

**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 Improvement Committee**

**Tuesday, 3rd April, 2018 at 6.30 pm**

**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

Councillor Paul Howitt-Cowan (Chairman)  
Councillor Lewis Strange (Vice-Chairman)  
Councillor Mrs Angela White (Vice-Chairman)  
Councillor Bruce Allison  
Councillor David Bond  
Councillor Mrs Jessie Milne  
Councillor Malcolm Parish  
Councillor Roger Patterson  
Councillor Mrs Diana Rodgers  
Councillor Mrs Lesley Rollings  
Councillor Thomas Smith  
Councillor Mrs Anne Welburn

**1. Apologies for Absence****2. Minutes of the previous meeting**

- i) Meeting of the Challenge and Improvement Committee (PAGES 3 - 9)  
held on 20 February 2018

**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**

Matters arising schedule setting out current position of previously agreed actions as at Thursday 22 March, 2018

- i) Committee Matters Arising (PAGES 10 - 11)
- ii) Health Commission Review (VERBAL REPORT)

**5. Presentation Item - Lincolnshire Police**

Crime and Anti-Social Behaviour (six monthly update) – Verbal Report from Inspector Nigel Key from Lincolnshire Police

**6. Public Reports**

- i) C&I Annual Report (PAGES 12 - 21)

**7. General Work Items**

- i) Forward Plan (PAGES 22 - 26)
- ii) Committee Workplan (PAGE 27)

Mark Sturgess  
Head of Paid Service  
The Guildhall  
Gainsborough

Thursday, 22 March 2018

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 20 February 2018 commencing at 6.30 pm.

**Present:** Councillor Paul Howitt-Cowan (Chairman)  
Councillor Lewis Strange (Vice-Chairman)  
Councillor Mrs Angela White (Vice-Chairman)

Councillor David Bond  
Councillor Mrs Jessie Milne  
Councillor Roger Patterson  
Councillor Mrs Diana Rodgers  
Councillor Mrs Lesley Rollings  
Councillor Thomas Smith  
Councillor Mrs Anne Welburn

Councillor Michael Devine

**In Attendance:**

Ele Durrant	Democratic and Civic Officer
Andy Gray	Housing and Enforcement Manager
Michelle Howard	Wellbeing and Health Manager
Mark Sturgess	Executive Director of Operations and Head of Paid Service

**Apologies:** Councillor Bruce Allison  
Councillor Malcolm Parish

### 65 CHAIRMAN'S WELCOME

The Chairman commenced the meeting by welcoming all in the room including Officers and visiting Members. He also welcomed Mr Paul Woollam, Director for Customer Excellence, and Ms Hina Patel, Head of Customer Operations, of Acis Group Ltd who were invited to talk about working in partnership with West Lindsey District Council to meet housing needs across the District.

### 66 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 9 JANUARY 2018

**RESOLVED** that the minutes of the meeting held on 9 January 2018 be approved and signed as a correct record.

## **67 MEMBERS' DECLARATIONS OF INTEREST**

Councillor J. Milne declared that she sat as a representative for West Lindsey District Council with Acis Group Ltd although as she had not been called upon to attend any meetings in a number of months, she explained she was unsure whether this role continued to be active.

## **68 MATTERS ARISING SCHEDULE**

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 12 February 2018.

The Democratic and Civic Officer advised Members that there were no amber items to consider and all outstanding items were within agreed time scales.

**RESOLVED** that the Matters Arising Schedule as at 12 February 2018 be received and noted.

## **69 PRESENTATION ITEM - ACIS GROUP LTD & WLDC PARTNERSHIP WORKING**

The Committee welcomed Mr Paul Woollam, Director for Customer Excellence, and Ms Hina Patel, Head of Customer Operations, of Acis Group Ltd. Mr Woollam explained to Members that as he had been provided with their questions in advance of the meeting, he would answer these and any other queries Members wished to raise.

Mr Woollam explained that Acis Group Ltd were keen to continue developing the working partnership with West Lindsey District Council and that the approval of housing schemes in Japan Road and Wilson Street would significantly further this working relationship. He stated that Acis Group Ltd had been a respondent in the recent housing consultation and that the focus was to work together on a localised basis.

Members enquired about the housing options at either end of the age spectrum in relation to accessible housing for young professionals and also for older people. It was explained that for young professionals the rents charged by Acis Group Ltd were competitive and set within the Government guidance but it was acknowledged that there could be ways for WLDC and Acis Group Ltd to look at the allocation of housing to make it easier for them to access. With regards to housing for older people, Mr Woollam explained there were several new developments in progress including the recently approved Wilson Street and Japan Road plans as well as a provision for over 55's accommodation in Saxilby. He added that there were sites around the District where Acis had bungalows for older people but that demand for site-based management schemes, such as warden supervised accommodation, was limited within West Lindsey. It was highlighted that there were other initiatives in place, working with community groups and with be-friending services.

Ms Hina Patel addressed the Committee to explain that the focus for Acis Group Ltd was not just bricks and mortar but that they tried to focus on the individuals accessing their housing. She advised that where necessary, Acis would refer individuals to third party support agencies but that each tenant had a tenancy support service available to them in the first 10

weeks of their tenancy. This would be used to identify any additional needs of the tenant and to resolve any initial issues with the tenancy before matters escalated. She explained that Acis had linked with Gainsborough College to provide opportunities for students to work on the houses, gain skills and lead to employment and there were also neighbourhood support schemes in place.

In response to a question about eviction rates, Ms Patel explained that the Group worked very closely with individuals at risk of eviction and that it was only ever the last option. She stated that evictions were usually as a result of rent arrears with an average debt of £2500 per tenancy.

A Member of Committee enquired about the upkeep of Acis Group Ltd properties and emphasised how important it was for properties to be kept in a good state of repair. Mr Woollam explained there was a rolling programme of maintenance and repair with priority work being allocated according to need rather than location. Ms Patel also explained that the repairs service was again being provided by Acis Group Ltd after a period of using external providers and that although there had been challenges previously these had been resolved. She stated there was an average turnaround of 20 to 25 days for a property to be re-let once it had been vacated but for those properties that may require more extensive work, this was aimed to be completed within five to 12 weeks. Members of Committee agreed on the importance of asset management and there was discussion about alternative options to maximise opportunities for successful lettings.

Members had raised concerns about the move to universal credits for residents across the District and both Mr Woollam and Ms Patel assured Members that there were provisions in place to account for difficulties their tenants might face. There had been structured communication to all tenants and training provided to staff. It was explained that the business plan had been re-worked in anticipation of possible rent arrears and the company had moved to any time direct debits to allow tenants to pay on flexible dates. A Member of Committee provided all present with a reference to the difficulties faced by other areas where the move to universal credits had left recipients struggling for weeks with limited or no support. It was requested that the Acis Group Ltd learn from the experiences elsewhere and supported their tenants to avoid the same difficulties arising in West Lindsey. The concerns around universal credits were acknowledged and further assurance was given about preparations to minimise the impact on residents and also to ensure inter-agency working to support all those affected by the changes.

There was further discussion around ways of involving tenants to help create a sense of community and also opportunities for development for the Acis Group Ltd. Members were keen for Acis to be involved in helping to regenerate areas of the District by providing high quality rental opportunities and well maintained properties. As discussions drew to a close, Mr Woollam reminded Members of the invitation for them to meet Mr Greg Bacon, CEO of Acis Group Ltd, at an afternoon event on 28 February 2018. He reiterated that all Councillors were welcome and there would be further opportunity to discuss any comments or suggestions at that event.

The Chairman thanked both Mr Woollam and Ms Patel for their time and detailed answers. He wished them and Acis Group Ltd well for future projects.

## **70 PROGRESS AND DELIVERY - PERIOD 3 MONITORING REPORT**

The Head of Paid Service introduced the Progress and Delivery report for period three and explained it had already been seen by the two policy committees – Corporate Policy and Resources and Prosperous Communities. The minutes from the Prosperous Communities Committee had been shared with Members previously and the minute of the item from Corporate Policy and Resources was tabled for Members at Committee. He informed Members that they were asked to consider the comments from both policy committees and to ensure there had been appropriate challenge to the report.

There was significant discussion as to whether both the Prosperous Communities Committee and the Corporate Policy and Resources Committee had raised appropriate challenge. It was noted that there seemed to be a trend through the Progress and Delivery reports that the areas of enforcement and complaint handling remained weak and Members felt that, based on the minutes provided, neither committee appeared to have questioned this.

It was noted that Andy Gray, Housing and Enforcement Manager, was at the meeting to present a report for pre-scrutiny on the Planning Enforcement Policy however Members commented that they had not received any details regarding the issues with complaint handling. It was requested that the recently appointed Customer Experience Officer be asked to attend a meeting of the Challenge and Improvement Committee to provide Members with a picture of the current situation for complaints handling. It was requested that the matter be revisited after a period of six months to demonstrate any progress made. It was agreed this would be added to the work plan for the Committee.

There was further discussion around the difficulties faced by the enforcement team and, whilst it was recognised that some questions may be answered by the Housing and Enforcement Manager's report later in the meeting, Members requested that they be given a benchmark for enforcement in a similar way to the issues with complaints handling. It was suggested that further Progress and Delivery reports could be built around such requests for benchmark figures to offer further clarity to Members.

There was significant discussion around the introduction of charges for green waste collections across the District, specifically in relation to complaints raised with Councillors by their constituents. A Member of Committee suggested that the Challenge and Improvement Committee scrutinise the impact of the scheme within the first year of implementation to assess whether there had been any noticeable increase in activities such as fly-tipping or contaminated recycling bins. It was agreed this could be added to the work plan for the Committee.

A Member of Committee noted the repeat of positive comments about the Trinity Arts Centre and also the success of CCTV cameras in helping to reduce anti-social behaviour. The Housing and Enforcement Manager confirmed that this appeared to be the case and that although evidence was anecdotal at this point, there had been instances where the CCTV footage had assisted in managing anti-social behaviour.

Discussion continued regarding the content of the Progress and Delivery report and the actions to be agreed for Committee. After further consideration it was:

**RESOLVED** that the areas specified within the Progress and Delivery report as being 'areas of risk', such as enforcement and customer satisfaction (complaints handling), be open to further scrutiny by the Challenge and Improvement Committee and specific reports be brought to future meetings of the Committee on progress towards delivery improvements in these areas.

## **71 PRE-SCRUTINY ITEM: PLANNING ENFORCEMENT POLICY**

Members gave consideration to a report regarding the Local Enforcement Plan (previously known as Planning Enforcement Policy). This was an item selected by Committee for pre-scrutiny and as such, had not yet been passed by the Prosperous Communities Committee. The Chairman commented to Members that this allowed the opportunity for the policy to be refined according to their scrutiny prior to submission to the subsequent committee.

The Housing and Enforcement Manager provided Members with an overview to the Local Enforcement Plan and explained it was designed to set out the approach to be taken when dealing with planning enforcement matters. The report also provided information in response to the development management audit report completed in September 2017, within which the planning enforcement service received limited assurance.

The Chairman enquired of the Housing and Enforcement Manager how he intended to ensure that planning conditions were realistic and enforceable in order to avoid instances of dissatisfaction if conditions were breached but nothing done to enforce them. The Housing and Enforcement Manager explained that he would be working closely with the Planning and Development Manager and that they realised there were problems with enforcing some of the older conditions. He explained that they would look at possibly standardising the wording of conditions whilst keeping them specific to the planning application but it was also necessary to use common sense, for example if a condition stated no work after 5pm it was reasonable to expect loud site work to be completed by this time but quieter work such as inside decorating would not be considered a nuisance. He also clarified that in the case of older conditions, the enforcement team would liaise with the original consultee (for example Highways Agency) to assess relevance under current circumstances.

The Chairman also asked what would be put in place for the team to measure their success or otherwise. The Housing and Enforcement Manager stated that he was aware that the team needed to be clear in their feedback to enforcement enquiries and also communicate their enforcement successes in order to highlight with the public that their concerns were listened to. He stated that the timescales for acknowledging and responding to concerns needed to be tightened up and this was easily recorded to demonstrate improvements. He also explained that he was working with the Customer Experience Officer in relation to enforcement complaints and relevant timescales for resolution.

A Member of the Committee who had been concerned about the performance of the enforcement team during the discussions about the Progress and Delivery report noted that there was more reassurance from the points being raised with the Housing and Enforcement Manager but highlighted that it was essential to improve communication with all who raised an issue, even if it was to advise of how long it would take to look at their concerns.

It was noted that it was important to be consistent and ensure that all planning conditions

served a purpose. The Housing and Enforcement Manager agreed this was the case and also confirmed that they look at the impact of a concern on the community as much as the alleged breach. For example, a low impact issue could be a larger consideration if it affected an increased number of residents.

The Chairman summarised that following discussions, the Committee would like to see the Local Enforcement Plan provide more clarity on what measures of success would be put in place and how conditions would be better managed between the Planning Department and the Enforcement Team.

With this agreed it was

**RESOLVED** that:

- a) the responses given in regards to the planning enforcement audit be noted; and
- b) pre-scrutiny comments regarding measuring the enforcement successes and planning conditions be included in the Local Enforcement Plan for consideration by the Prosperous Communities Committee.

## **72 FORWARD PLAN**

The Democratic and Civic Officer presented a report setting out the items of business due to be considered through the committee system. It was noted that it had already been requested that an item regarding the new customer feedback process was brought to Committee to provide a benchmark against which the anticipated improvements in complaint handling could be measured. It was agreed this would be added to the committee workplan. There was considerable discussion regarding the events plan for the Gainsborough Market however it was agreed that as this issue had been through Challenge and Improvement Committee already, it was not prudent to request further scrutiny. It was confirmed that the Challenge and Improvement Committee would be kept updated on decisions made by the Prosperous Communities Committee.

Members identified areas that they would like to be considered by the Challenge and Improvement Committee, such as sports development within the District, and it was agreed that such items could be considered for inclusion in the workplan for the coming Civic Year.

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

## **73 COMMITTEE WORKPLAN**

The Work Plan for the business of the Challenge and Improvement Committee was presented. It was noted that there had been significant discussion within the meeting about requests for further items on the work plan.

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

The meeting concluded at 9.00 pm.



Chairman

## Challenge and Improvement Cttee Matters Arising Schedule

### Purpose:

To consider progress on the matters arising from previous Challenge and Improvement Committee meetings.

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

### Matters Arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
<b>Black</b>					
	<b>P&amp;D Working Group</b>	To arrange the first meeting of the P&D Working Group (as agreed C&I Cttee 14/11/17)	<b>Members: Cllrs Bond, Milne &amp; Rollings</b> <b>UPDATE: Email invitation sent for meeting to be held 14 March at 3pm. Pending responses.</b> <b>UPDATE: Meeting confirmed 14 March 3pm - 5pm. All attendees confirmed.</b>	01/05/18	Mark Sturgess
	<b>Concerns to be shared w/ Lincs. Safety Partnership</b>	Concerns about housing issues for those released from prison to be shared with the Lincolnshire Safety Partnership. Cllr S Bibb undertook to do this.	<b>Extract from minutes of C&amp;I Cttee 09/01/2018: "With regards to those who had been released from prison, it was acknowledged that there were often difficulties such as not having an address to return to or prison services not notifying housing services of the individual being released. ... Councillor Bibb explained that the matter had also been discussed at the Lincolnshire Safety Partnership and she agreed to take forward the concerns of the Committee about lack of information on prison releases back to the Lincolnshire Safety Partnership."</b> <b>UPDATE: Discussed with Cllr Bibb</b>	06/04/18	Ele Durrant
<b>Green</b>					
	<b>Improvement to street scene across the district</b>	Work item requested by C&I cttee. Extract of mins 09/01/2018: "A Member of Committee enquired about whether there was any scope to look at aspects of towns and villages that incorporated such things as public artwork or fountains. It was suggested that these could be looked at as street furniture or as part of the overall street scene... [it was suggested that] ... it might be	<b>Date extended for consideration in 2018/19 committee work plan</b>	01/06/18	Mark Sturgess

		possible to undertake a separate piece of work to look specifically at grants available for improvement of area through public artwork or installations. It was requested that this be noted as a future work point."			
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# Agenda Item 6a



**Challenge and Improvement  
Committee**

**3 April 2018**

**Subject: Draft Annual Report from the Challenge and Improvement  
Committee 2017/18**

Report by:

Mark Sturgess  
Head of Paid Service

Contact Officer:

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Committee  
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Purpose / Summary:

To present the draft Annual Report for Members' comment and agreement prior to submission to Annual Council.

## **RECOMMENDATION(S):**

- 1) That Members consider and comment on the content of the draft annual report;**
- 2) That Members support this Annual Report being submitted to Annual Council**
- 3) That any comments made through the course of debate be further considered by the Head of Paid Service and Chairman of the Committee prior to the finalised report being submitted to Annual Council in May 2018.**

## IMPLICATIONS

**Legal:**

The Chairman of the Committee is required constitutionally (Part 1 Page 17 paragraph 7.6) to submit an annual report to Council on the work his Committee has undertaken.

**Financial:**

None arising directly from this report

**Staffing:**

None arising directly from this report

**Equality and Diversity including Human Rights:**

N/A

**Risk Assessment:**

N/A

**Climate Related Risks and Opportunities :**

N/A

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

Agendas and Minutes arising from the meetings of the Challenge and Improvement Committee held during 2016/17 located on the website

**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. Introduction and Context**

- 1.1 The Chairman of the Committee is required constitutionally (Part II, Article 7, page 17, paragraph 7.6) to submit an annual report to Council on the work his Committee has undertaken over the previous year and the proposed work plan for the coming year. This report must include an update of any operating methodology put in place.
- 1.2 The Chairman's Annual Report is set out below.

## **2. Chairman's Annual Report**

- 2.1 Within the Challenge and Improvement Committee we understand that our emphasis should be on making a positive contribution to the development of policy and to be active in scrutinising the decisions made through the policy committees in an open and transparent manner. Colleagues will be aware there have been some major programmes of work undertaken across the District in the past year and I am confident that the involvement of the Challenge and Improvement Committee in some of these decisions has been a positive influence.
- 2.2 The Committee this year has been involved in both outward facing projects, such as the Public Realm Working Group, as well as more introspective work such as the reconvening of the Progress and Delivery Working Group. To this end we attended the highly recommended Scrutiny training, run by our external auditors KPMG, with the aim of enhancing our functionality and finding our collective 'roar'. The success of this training will be measured through the coming months but I am pleased to say we found significant benefit from the two hour session and we look forward to continuing to grow as a Committee together.
- 2.3 Our activity over the past year has been varied and wide-reaching, with a number of external visitors also attending to assist the Committee in ensuring that the interests of local people are enhanced by collaborative working. Set out below is a summary of the activities we have been involved in:
  - Continued work of the Progress and Delivery Working Group
  - Establishment of the Public Realm Working Group
  - Items selected for pre-scrutiny to assist in policy development
  - Conclusion of C&I's study into youth unemployment and support for the re-focus of the West Lindsey employment and skills partnership.
  - Ongoing progress of the Health Commission
  - Continued involvement in the work arising from the South West Ward Working Group
  - Continued programme of public body scrutiny including the working partnership between West Lindsey District Council and Acis Group Ltd in view of:

- Significant focus on the Housing Strategy and Homelessness Service through pre-scrutiny and involvement as a consultee.
- 3. Review of Operating Methodology** – as agreed in previous years this review has become an annual requirement for C&I. In June 2017 the Committee approved the methodology for 2017/18 which remained largely the same as in previous municipal years.
- 3.1 The Committee accepted there had been minor revisions to ensure C&I continue to achieve four main objectives, those being:
- To be able to scrutinise poor performance wherever it might be occurring within the Council – either a service or a project.
  - To be able to call reports into the Committee for pre-decision scrutiny.
  - To exercise part of the Council’s role as “community leader” by scrutinising the work of other organisations or agencies which deliver services to the people of the District.
  - To act as a scrutinising committee for those decisions which have been taken by a policy committee and have been “called in” by members in accordance with the procedure outlined in the Council’s Constitution.
- 3.2 The Committee agreed with the proposal to commission external expertise to assist the Committee in becoming more effective and to take advantage of national best practice for scrutiny and overview. A development session took place in February 2018, facilitated by the external auditors for West Lindsey. Members agreed this was an informative and thought-provoking session with plenty of guidance for the continued improvement of the Committee.
- 4. Provision of Scrutiny Training by KPMG** – At the beginning of the Civic Year, C&I requested for some externally led training to be provided regarding best practice for scrutiny bodies in order to maximise the committee’s effectiveness.
- 4.1 The training took place in February 2018 and was both useful and thought provoking, asking questions not just of ourselves but our colleagues as well. Having also studied the APSE Scrutiny Report of August 2017, we were encouraged to really explore the role and purpose of scrutiny and to consider how we might make improvements to our own practice.
- 4.2 The session was attended not just by C&I Members but also those from other Committees and it was agreed by all that the focus provided by the session would be carried onward to influence new practices and build on

previous successes of the committee as we move forward into the new Civic Year.

**5. Establishment of the Public Realm Working Group** – In response to issues highlighted across the District in relation to matters such as maintenance of footpaths, cycleways and grass verges, C&I established the Public Realm Working Group in the summer of 2017. The group had a core membership of Councillors A. White (Chairman of the Group), A. Welburn, T. Smith, C. Strange, J. Milne, B. Allison and M. Parish. It was agreed other Members could attend as may be appropriate according to the focus of the group at any given meeting.

5.1 The terms of reference stated the purpose of the group as:

*“To investigate the efficiency and effectiveness of the services (both those provided by West Lindsey and others) which impact upon the public realm in the District and make recommendations to the Prosperous Communities Committee on any improvements which have been identified as being necessary.”*

5.2 The group agreed that the scope of work would consist of the following themes:

- Street Scene (*highways, streetlights, street cleaning*)
- Rights of Way (*footpaths, cycle paths*)
- Rural Environment (*green spaces, waterways*)
- Environmental Crime (*fly tipping, littering, dog fouling*)
- Rural Crime (*agricultural crime, wildlife crime, ASB/burglary*)

5.3 To better understand the issues faced across the District, a comprehensive survey has been developed for completion by Parish and Town Councils. The survey will be open over a period of several weeks in order to maximise response rates and to allow each Council time to discuss at their respective council meetings.

5.4 The working group has agreed to meet prior to each C&I meeting. Representatives from the key organisations involved in maintaining the public realm (for example the Environment Agency, Lincolnshire County Council or Parish & Town Councils) will be invited to attend a meeting of the working group in order to discuss issues as highlighted in the survey responses.

5.5 Once the project is completed, there will be a detailed Public Realm Report which will explore current issues impacting public realm and how organisations are working to tackle these issues and make improvements. The report will be approved by C&I with recommendations to the Prosperous Communities Committee for any possible improvements or projects that could be delivered to enhance the public realm.



- 5.6 The next interim report is due to be seen at C&I in May 2018 with the final report due to be completed for C&I in November 2018.
- 6. Continued work of the Progress and Delivery Working Group – C&I** looked to continue the previously established Progress and Delivery Working Group. Following a change of membership, this group for 17/18 comprises Councillors D. Bond, J. Milne and L. Rollings.
- 6.1 The remit of the group is to review the effectiveness and usefulness of the current measures used to examine the progress of West Lindsey District Council. This must be measurable against the aims and objectives of the Corporate Plan and reporting methods should provide Members the information they need to be able to assure themselves, and therefore the public, that performance across the council is being appropriately managed.
- 6.2 The review of progress and delivery must be robust and C&I have agreed this should take place annually. This will ensure reporting remains relevant and issues or concerns can be addressed as they emerge. Work towards the 2018/19 monitoring cycle is continuing and will be incorporated into the reporting structure.
- 7. Continued involvement in the work arising from the South West Ward Working Group –** Following the work undertaken by the South West Ward Working Group in 2016/17, C&I has continued to receive updates throughout 2017/18.
- 7.1 In May 2017 Committee heard of the emerging successes of the Selective Licensing Scheme and the focus in the area to help support vulnerable people and build a sense of community. Although the Working Group had closed by this point, C&I felt strongly the need to maintain a level of involvement and scrutiny over the development of the amelioration schemes.
- 7.2 By November 2017, the significant and growing connection with Benjamin Adlard School was emphasised and C&I was assured of the high quality work underway in the area to really tackle some of the ongoing anti-social behaviour. It was clear that there could be no ‘quick fix’ to address some of the presenting concerns however C&I were encouraged to hear that, not only had the work originating from the South West Ward become ‘business for usual’ within the council, but the approaches used in this area had been transferred to projects across the District with some real benefits being seen.
- 7.3 C&I acknowledged that there remained local concerns about anti-social behaviour and there would need to be long term involvement in order to ensure the continued regeneration of the area. C&I were assured, however, that efforts were continuing without the need for further

scrutiny. Committee agreed for a further update within 12 months of the last report (November 2017).

**8. Significant focus on the Housing Strategy and Homelessness Service** – C&I has been heavily involved this year in the council's development of the housing strategy and the implementation of the new homelessness service.

8.1 In September 2017 C&I were presented with the consultation for the housing strategy as a pre-scrutiny item. Committee offered a formal response to the consultation and this was included in the final paper to Prosperous Communities Committee.

8.2 Committee were joined in January 2018 by Michelle Howard, Wellbeing and Health Manager, and Mr Jonny Goldsmith, Operations Manager for P3 in Lincolnshire. The upcoming legislative changes were presented in detail and Committee made several enquiries about the provision for emergency housing as well as additional support services. It was clear from the presentation that West Lindsey works in close partnership with organisations such as P3 and Committee were satisfied with the level of input both from Officers in the council and outside agencies.

**9. Ongoing Progress of the Health Commission** – The establishment of the Joint Health Commission with the Prosperous Communities Committee was a success story of the previous Civic Year and this work has continued apace through 2017/18.

9.1 Through interactions across council departments and the emphasis brought by Members through Prosperous Communities Committee and C&I, considerations for Health and Wellbeing are becoming embedded within WLDC services. Examples are the role of health and wellbeing which are covered in the Central Lincolnshire Local Plan, Neighbourhood Plans, as well as the work regarding Green Spaces within the District, and the development of Leisure facilities.

9.2 Collaborative working between Members and Officers continues to be a driving force for the development of new strategies and focussed work streams. The support of the Health and Wellbeing Manager has been invaluable.

9.3 C&I continues to receive six monthly updates from the Health Commission, with the next report due at Committee in May 2018.

**10. Items selected for pre-scrutiny to assist in policy development** – As part of the Committee's remit for calling items for pre-scrutiny, C&I requested to hear from Officers on a number of matters. Housing has been covered as above, the involvement from Acis is detailed below.

- 10.1 Committee were advised in October 2017 about the planned commencement of the Community Infrastructure Levy (CIL). Although there was little influence C&I could have over the contents of CIL, as this was largely controlled by the Examiner, it was an excellent opportunity for the Committee to scrutinise the decision making behind choosing CIL and the impact it would have on the council and planning department. CIL has since been through the full committee process and is now in force.
- 10.2 As had been highlighted in the Progress and Delivery reports, there have been ongoing concerns about the performance of the enforcements team. With this in mind, C&I asked for the paper on Planning Enforcement Policy to be brought to Committee in February 2018 for pre-scrutiny. The background to the policy was explained in detail and whilst Committee were happy with the changes to service provision this would bring about, there were additional comments made to be added to the policy.
- 10.3 Committee requested to see more input on how the success, or otherwise, would be measured and communicated to relevant agencies. It was also requested that more detail was provided about cross-departmental working between the planning and enforcement teams. These amendments are to be made prior to the report being seen at Prosperous Communities Committee in March 2018.
- 11. Continued programme of public body scrutiny –** C&I has a strong background of collaborative scrutiny of public bodies and other agencies with whom the council works. This has continued throughout 2017/18 with Committee being joined by a number of colleagues also interested in hearing the views of our visitors.
- 11.1 In June 2017 we were joined by Inspector Nigel Key, of Lincolnshire Police, who provided us with a six month verbal update on crime and anti-social behaviour across the District. There were aspects of his data with which we were already familiar however there was some surprising data regarding rural crimes which was eye-opening. C&I were pleased to hear of the success of joint working initiatives between the police and West Lindsey and it was clear this approach could prove highly beneficial for all involved. Lincolnshire Police are due to join C&I again in April for a further six-month update.
- 11.2 In October, there was an in-depth presentation from Jenny Barnett, CEO of Citizens Advice West Lindsey, in relation to the work of the Citizens' Advice Bureau (CAB) across West Lindsey and nationally. C&I were particularly concerned about the impact of funding cuts for the CAB and how this impacted the provision of assistance for West Lindsey residents as well as the impact on those in rural areas with limited access to CAB offices. Ms Barnett was clear on the provision of out-reach services and was able to demonstrate situations where individuals had seen a real benefit from the CAB rural services. It was clear that the organisation was working hard to maximise its provision across the District and C&I

thanked Ms Barnett and her teams for their continued efforts.

- 11.3 February 2018 saw the Committee joined by Mr Paul Woollam, Director for Customer Excellence, and Ms Hina Patel, Head of Customer Operations, of Acis Group Ltd. This was in support of the recent focus on the housing strategy and homelessness service and also as a chance for C&I Committee to scrutinise the partnership working between Acis Group Ltd and West Lindsey District Council. Committee had highlighted areas of discussion prior to the meeting and discussions focussed around pre-identified questions.
- 11.4 It was clear from both Mr Woollam and Ms Patel that the Acis Group Ltd are committed to providing good quality, affordable housing across the District for people from all walks of life. C&I were satisfied to hear that, where there had previously been concerns about the maintenance of properties and the time they were left empty between tenancies, this was no longer a problem as Acis had brought the maintenance services back under their provision.
- 11.5 The partnership working between Acis and West Lindsey has gone from strength to strength and C&I were comforted by assurances that this will continue to develop with development plans in the pipeline.

## **12. Conclusion and Look Forward to Next Year**

*(Sections 12 and 13 to be completed ... )*

### **Public Body Scrutiny**

- 12.1 *At the Committee's last meeting of the 2017/18 Civic Year, Members gave consideration to areas they may wish to incorporate into their work plan for 2018/19 and agreed to a themed approach around .....*
- 12.2 *It has been agreed that the Committee takes a detailed look at the issue of ..... and adopts a structured, chronological approach. The Committee will in the first instance receive a presentation on this subject area, which will.....*
- 12.3 *To that extent it is proposed that a series of involved bodies are invited, starting with ..... through to .....*
- 12.4 *This approach is intended to .....*

## **13 Other Areas**

- 13.1 The Committee will oversee the introduction of the revised Performance and Delivery Monitoring Reporting and evaluate its effectiveness.

- 13.2 The Committee will continue to monitor progress in the South West Ward and the development of partnership arrangements.
- 13.4 The Committee will see the Public Realm work to a conclusion and formulate recommendations back to the Prosperous Communities Committee
- 13.4 The work of the Health Commission will continue with regular updates provided to the Committee.
- 13.5 The Committee will continue to respond to direct requests to undertake work made either by Council or the Policy Committees.
- 13.6 The Committee will continue to build on effective working relationships with Lincolnshire Police
- 13.7 The Committee will establish a programme of external visitors to attend throughout 2018/19

#### **14. Concluding Remarks**

*(To be completed by the Committee to Chairman)*

## Forward Plan for all Committees

### 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.

Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	JSCC	PC
Annual Health and Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety	-	-	-	14/06/18	31/05/18	-
Audited Statement of Accounts	Tracey Bircumshaw	The 2017/18 Statement of Accounts is presented for scrutiny and adoption.	-	-	24/07/18	-	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	To present the 6 monthly update	-	-	17/04/18	-	-	-
Unaudited Statement of Accounts	Tracey Bircumshaw	To present the unaudited accounts form comment ahead of the final sign off in July.	-	-	19/06/18	-	-	-
Annual Fraud Report	Tracey Bircumshaw	To review the number, type and results of investigations made by the Council during 2017/18	-	-	24/07/18	-	-	-
Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution	-	14/05/18	17/04/18	-	-	-
ISA 260 report	Tracey Bircumshaw	The purpose of the report is for our Auditor to present their Report to those charged with Governance (ISA 260 Report) in relation to the Statement of Accounts and Annual Governance Statement 2017/18	-	-	24/07/18	-	-	-
Gainsborough Growth Fund Review	Marina Di Salvatore	to present a Review of the GGF Scheme, its performance over the last 3 years and any recommendations going forward	-	-	-	10/05/18	-	30/01/18
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	19/06/18	-	-	-
Internal Audit Q4 Monitoring	Tracey Bircumshaw	To present the final quarter monitoring report	-	-	17/04/18	-	-	-
Accident Procedure	Emma Redwood	Provide information on Accident Procedure and support from JSCC	-	-	-	-	31/05/18	-
p and d - period 4	Mark Sturgess	to present the year end position for p and d	22/05/18	-	-	10/05/18	-	01/05/18
Period 4 Budget and Treasury Monitoring	Tracey Bircumshaw	To update members on forecast out-turn and to gain approval of new budgets and capital expenditure	-	-	-	14/06/18	-	-
Revised Housing Assistance Policy	Andy Gray	To put in place revised Housing Assistance Policy for member approval	-	-	-	10/05/18	-	01/05/18

<b>Health Commission Review</b>	<b>Michelle Howard</b>	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017. Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;	<b>22/05/18</b>	-	-	-	-	-	05/06/18
<b>AGS 16/17 Monitoring Report (Q3)</b>	<b>James O'Shaughnessy</b>	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2016/17	-	-	<b>17/04/18</b>	-	-	-	-
<b>Public Realm Task &amp; Finish Group</b>	<b>Grant White</b>	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.	<b>13/11/18</b>	-	-	-	-	-	04/12/18
<b>Monitoring of Sickness Absence April - Nov 2017</b>	<b>Emma Redwood</b>	To present an update on levels of sickness absence for WLDC for the period April - November 2017	-	-	-	-	-	29/03/18	-
<b>FEZ</b>	<b>Marina Di Salvatore</b>	TO BE CONFIRMED	-	-	-	-	-	-	05/06/18
<b>Gainsborough Marina - Final Approvals</b>	<b>Elaine Poon</b>	to determine whether to proceed in light of funding outcome	-	-	-	-	-	-	Being scoped
<b>Staff Engagement Group - Progress Update</b>	<b>Emma Redwood</b>	To update the JSCC on the progress of changes made as a result of the staff survey.	-	-	-	-	-	29/03/18	-
<b>Staff Engagement Group - Progress Update</b>	<b>Emma Redwood</b>	To update the JSCC on the progress of changes made as a result of the staff survey.	-	-	-	-	-	31/05/18	-
<b>Interim Report: Progress of the Public Realm W.G.</b>	<b>Grant White</b>	To provide an update to Committee on the progress to date on the public realm work programme.	<b>22/05/18</b>	-	-	-	-	-	-
<b>Review of Discipline at Work Procedure</b>	<b>Emma Redwood</b>	To review and update the discipline at work procedure	-	-	-	14/06/18	31/05/18	-	-
<b>Review of Career Break Scheme</b>	<b>Emma Redwood</b>	To review the Career Break Scheme	-	-	-	14/06/18	31/05/18	-	-
<b>Review of Equality Policy</b>	<b>Emma Redwood</b>	To review the Equality Policy	-	-	-	14/06/18	31/05/18	-	-
<b>Review of Recruitment &amp; Selection Policy</b>	<b>Emma Redwood</b>	Review of the recruitment and selection policy	-	-	-	26/07/18	05/07/18	-	-
<b>End of Year Absence Review 2017-18</b>	<b>Emma Redwood</b>	To review absence for 2017-18	-	-	-	-	31/05/18	-	-
<b>Information paper - national pay award</b>	<b>Emma Redwood</b>	To provide information on the national pay award	-	-	-	-	29/03/18	-	-

<b>Market Rasen Car Parking Charges - 12month Review</b>	<b>Eve Fawcett-Moralee</b>	to reviewing the car parking charges in Market Rasen to come into effect April 19. as resolved by Cttee in October 18	-	-	-	-	-	-	23/10/18
<b>Selective Licensing 12 month review</b>	<b>Andy Gray</b>	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017	-	-	-	-	-	-	23/10/18
<b>Future Communication Options</b>	<b>Julie Heath</b>	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017	-	-	-	-	-	-	01/05/18
<b>Gainsborough Green Corridor</b>	<b>Elaine Poon</b>	After the unsuccessful bid to ERDF for the Gainsborough Blue Green Corridor (including the marina) as DCLG is not supportive of a commercial marina, officers have packaged up the green elements of the bid and resubmitted it for the same funding. The outline application was submitted on 31/10/17 and officers have been invited to submit a full application. Additional funding required to carry out technical studies and match funding required.	-	-	-	10/05/18	-	-	01/05/18
<b>AGS 2017/18</b>	<b>James O'Shaughnessy</b>	Final review and approval of the AGS 2017/18 and Action Plan	-	-	24/07/18	-	-	-	-
<b>Draft AGS 2017/18</b>	<b>James O'Shaughnessy</b>	Present the draft AGS 2017/18 and action plan	-	-	19/06/18	-	-	-	-
<b>Voice of the Customer/Annual feedback report 17/18</b>	<b>Lyn Marlow</b>	Advise members on all customer interactions and feedback for 2017/18	-	-	19/06/18	-	-	-	-
<b>West Lindsey Commercial Loan Policy and Framework</b>	<b>Marina Di Salvatore</b>	to consider the viability of a Commercial Loan Policy and Framework that would allow the local authority to lend money to third party organisations	-	-	-	10/05/18	-	-	01/05/18
<b>Housing Act Civil Penalties Policy</b>	<b>Andy Gray</b>	To ask elected members to consider and approve a policy to enable the Council to issue civil penalties for Housing Act offences	-	-	-	-	-	-	01/05/18
<b>Data Protection Policy - GDPR Revision</b>	<b>Steve Anderson</b>	To request CP&R to approve and adopt a revised GDPR-compliant Data Protection Policy.	-	-	-	12/04/18	29/03/18	-	-
<b>Privacy Notice - GDPR Revision</b>	<b>Steve Anderson</b>	To request CP&R approve and adopt a revised GDPR-compliant Privacy Notice for general publication	-	-	-	12/04/18	29/03/18	-	-
<b>AGS 16/17 Monitoring Report (Q4)</b>	<b>James O'Shaughnessy</b>	To present to Members details of progress against the actions contained in the AGS 16/17 Action Plan	-	-	24/07/18	-	-	-	-
<b>Internal Audit Report</b>	<b>Tracey Bircumshaw</b>	This report gives the Head of Internal Audit's opinion on the adequacy of the Council's, governance, risk and control environment and the delivery of the Internal Audit Plan for 2017/18	-	-	19/06/18	-	-	-	-



<b>Discretionary Housing Payments Policy Review</b>	<b>Angela Matthews</b>	To review and accept the updated WLDC Discretionary Housing Payments policy	-	-	-	10/05/18	-	-
<b>Annual Review of Whistleblowing Policy</b>	<b>Alan Robinson</b>	Annual review of whistleblowing.	-	-	24/07/18	-	-	-
<b>Periodic Review of AGS</b>	<b>James O'Shaughnessy</b>	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	06/11/18	-	-	-
<b>NNDR - Growth Businesses</b>	<b>Amanda Bouttell</b>	To propose a policy of discretionary rate relief for Growth Businesses	-	-	-	10/05/18	-	-
<b>Investment and Commercial Rental portfolio perf</b>	<b>Gary Reeve</b>	In April's CPR it was agreed that Members receive an annual report on the Investment Property Portfolio from the Director of Resources.	-	-	-	10/05/18	-	-
<b>Proposed Gainsborough Cemetery Extension</b>	<b>Gary Reeve</b>	To agree the level of support to be provided by West Lindsey DC for the preparation and delivery of land identified as extension land for Gainsborough's General Cemetery.	-	-	-	14/06/18	-	-
<b>Community Lottery</b>	<b>Grant White</b>	To propose the introduction of a community lottery in West Lindsey	-	-	-	14/06/18	-	05/06/18
<b>Garden Waste Review</b>	<b>Ady Selby</b>	A report on the first year of charging for Garden waste, as requested by CPR committee in Dec '17	09/10/18	-	-	08/11/18	-	-
<b>Corporate Sustainability Policy</b>	<b>Saul Farrell</b>	This report gives detail of the proposed corporate sustainability policy for West Lindsey District Council, which contains a series of corporate commitments towards protecting the local environment and advocating it within the local community.	-	-	-	12/04/18	-	-
<b>Surestaff and WLDC Staffing Services Business Plan</b>	<b>Tracey Bircumshaw</b>	To approve, as sole shareholder, the Business Plan 18-19 to 2020-21 of Surestaff Lincs Ltd and WLDC Staffing Services	-	-	-	14/06/18	-	-
<b>Councillor Initiative Fund</b>	<b>Grant White</b>	To present Members with an update on the Councillor Initiative Fund and give options for its continued delivery after March 19.	-	-	-	08/11/18	-	23/10/18
<b>C&amp;I Annual Report</b>	<b>Ele Durrant</b>	To provide an overview of the work undertaken by the C&I Cttee as constitutionally required	03/04/18	14/05/18	-	-	-	-
<b>Panic alarm procedure - PSH</b>	<b>Laura Hart-Thompson</b>	Advises staff and tenants using the PSH the procedure for activating an alarm and what to do when an alarm is activated	-	-	-	-	31/05/18	-
<b>Joint Municipal Waste Strategy for Lincolnshire</b>	<b>Ady Selby</b>	Opportunity for Members to comment on the draft refreshed Joint Municipal Waste Strategy for Lincolnshire during its consultation process	-	-	-	-	-	01/05/18
<b>Attendance of HOPS - Planning Delegations</b>	<b>Mark Sturgess</b>	Mark Sturgess to update Members on the subject of Planning delegations.	-	-	17/04/18	-	-	-
<b>Managing Commercial Activity</b>	<b>Ian Knowles</b>	Paper explaining the management of commercial activity - also to be included in the annual Monitoring	-	-	19/06/18	-	-	-

		Officer's report.						
<b>Joint Working with ACIS - Japan Road</b>	<b>Eve Fawcett-Moralee</b>	Recommendation 3 of the Japan Road paper that went to committee on 06/02/18 stated that a further report would be brought to the Committee in April with a proposed Business Plan of the JVCo and the financial investment implications for West Lindsey District Council.	-	-	-	10/05/18	-	01/05/18
<b>Mobile Phone Usage Policy</b>	<b>Jeannette Anderson</b>	Update the existing Mobile Phone Usage Policy to bring into line current legislative changes and trends.	-	-	-	14/06/18	31/05/18	-
<b>Adoption of schedule 4 of the EPA 1990</b>	<b>Andy Gray</b>	To present results of the public consultation around adoption of schedule 4 of the EPA which relates to charging supermarkets for shopping trolleys the council has to collect as abandoned. to make a recommendation as to adoption, and proposals as to how the scheme will operate if agreed.	-	-	-	-	-	01/05/18
<b>Customer Complaints Handling</b>	<b>Natalie Kostiuk</b>	To provide a benchmark of complaints at current time to then demonstrate improvement or otherwise	22/05/18	-	-	-	-	-
<b>Update re Customer Complaints Handling</b>	<b>Natalie Kostiuk</b>	To provide an update on customer complaints following the benchmark report in May 18.	13/11/18	-	-	-	-	-
<b>Enforcement Cases Benchmark for Timescales</b>	<b>Andy Gray</b>	To provide an overview of the current position with enforcement cases to then review after (?) 6 months to demonstrate improvement or otherwise.	22/05/18	-	-	-	-	-
<b>Update re enforcement case management</b>	<b>Andy Gray</b>	To update on progress of management of enforcement cases following benchmarking report in May 18.	13/11/18	-	-	-	-	-
<b>Business Plan update for Market St Renewal</b>	<b>Eve Fawcett-Moralee</b>	To bring the next steps for Market Street Renewal to CPR committee.	-	-	-	12/04/18	-	-

## CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 22 MARCH 2018

Date	Title	Lead Officer	Purpose of the report
22/05/2018	p and d - period 4	Mark Sturgess	to present the year end position for p and d
	Health Commission Review	Michelle Howard	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017.  Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;
	Interim Report: Progress of the Public Realm W.G.	Grant White	To provide an update to Committee on the progress to date on the public realm work programme.
	Customer Complaints Handling	Natalie Kostiuk	To provide a benchmark of complaints at current time to then demonstrate improvement or otherwise
	Enforcement Cases Benchmark for Timescales	Andy Gray	To provide an overview of the current position with enforcement cases to then review after (?) 6 months to demonstrate improvement or otherwise.
09/10/2018	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017
13/11/2018	Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.
	Update re Customer Complaints Handling	Natalie Kostiuk	To provide an update on customer complaints following the benchmark report in May 2018.
	Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 2018.