in order to meet the objectives it has set itself in the corporate plan.

1.3 For clarity and in order to comply with the council's project management requirements only those projects which are in the "delivery stage" will be reported through this mechanism.

1.4 In addition from time to time projects are rescope and their timelines altered during the delivery phase. That can mean that their status can change. Where this happens, when a project was red in a previous progress and delivery report (at significant risk of not delivering either to the timetable or within budget) this will be reported to members through this mechanism, together with an explanation of why the project has been rescope and new time lines set.

## **2.0 Programme/Projects Overview**

2.1 To oversee programme/project development and delivery the Council has established three 'themed' Boards – Transformation; Commercial and Growth. Each Board oversees projects relating to their particular theme and seeks assurance from project managers that where issues are identified rectifications are in place.

2.2 A fourth Board is in existence; The Entrepreneurial Board, which has an overall view of programme/project delivery with each of the three Boards report to it and highlight successes or areas/issues to be addressed. By having an overarching view, the Entrepreneurial Board plays a key role in resource allocation and prioritisation of work.

## **3.0 The Report**

3.1 This report covers the period from January to March 2015. It is a report "by exception" which contains information on those programmes/projects that are current during the reporting period and are at risk of not delivering their outcomes and/or may not be completed within prescribed timescales or costs.

#### **4.0 Programmes/Projects by Exception**

- 4.1 The following programmes/projects are considered to be at risk of delivery within agreed timescales and/or costs, or the intended outcomes are at risk of being realised. Recommendations and/or rectifications have been offered by the relevant project managers and have been considered by both the respective Board and the Entrepreneurial Board.

##### Fraud Investigation Services - AMBER

Following the creation of the Single Fraud Investigation Service (SFIS) and the subsequent transfer of Housing Benefit investigation responsibilities to the Department for Work and Pensions, many local authorities took the decision to transfer on block their investigatory staffing resource. West Lindsey District Council recognised the need to retain investigatory resource to protect the integrity of its systems and processes and to explore potential commercial opportunities. A new business case has been approved and this project will no longer be amber in future reports.

##### Hemswell Cliff MasterPlan - AMBER

Development of the Masterplan has been delayed. Work is underway to bring this back on track.

#### **5.0 Movement Since the Previous Report**

- 5.1 There is one update on a project that was previously Amber.

##### 5.2 Gainsborough South West Ward Programme - Green

The South West Ward is a priority area and has a number of issues associated with high levels of deprivation. A multi-agency Strategic Groups has been developed to tackle the issues and the causes. Additional resources have been provided to tackle environmental and ASB issues. The partners engaged in this programme are now developing their own tactical plans for the area.

#### **6. Conclusion**

- 6.1 Across the Council there is a significant volume of programme/project associated work underway. The Boards are playing a key role in ensuring that business cases are effectively scrutinised and where projects are initiated progress is maintained. Any potential issues affecting progress or the delivery of projects are assessed and remedial actions are applied.



6.2 From the report provided, Members can be assured that the current position of programme/project development is as stated and that this represents a positive position.

## **7.0 Consideration by Policy Committees**

7.1 This report has been considered by both the Policy Committees and the relevant minute from each is attached.

EXTRACT FROM MINUTES OF MEETING OF THE PROPSEROUS COMMUNITIES COMMITTEE – 7 JUNE 2016

## **18 PROGRESS AND DELIVERY – FINAL PERIOD 15/16 – PROJECTS (PRCC.09 16/17)**

Members gave consideration to the final Progress and Delivery report for 2015/16 year, which dealt with the projects.

The Chief Operating Officer reminded Members that the Progress and Delivery reports were by exception only, either above or below target, and only reported on those projects currently in delivery stage which were regularly monitored.

The report contained an update on one item contained in the previous report; this Gainsborough South West Ward Programme, previously reported as amber status, now reported as green with supporting commentary.

The following projects were reported as being an Amber Rating during this period: -

- Hemswell Cliff MasterPlan
- Fraud Investigation Services

and further reasoning for such was offered to the Committee. It was anticipated that both projects would be back on track when the next report was due for consideration.

**RESOLVED** that that having given consideration to the matters listed in the report, assurance was received that the arrangements in place to oversee Programme and Project development across the Council are effective.

**12 PROGRESS AND DELIVERY - PROJECTS - PERIOD 4 (CPR.07  
16/17)**

The Director of Resources presented the second of the quarterly Progress and Delivery reports for period 4, on the Council's Projects.

The report set out the projects the council was delivering in order to meet the objectives it had set itself in the corporate plan. Only those projects which were in the "delivery stage" will be reported through this mechanism.

The following programmes/projects were designated as Amber and were considered to be at risk of delivery within agreed timescales and/or costs, or the intended outcomes are at risk of being realised. Recommendations and/or rectifications had been offered by project managers and have been considered by the relevant Boards.

- Fraud Investigation Services
- Hemswell Masterplan

One project previously designated as Amber was updated for the Committee i.e. Gainsborough South West Ward Programme.

**RESOLVED** that, having examined the report Members were assured that the arrangements in place to oversee Programme and Project development across the Council are effective

**Purpose:**

This report provides a summary of reports that are on the Forward Plan over the next 12 months that the Challenge & Improvement Committee may wish to consider.

**Recommendation:**

1. That members consider the schedule of reports and determine whether or not they should be brought to Challenge & Improvement prior to committee consideration.

All Committees									
Active/Closed	Active								
Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
Audited Statement of Accounts	Tracey Bircumshaw	To present the audited statement of accounts for approval	-	-	15/09/2016	-	-	-	-
Effectiveness of Internal Audit	Tracey Bircumshaw	Statutory Report in accordance with the Audit and Accounts Regulations to review the effectiveness of the Internal Audit function	-	-	21/06/2016	-	-	-	-
Home Working Policy Review - staff policy (introduce new Agile policy)	Emma Redwood	To review the Homeworking Policy	(blank)	(blank)	(blank)	16/06/2016	(blank)	02/06/2016	(blank)
IT Strategy and Action Plan	Ian Knowles	As per CLT Min 33/15	-	-	-	28/07/2016	-	-	-
Member Training update	Alan Robinson	To present an update on the Member development programme	-	-	08/11/2016	-	-	-	-
MTFP	Tracey Bircumshaw	To present the Medium Term Financial Plan	-	06/03/2017	-	09/02/2017	-	-	-
Policy Review - Travel Policy	Emma Redwood	To review, update and agree the Travel Policy	-	-	-	16/06/2016	-	02/06/2016	-
progress and Delivery - projects and Services - Period 4	Ian Knowles	monitoring report to present progress made as at the end of the financial year	28/06/2016	-	-	12/05/2016	-	-	07/06/2016
Annual Audit Letter	Tracey Bircumshaw	To present the Annual Audit Letter - KPMG External Audit	-	-	08/11/2016	-	-	-	-
Internal Audit Annual Report	Ian Knowles	To present the Internal Audit Annual Report for 2015-16	-	-	21/06/2016	-	-	-	-
reccomedations from the SWW Working Group	Mark Sturgess	to bring together the conclusions of the work undertaken by the Group and to consider their recommendations on how the council and partner agencies can better work together  please note timescale for report may	01/09/2016	-	-	-	-	-	13/09/2016

		change. group as yet have not agreed its timescales (15/9/15 kjc)							
Commercial Business Case (CP1 004)	Penny Sharp	To determine whether to invest in a commercial project (CP1 004)	-	-	-	16/06/2016	-	-	-
Carbon Management Plan	Karen Lond	For Members to endorse and adopt the new Carbon Management Plan	-	-	-	28/07/2016	-	-	19/07/2016
Health and Safety Report	Kim Leith	To provide all throughout the Authority with information how health and safety is developing	-	-	-	28/07/2016	-	07/07/2016	-
Annual feedback report 2015 to 2016	Lyn Marlow	To provide members with analysis of the Compliments, complaints and comments for 2015/16	-	-	26/07/2016	-	-	-	-
Members Allowances	Alan Robinson	Discussion item to inform the work of the Independent Remuneration Panel prior to their recommendations to Council	-	-	15/09/2016	-	-	-	-
AGS 14/15 Monitoring Report period 3	James O'Shaughnessy	to present monitoring information to assess progress against the agreed action plan as at the end of period 3	-	-	26/07/2016	-	-	-	-
attendance by careers service	Ian Knowles	attendance by the 3rd public body selected for scrutiny (topic tbc) this will be agencies relating to youth unemployment (tbc)	28/06/2016	-	-	-	-	-	-
Gateway Riverside LDO Adoption	Eve Fawcett-Moralee	Following consultation, the Gateway Riverside LDO will need to be considered by the Prosperous Communities again for adoption	-	-	-	-	-	-	19/07/2016
Food & Health & Safety Plan 2016-17	Lesley Beevers	To present the Food & Health & Safety Plan 2016-17	-	-	-	-	09/06/2016	-	-
Progress & Delivery Period 1	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 1	01/09/2016	-	-	28/07/2016	-	-	19/07/2016
Complaints, Comments and Compliments	Lyn Marlow	To present the annual report of feedback received	-	-	26/07/2016	-	-	-	-
Annual Fraud Report	Angela Matthews	To present the Annual Report on Fraud statistics on 2015-16	-	-	26/07/2016	-	-	-	-
Whistleblowing Annual Report	Alan Robinson	To present the report on the effectiveness of the whistleblowing policy and the number of incidents in which the policy had been used over 2015-16	-	-	26/07/2016	-	-	-	-
Internal Audit Plan Q1	Ian Knowles	To present progress against the agreed Internal Audit Plan Quarter 1	-	-	26/07/2016	-	-	-	-
Quickline Monitoring Q1	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed business loan at the end of Quarter 1	-	-	26/07/2016	-	-	-	-
Annual Treasury Management	Tracey Bircumshaw	Annual report on the Treasury Management Service and actual prudential indicators 2015-16	-	-	-	28/07/2016	-	-	-
Treasury Management Monitoring Q1	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 1	-	-	-	28/07/2016	-	-	-

AGS 15/16 Monitoring Report Q1	James O'Shaughnessy	To assess progress against the agreed AGS action plan at the end of quarter 1	-	-	08/11/2016	-	-	-	-
ISA 260	Tracey Bircumshaw	For KPMG (External Auditor) to present their report in relation to the Statement of Accounts for 2015-16	-	-	15/09/2016	-	-	-	-
Progress and Delivery Period 2	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 2	15/11/2016	-	-	27/10/2016	-	-	25/10/2016
Budget Monitoring Q1	Tracey Bircumshaw	To present budget monitoring information as at the end of period 1	-	-	-	28/07/2016	-	-	-
Budget Monitoring Q2	Tracey Bircumshaw	To present budget monitoring information as at the end of period 2	-	-	-	27/10/2016	-	-	-
Treasury Management Q2	Tracey Bircumshaw	To present the Treasury Management monitoring report for quarter 2	-	-	-	27/10/2016	-	-	-
Internal Audit Plan Q2	Ian Knowles	To present progress against the agreed internal audit plan up until the end of period 2	-	-	08/11/2016	-	-	-	-
Quickline Monitoring Report Q2	Tracey Bircumshaw	Exempt monitoring report assessing progress against the agreed business loan	-	-	08/11/2016	-	-	-	-
Fees and Charges 2017-18	Tracey Bircumshaw	To present the proposed fees and charges for 2017-18	-	-	-	15/12/2016	-	-	06/12/2016
Collection Fund Surplus and Council Tax Base	Tracey Bircumshaw	To present the declaration of estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2017 and to set out the Council Tax Base calculation for 2017-18	-	23/01/2017	-	12/01/2017	-	-	-
Local Council Tax Support Scheme	Alison McCulloch	To agree the Local Council Tax Support Scheme for WLDC for 2017-18	-	23/01/2017	-	15/12/2016	-	-	-
NNDR Write Offs	Alison McCulloch	Exempt report to present irrecoverable NNDR accounts and Benefits overpayments for write off	-	-	-	15/12/2016	-	-	-
Treasury Management Draft Strategy	Tracey Bircumshaw	To present the draft strategy for scrutiny purposes	-	-	17/01/2017	-	-	-	-
Internal Audit Plan Q3	Ian Knowles	To present progress against the agreed internal audit plan up until the end of period 3	-	-	17/01/2017	-	-	-	-
Quickline Monitoring Q3	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed business loan	-	-	17/01/2017	-	-	-	-
Corporate Plan	Manjeet Gill	To present the refreshed Corporate Plan	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
Members' Allowance Scheme	Alan Robinson	To consider the Remuneration Panel's recommendation for the 2017-18 allowance scheme	-	23/01/2017	-	-	-	-	-

Progress and Delivery Q3	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3	21/02/2017	-	-	09/02/2017	-	-	31/01/2017
Revenue Base Budgets 2017-18	Tracey Bircumshaw	To present the proposed revenue base budgets for 2017-18	-	06/03/2017	-	09/02/2017	-	-	31/01/2017
Budget and Treasury Management Q3	Tracey Bircumshaw	To present the Budget and Treasury Management monitoring report for period 3	-	06/03/2017	-	09/02/2017	-	-	-
Certification of Grants and Claims	Tracey Bircumshaw	For External Audit to present the Certification of Grants and Claims	-	-	14/03/2017	-	-	-	-
Combined Assurance Report 2016/17	James O'Shaughnessy	To present the Combined Assurance Report	-	-	14/03/2017	-	-	-	-
Budget and Treasury Management Monitoring Q4	Tracey Bircumshaw	To present budget monitoring and Treasury Management information as at the end of period 4 and the outturn position	-	-	-	13/04/2017	-	-	-
Progress and Delivery Q4	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4	23/05/2017	-	-	13/04/2017	-	-	02/05/2017
Quickline Monitoring Q4	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed loan as the end of period 4	-	-	18/04/2017	-	-	-	-
Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution	-	08/05/2017	18/04/2017	-	-	-	-
Presentation by Simon Outen	Katie Coughlan	to provide verbal six month update on crime in West Lindsey	01/09/2016	-	-	-	-	-	-
		to receive a 6month verbal update on Crime across the District	21/02/2017	-	-	-	-	-	-
C and i oPERATING METHODOLOGY 16/17	Ian Knowles	To agree the Operating Methodology for 16/17	28/06/2016	-	-	-	-	-	-
C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report	04/04/2017	-	-	-	-	-	-
democracy group 6m update report	Nicola Calver	to provide an update on the ongoing work of the Group	01/09/2016	-	-	-	-	-	-
development management improvement plan	Oliver Fytche-Taylor	to provide committee with the second report on progress achieved in respect of the agreed development management improvement plan.  extract from mins of c and I cttee 23/5/16 Development Management – Outcomes of the Peer Review: - members requested that a report on this subject be brought forward. It was noted however that the development management improvement plan was overseen by this Committee and was next due to be submitted in October 2106. It was therefore suggested that Officers could be requested to extend this report to include	11/10/2016	-	-	-	-	-	-

		<p>within it: -</p> <ul style="list-style-type: none"> <li>• Peer Review Outcomes</li> <li>• S106 arrangements and move to CIL payments</li> <li>• Enforcement</li> <li>• A General Update on the Service; and</li> <li>• Local Plan Progress</li> </ul>							
<b>Strategic Risks - 6 month Update</b>	<b>James O'Shaughnessy</b>	to present the 6 month update	-	-	08/11/2016	-	-	-	-
		to present the 6 monthly update	-	-	18/04/2017	-	-	-	-
<b>6 month selective licensing progress update report</b>	<b>Andy Gray</b>	to update cttee on how the first six months of the scheme is progressing	-	-	-	-	-	-	31/01/2017
<b>Second Homes Tax</b>	<b>Alan Robinson</b>	<ul style="list-style-type: none"> <li>• Rural Transport: there was a discussion around Call Connect being funded from the second homes bonus, it was decided we need to consider for budget setting next year whether we continue to collect the second homes tax - please take a paper to GCLT and onto P&amp;R in July for a delegated decision – please put this on the forward plan</li> </ul>	-	-	-	28/07/2016	-	-	-
<b>Four Year Agreement</b>	<b>Ian Knowles</b>	<p>The MTFP made reference to being based on the assumption of a four year deal but did not at that time seek explicit agreement. We had been waiting for further guidance on what was intended by an 'efficiency plan' and this communication makes it clear that there is to be no further guidance.</p> <p>Whilst a four year agreement would provide some level of certainty it is by no means a guarantee and it will be helpful to be able to review over the next couple of months the implications of NHB and NNDR reviews.</p> <p>This communication also makes clear that it only relates to the RSG, Rural Service Delivery Grant and Transitional Grant but does indicate that the top-up and tariffs will be fixed too. These are helpful clarifications as is the fact that the 'new burdens' commitment will continue.</p> <p>It would be my intention to bring a paper to CLT in May and take through committee and Council in June and July to agree whether or not we wish to take up the offer of a four year</p>	-	04/07/2016	-	-	-	-	-

		agreement.							
Commercial Property Portfolio	Penny Sharp	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.	-	-	-	15/06/2017	-	-	-
revised youth unemployment paper and proposed q's	James O'Shaughnessy	report will set out revised set of agencies to be invited and a set of proposed questions to ask of the careers service.  minutes from 5/4/16 relate	23/05/2016	-	-	-	-	-	-
IT Desktop Refresh	Ian Knowles	To set out to Members an approach to refresh the IT desktop	-	-	-	28/07/2016	-	-	-
Proposed charges for Market Rasen car parks	Sarah Troman	Provisional item in anticipation of public objections to introduction of charges in Market Rasen car parks. Objections to be heard by Members	-	-	-	28/07/2016	-	-	19/07/2016
Agree Neighbourhood Plans x 2	Luke Brown	to present examined neighbourhood plans for adoption by council	-	05/09/2016	-	-	-	-	07/06/2016
Presentation by AGE UK	Katie Coughlan	to receive a presentation from representatives	-	-	-	-	-	-	13/09/2016
DBS Policy	Emma Redwood	to present a DBS Policy for adoption	-	-	-	16/06/2016	-	02/06/2016	-
absence Monitoring Report - 6 month position	Emma Redwood	to present the absence figures for first 6 months of the 16/17 year	-	-	-	-	-	06/10/2016	-
Leisure Contract Reprocurement	Karen Whitfield	To agree leisure specification and basis of forthcoming procurement exercise and to recommend plans to P & R committee	-	-	-	22/09/2016	-	-	19/07/2016
West Lindsey TRading Company	Penny Sharp	Report to update members on the acquisition of a local company and seek approval for governance arrangements for a Group company structure	-	-	-	28/07/2016	-	-	-
Planning, Building Control & Land Charge IT System	Michelle Carrington	To gain approval to draw down the budget from the capital budget.	-	-	-	16/06/2016	-	-	-
Riseholme Neighbourhood Plan	Luke Brown	to seek approval to go to referendum	-	-	-	-	-	-	13/09/2016
Absence benchmarking data - 2015/16	Emma Redwood	To provide information for absence benchmarking data for 2015/16	-	-	-	-	-	07/07/2016	-



Safeguarding Policy 2016 - 2019	Michelle Howard	To present revised safeguarding policy incorporating new safeguarding duties and changes to legislation.  Policy incorporates 6 key chapters, bringing the whole safeguarding/vulnerable persons agenda under one policy area:  1. Children and Young People (including child sexual exploitation) 2. Adults at Risk 3. Domestic Abuse 4. Prevent 5. Hate Crime & Mate Crime 6. Governance, Training and Audit  Policy review also aligned with revision of disclosure and barring policy.	-	-	-	-	-	07/07/2016	19/07/2016
briefing paper of current crime issues	Michelle Howard	to advise Members on current issues and to prepare a set of questions to ask Simon Outen when he attends on 1 September	28/06/2016	-	-	-	-	-	-
briefing paper in advance on 2nd body to attend	James O'Shaughnessy	to receive briefing paper and start drafting questions ready for the 2nd public body on the theme of youth unemployment to attend (likely to be schools?)	28/06/2016	-	-	-	-	-	-
attendance by 2 public body	James O'Shaughnessy	tbc....September avoided as not ideal for schools / colleges etc	11/10/2016	-	-	-	-	-	-
Public Space Protection Order	Lesley Beever	to consider the implementation of a public space protection order at roses and marshalls sports ground for dogs	-	-	-	-	20/09/2016	-	-
Member Champions	Alan Robinson	To formalise the role of Member Champions for the Constitution	-	14/11/2016	15/09/2016	-	-	-	-
Narrative Statement and Unaudited Statement	Tracey Bircumshaw	For GCLT to comment on the Narrative Report prior to presentation G&A	-	-	21/06/2016	-	-	-	-
Draft Annual Governance Statement 2015/16	James O'Shaughnessy	To present to Members the Council's Draft AGS for 2015/16 with the final statement due to be presented on 26/07/16	-	-	21/06/2016	-	-	-	-
Gainsborough Market - Future Delivery	Eve Fawcett-Moralee	To determine the future delivery mechanism for Gainsborough Market.	-	-	-	-	-	-	13/09/2016
Review of Maternity Policy	Emma Redwood	To review the current Maternity Policy in line with legislation.	-	-	-	28/07/2016	-	07/07/2016	-
Introduce a Leaving the Authority Procedure	Emma Redwood	To introduce a new leaving the authority procedure that captures the processes we currently have and give clarity on responsibilities.	-	-	-	22/09/2016	-	08/09/2016	-

<b>Review the Paternity, Parental and Adoption Policy</b>	<b>Emma Redwood</b>	to review the current policies for Adoption, parental and paternity	-	-	-	22/09/2016	-	08/09/2016	-
<b>Introduce a Fixed Term Contract Procedure</b>	<b>Emma Redwood</b>	To introduce a fixed term contract procedure for the council	-	-	-	15/12/2016	-	24/11/2016	-
<b>Review the Bullying &amp; Harassment policy</b>	<b>Emma Redwood</b>	to review the Bullying & Harassment policy	-	-	-	10/11/2016	-	06/10/2016	-
<b>Review the Flexible Working Policy</b>	<b>Emma Redwood</b>	to review the flexible working policy	-	-	-	12/01/2017	-	24/11/2016	-
<b>Housing Assistance Policy Update</b>	<b>Andy Gray</b>	To provide members with an update on the Housing Assistance Policy	-	-	-	-	-	-	13/09/2016
<b>Introduction of Information Governance Policies</b>	<b>Steve Anderson</b>	To obtain approval for the introduction 3 new IG policy documents: 1. Legal Responsibilities Policy 2. Information Governance Policy 3. Information Sharing Policy	-	-	-	27/10/2016	-	08/09/2016	-
<b>Grand Total</b>									

Challenge and Improvement			
Active/Closed	Active		
Date	Title	Lead Officer	Purpose of the report
01/09/2016	Progress & Delivery Period 1	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 1
	Presentation by Simon Outen	Katie Coughlan	to provide verbal six month update on crime in West Lindsey
	attendance by PCC and Mark Housley	Michelle Howard	for the Police and Crime Commissioner and Mark Housley to be in attendance to answer a number of strategic and operational questions posed by the Committee
	to finalise the questions to be posed to schools	James O'Shaughnessy	To finalise the questions in advance of attendance by schools
11/10/2016	reccomedations from the SWW Working Group	Mark Sturgess	to bring together the conclusions of the work undertaken by the Group and to consider their recommendations on how the council and partner agencies can better work together  please note timescale for report may change. group as yet have not agreed its timescales (15/9/15 kjc)
	democracy group 6m update report	Nicola Calver	to provide an update on the ongoing work of the Group
	development management improvement plan	Oliver Fytche-Taylor	to provide committee with the second report on progress achieved in respect of the agreed development management improvement plan.  extract from mins of c and l cttee 23/5/16 Development Management – Outcomes of the Peer Review: - members requested that a report on this subject be brought forward. It was noted however that the development management improvement plan was overseen by this Committee and was next due to be submitted in October 2106. It was therefore suggested that Officers could be requested to extend this report to include within it: - <ul style="list-style-type: none"> <li>• Peer Review Outcomes</li> <li>• S106 arrangements and move to CIL payments</li> <li>• Enforcement</li> <li>• A General Update on the Service; and</li> <li>• Local Plan Progress</li> </ul>
	attendance by 2 public body - schools	James O'Shaughnessy	tbc....September avoided as not ideal for schools / colleges etc
15/11/2016	Progress and Delivery Period 2	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 2
21/02/2017	Progress and Delivery Q3	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3
	Presentation by Simon Outen	Katie Coughlan	to receive a 6month verbal update on Crime across the District
04/04/2017	C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report
23/05/2017	Progress and Delivery Q4	Ian Knowles	To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4

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