

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, 4th September, 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 Angela Lawrence
Councillor Mrs Jessie Milne
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**
 - a) Meeting of the Challenge and Improvement Committee (PAGES 3 - 8) held on 26 June 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** (PAGE 9)

Matters arising schedule setting out current position of previously agreed actions as at 24 August 2018.
5. **Presentation Item**

Presentation by Paul Litherland, Ambulance Operations Manager for Lincolnshire, from East Midlands Ambulance

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

Large Clear Print: Braille: Audio: Native Language

Service regarding service provision improvements across West Lindsey.

6. **Public Reports**

- a) Progress & Delivery Period 1 2018/19 (PAGES 10 - 38)
- b) Operating Methodology 2018/19 (PAGES 39 - 53)

7. **General Work Items**

- a) Forward Plan (PAGES 54 - 60)
- b) Committee Workplan (PAGE 61)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Friday, 24 August 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 26 June 2018 commencing at 6.30 pm.

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

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

In Attendance:
Alan Robinson Strategic Lead Governance and People/Monitoring Officer
Michelle Carrington Strategic Lead Customer First
Phil Taylor Well being & Health Manager (interim)
Grant White Enterprising Communities Manager
James Welbourn Democratic and Civic Officer

Apologies: Councillor Bruce Allison
Councillor Mrs Angela Lawrence
Councillor Roger Patterson

16 CHAIRMAN'S WELCOME

The Chairman opened the meeting by welcoming all present and extending a special welcome to Officers who had not previously attended a meeting of the Challenge and Improvement Committee.

17 MEETING OF THE CHALLENGE AND IMPROVEMENT COMMITTEE HELD ON 22 MAY 2018

RESOLVED that the minutes of the meeting held on 22 May 2018 be approved and signed as a correct record.

A Member of Committee enquired about a request for information regarding the use of household recycling centres outside of the county. Members had previously reported that residents of West Lindsey were being turned away from household recycling centres, for example in North Lincolnshire and North East Lincolnshire, which was causing difficulties for those who lived near county borders. Members were informed that confirmation had been

received via Lincolnshire County Council that Lincolnshire residents using normal family cars had not been stopped from accessing out of county facilities.

18 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest made at this point in the meeting.

19 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 18 June 2018.

The Democratic and Civic Officer advised Members that further to their comments at the previous meeting regarding the running of the mini-meetings at Annual Council, this had been shared with the Democratic Services Team and would be reviewed for the next Annual Council, in 2019.

RESOLVED that the Matters Arising Schedule as at 18 June 2018 be received and noted.

20 HEALTH COMMISSION REVIEW

Members of Committee gave consideration to a report from Phil Taylor, Interim Wellbeing & Health Manager, regarding the work and progress of the Health Commission. He provided Members with the background to the Health Commission and explained that the Health Commission sought to be part of the solution to improving the health and wellbeing of communities in West Lindsey. The original Terms of Reference were identified to Members and it was noted that it was recommended to the Prosperous Communities Committee that these be reviewed.

The Interim Wellbeing and Health Manager explained that the Health Commission had been operational for sixteen months and that membership of the Health Commission was stable and working well, with individual members leading on the thematic areas as agreed and reporting back to the Commission. It was highlighted that West Lindsey faced the challenge of an aging population, long term unemployment together with a large proportion of the population experiencing preventable conditions, linked to lifestyle and social determinants of health. It was noted that unhealthy life style choices such as poor diet, and inactivity were contributing towards diabetes and obesity above the national average. Reducing alcohol misuse, smoking, diabetes obesity and increasing inactivity were the local priorities.

Committee Members discussed that, as West Lindsey District Council did not hold the budget for health care provision, it was crucial that representatives were able to voice the needs of the District in an appropriate setting. There was acknowledgement that local health provision had to be driven by the scope or limitations of the NHS however there was agreement that there was insufficient representation across all districts within the county-wide health board. The Monitoring Officer clarified for Members that the district-led work continued to compile evidence to help inform Members to then be able to lobby the relevant

areas and providers.

In response to a question from Committee regarding the key partners for the Health Commission, the Interim Wellbeing and Health Manager confirmed that the review of the Terms of Reference would seek to amend any such details, for example adding Acis as a key partner.

Members of Committee further discussed the need for representatives across all districts to have a stronger voice in health matters and also for Lincolnshire MPs to work as necessary in Westminster to safeguard the health needs of the area. It was acknowledged that to address some of the issues identified, such as poor diet and lack of exercise, there would need to be greater work undertaken in relation to lifestyle choices rather than simply healthcare provision.

On the conclusion of discussions, it was

RESOLVED that the contents of the report and the recommendations to the Prosperous Communities Committee be noted.

21 INTERIM REPORT - PUBLIC REALM WORKING GROUP

Members of Committee were asked to give consideration to an interim report regarding the progress and actions of the Public Realm Working Group. The Enterprising Communities Manager gave a brief refresh on the purpose of the working group and explained the interim report was to update Members on the current position of the group ahead of the final report, scheduled for the November meeting. He explained the report included details of the Public Realm Survey and also information about which key organisations the group intended to invite for targeted engagement about areas of interest identified within the survey. He added that Committee was asked to note the details of the report and had the opportunity to suggest any other organisations to be approached by the working group.

The Enterprising Communities Manager advised Members that the Public Realm Survey had gone live in May and was open until the middle of August. It had been distributed to Town and Parish Councils, there had been communications to Parish Meetings and there had been an initial response from five areas. It had been anticipated that initial response rates would be slow given the length of the survey and detail required in the answers. He explained that there would be reminders sent out to all areas and District Councillors would also be requested to discuss the survey within their parishes to encourage maximum response rates.

In response to questions from Members regarding the ease of use of the survey, the Enterprising Communities Manager explained that the survey was built using certain software which, although had many benefits in terms of gathering and analysing data, did not necessarily present the 'prettiest' of interfaces. He explained that in communicating with towns and parishes about the survey, contact details for help and questions had also been provided. Based on feedback provided regarding one particular ward, the Enterprising Communities Manager confirmed he would contact them to discuss any concerns with their completed survey.

Members of Committee expressed their concerns that the close date of 16 August would not allow all Town and Parish Councils, and Parish Meetings, sufficient time to complete the survey. It was explained that the close date for the survey could be extended and this would be discussed within the Public Realm Working Group. It was highlighted that it would be easier to amend timescales at a later date, once it was clearer as to how many responses were coming in or whether areas were struggling to complete the questions.

There was further discussion as to whether paper copies of the survey were available and who would be responsible for completing and returning the responses. It was confirmed that paper versions of the survey had been sent out with initial communications however it was preferable that responses were submitted online. With regard to who completed the survey, it was acknowledged that this could be a clerk or a councillor although it was preferable to have one named person per response. The Enterprising Communities Manager confirmed that in sending reminder communications to all involved, he would reiterate the option to contact the team for assistance if required.

Members of Committee discussed the involvement of District Councillors and how they could usefully complete a survey when they covered several, sometimes very different, areas. It was agreed that an amended version of the survey would be distributed to all West Lindsey District Councillors so they could complete as many surveys as they needed to for their areas, rather than potentially confusing the main survey results with mixed answers.

There was further discussion regarding the importance of supporting all Town and Parish Councils and Parish Meetings to complete the survey and how the results of the survey will impact the areas of focus for the working group. It was reiterated that timescales could be reviewed and it was important to gather sufficient information to be of use. At the close of discussions the Chairman repeated the recommendations of the report and enquired for any further comments. Members of Committee agreed with the recommendations in the report but requested that an additional action be recorded for District Councillors. Therefore, it was

RESOLVED that:

- a) Members acknowledge progress to date of the Rural Public Realm Task & Finish Group; and
- b) Members recommend that all District Councillors be requested to contribute via completion of a survey for their parishes and to encourage the Town and Parish Councils, and Parish Meetings, in their areas to complete and return the main Public Realm Survey.

22 CUSTOMER FIRST

Members were asked to give consideration to a report regarding the Customer First Strategy. This was introduced by Michelle Carrington, Strategic Lead - Customer First. She explained that the council faced twin pressures to continually improve the services it offers to residents, businesses and visitors whilst at the same time trying to reduce its costs as budgets become tighter. In order to do this it was proposed that two principal methods were adopted. Firstly, that the council transformed the services which dealt directly with customers so that they put the customer at the heart of everything the Council does (the

“customer centric organisation”) and secondly, where appropriate, it utilised technology to improve the overall speed and accuracy of the service the customer received at a cost that was sustainable and affordable in the long term.

She added that this would be a major transformation programme and had the potential to deliver significant savings over the long term as well as greatly increase the levels of customer satisfaction with the Council. In order to go into more detail, the Strategic Lead drew Members’ attention to sections within the Executive Summary and explained the documents were also to be presented to the Prosperous Communities Committee.

There were several questions from Members of Committee and the Strategic Lead was thanked for presenting the report. There was significant discussion regarding the importance of attitudes and behaviours within the council and how these could have a positive or negative impact for customers. It was confirmed there would be a significant programme of training across the council. A Member of Committee enquired whether the training would be provided internally or by external organisations and it was explained that all management and some officers had already attended customer service training provided by the Institute of Customer Services. This had been very well received and was of a very high quality. It was acknowledged that there was a cost implication of using external organisations and the intention was to tailor more council-specific training to be rolled out to all officers via blended training. This was explained to be a combination of face-to-face sessions as well as online and ‘on the job’ training.

There was acknowledgement amongst Members that there had been a marked improvement in recent months in customer service and feedback received by Councillors from their constituents. It was also highlighted that since the establishment of the Customer Experience Officer role, there had been a significant improvement in complaints handling and communication with customers.

Members of Committee discussed the need for culture change across the council and questions as to how this would be achieved. Aside from the training programme, it was explained that the need to demonstrate the right behaviours and attitudes would be assessed from the outset of the recruitment process and the focus would not necessarily be on skills but on attitude, depending on role. The policy of recruiting to achieve certain attitudes would then filter through the appraisal system and the competency framework would be configured to promote high levels of customer service. It was also highlighted that it would be a transitional programme and where the final goal was to be ‘one council’ there would be a period of transition where some areas may be further ahead than others.

Members of Committee expressed satisfaction with the strategy and positive feedback was given regarding the work accomplished so far. There was discussion about the configuration of the customer services area of the council building and it was confirmed this was being looked at. It also had to take into consideration the needs of the council’s partners who share the space and Members would be kept updated.

A Member of Committee enquired whether there was any plan to update Members on the progress of the strategy throughout the implementation and it was confirmed that the Strategic Lead would attend the scrutiny committee, or other committees as necessary, to ensure Members were kept informed. It was agreed with would be arranged with the Democratic and Civic Officer.

At the conclusion of discussions it was **RESOLVED** that:

- a) The report and strategy be supported and recommended to the Prosperous Communities Committee; and
- b) The Strategic Lead be invited to return to the Challenge and Improvement Committee to provide updates on the strategy at regular intervals throughout the implementation of the strategy.

23 FORWARD PLAN

The Democratic and Civic Officer introduced the forward plan for all committees and explained that the items selected by C&I were already highlighted.

A Member of Committee noted the results of the Staff Survey were due to be presented to the Joint Staff Consultative committee and requested that these also be shared with C&I Committee. There was discussion regarding the details of the leisure contract and it was noted that the Governance and Audit Committee would be best placed to review the necessary processes.

There was further discussion about items due to be seen by other committees although there was nothing identified for scrutiny.

RESOLVED that the forward plan be noted and the item identified be added to the Committee work plan.

24 COMMITTEE WORKPLAN

Members of Committee gave consideration to the committee work plan for coming months. In consideration of discussions earlier in the meeting, it was

RESOLVED that the work plan be updated in line with the items identified by Committee Members.

The meeting concluded at 8.18 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
Green					
	Improvement to street scene across the district	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 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."	Date extended for consideration in 2018/19 committee work plan	07/09/18	Mark Sturgess
	Public Realm Councillor Survey	Public Realm survey to be amended to create a version for District Councillors to complete with regard to all of their parishes / towns. To then be shared and requested for all DCs to complete and return. To be included in work of the Public Realm Working Group.	The survey is due to be re-sent to all areas and District Councillors with a polite reminder to complete and return. The amended survey for District Councillors will be shared shortly after this. The next meeting of the working group is being arranged to look at timescales, responses and proposed actions.	07/09/18	Grant White

Agenda Item 6a



**Challenge and Improvement
Committee**

4 September 2018

Subject: Progress and Delivery – Period 1

Report by:	Executive Director of Operations
Contact Officer:	Mark Sturgess Chief Operating Officer 01427 676500 Mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	<p>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.</p> <p>This report also deals with the progress and delivery of the services the council provides. It is an “exceptions” report and deals with those services which are either performing above the required level or are below the target set for them. The report will also provide members with a summary of activity across services.</p>

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

Financial:

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

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**

- 1.1 The report attached at Appendix 3 has previously been considered by both the Policy Committees
- 1.2 The Committee are asked to 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.
- 1.3 The minutes arising from the Corporate Policy and Resources Committee and the Prosperous Communities Committee are attached at Appendix 1 and 2 respectively.



**Corporate Policy and
Resources Committee**

Date: 19 July 2018

Subject: Progress and Delivery Report – Period 1 (2018/19)

Report by	Executive Director Operations
Contact Officer	Mark Sturgess Chief Operating Officer mark.sturgess@west-lindsey.gov.uk 01427 676687
Purpose/Summary	To consider the Progress and Delivery Report for Period 1 of 2018/19

RECOMMENDATION(S):

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

IMPLICATIONS

Legal: None

Financial: FIN/76/19

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

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Introduction

1.0 Introduction

This report forms the period 1 performance report for 2018/19. It is about the services the council is delivering in order to meet the objectives it has set itself in the Corporate Plan. The report contains information relating to those measures where performance has fallen outside agreed tolerance levels for two periods or more. Information relating to service based performance is included on an exception basis (above or below target) as Appendix A.

2.0 Overall Summary of Performance

Table 1 shows an overview of council performance for Period 1 (April and May 2018) and provides comparison against the previous period. During the period, 26% of performance measures returned performance within agreed tolerance levels whilst 45% exceeded these levels and 21% performed lower than the tolerance. These figures are consistent with performance from the previous period.

Work is underway to review the measures where performance has been returned outside agreed tolerance levels to further understand the reasons for this and the and potential impact on service delivery.

RAG	P4 (2017/18)	P1 (2018/19)
Green	41%	45%
Yellow	22%	26%
Red	25%	21%
Missing information	13%	8%

Table 1: Overall summary of performance

3.0 Performing Well

- [Benefits](#) – all indicators are performing on target, despite the challenges caused by the roll out of Universal Credit
- [Economic Development and Town Centre Management](#) – a development partner has been secured which will see the delivery of a number of regeneration schemes over the next 5-12 years.
- [Garden Waste](#) – green waste collection has seen a positive roll-out with a higher than expected number of subscribers due to a successful engagement and communications campaign.
- [Healthy District](#) – performing well overall with the number of new users of the Leisure Centre exceeding expectation.
- [Trinity Arts Centre](#) – Audience figures are higher than anticipated and there is an increased number of events thanks to a successful marketing campaign. The cost of the service remains low.

4.0 Risk Areas

- [Council Tax and NNDR](#) – the Council Tax in year collection rate remains below target. There continues to be an increase in the number of taxpayers choosing to pay in 12 monthly instalments.
- [Development Management](#) – the income received is below target due to a reduced number of major planning applications.
- [Enforcement](#) – the time taken to process requests and the number of open cases remains high due to a high number of complex cases.
- [Home Choices](#) – the use of temporary and B&B accommodation remains high as a result of complex cases, evictions and out of area referrals.
- [Markets](#) - the number of market stalls remains below target. There is a marketing campaign and options appraisal currently underway.
- [Regulatory Services](#) – the number of premises receiving a proactive food inspection remains lower than anticipated and the ability to meet FSA targets is affected by the resources available.

Measures where performance is outside agreed tolerance levels for at least two consecutive periods

Service	Measure	P4 (2017/18)	P1 (2018/19)	What do we need to do to improve and by when?
Asset and Facilities Management	Rental income – car parks	£33,334	£77,761	Performance has been above target for two periods. Expected 1 st quarter result as customers renew their permits.
	Rental portfolio voids	7%	2%	Above target for at least the last five periods. Void levels remain low but termination notices have been received for 5 units within June (equivalent to 10%). So far 3 potential tenants have been sourced and lease offers have been sent to them.
Building Control	Cost of the service	£12,188.75	£4,747.80	Above target for two periods. Savings on salaries until positions/ SCPs have been finalised in restructure.
Contracts Management	Savings generated through the Procurement Lincs exercise	£18,700	£0	A number of procurements facilitated by PL are in progress at present and so performance is expected to improve
Council Tax and NNDR	Cost of service per property tax base	£5.80	£3.24	Above target for at least the last five periods against a target of £9.10. Summons income costs and reimbursement of charging order fees posted during April and May have contributed to low cost of service per property base. Carrying vacancy following maternity leave which has been appointed to and post should be filled June/July.
	Number of properties on tax base per FTE	5,830	5,753	Above target for at least the last five periods against a target of 5,000. Carrying vacancy following maternity leave which means staff have more properties to deal with. Vacancy has been appointed to and post will be filled from June/July.
	Council tax in year collection rate	98.15%	15.38%	Below target for at least the last five periods. The overall target for 2018/19 has been lowered by 3% compared to last year. Increase in the number of council taxpayers paying 12 monthly instalments. Performance expected to be on target by year-end.
	NNDR collected	£16,136,962	£4,595,918	Performance exceeding target after five periods of not meeting target. Inland Revenue have paid large account in full during May 2018.
Customer Services	Cost of service delivery per customer contact	£1.21	£1.46	Above target for the last two periods. There has been a decrease in customer activity as requests for GGW service reduces
Democratic Services	Member satisfaction with training and development	97%	100%	Performing consistently above a target of 90%
Development Management	Received planning applications	394	259	Performing consistently on or above a target of 230
	'Major' planning applications determined within national target	93%	90%	Performing consistently above a national target of 70%
	'Non-major' planning applications determined within national targets	99%	100%	Performing consistently above a national target of 80%

Service	Measure	P4 (2017/18)	P1 (2018/19)	What do we need to do to improve and by when?
<u>Enforcement</u>	Number of days taken to resolve a housing enforcement request	75	211.5	With the exception of Q4 2017/18, performance has been consistently below target for at least the last five periods. There have been a high level of complex cases during the period and the focus is now on reducing the time taken to resolve requests which should lead to an improvement in performance during the course of the year.
	Time taken to resolve a planning enforcement request	180	300	Performance has been consistently below target for at least the last five reporting periods with a steady decline in the direction of travel. There have been a high level of complex cases during the period and the focus is now on reducing the time taken to resolve requests which should lead to an improvement in performance during the course of the year.
	Open planning enforcement cases	152	134	Performance has been below target for the last three periods. Some cases that have been open for months have now been closed. A focus on ensuring that investigations are carried out effectively should result in a reduction of the number of open cases over the course of the year, allowing for a true reflection of the service to be recorded.
<u>Healthy District</u>	Customer satisfaction with leisure facilities and activities	95%	96%	Performing consistently above a target of 90%
	Cost of leisure management fee per user	£0.82	£0.85	Performing consistently above a target of £1.10. This is the last month of the current contract.
	New participants	698	467	Performing consistently above a target of 400. A good range of activities and proactive marketing is attracting new customers
<u>Home Choices</u>	B&B nights	63	89	Below target for at least the last five periods. Due to complex cases that were difficult to move on from temporary accommodation meaning B&Bs had to be used.
<u>Housing</u>	Long-term empty properties brought back into use	8	3	Below target for two periods. Focus on more complex cases resulting in less activity across a wider number of properties
<u>IT and Sys Dev</u>	Incident and problem management	240%	107%	Performing consistently above a target of 90%
	Change management	105%	100%	Performing consistently above a target of 93%
	Online customers signing up to self-service accounts	11,321	2,082	Performing consistently above an overall annual target of 4,000
<u>Local Land Charges</u>	Income received	£25,196	£17,143	Below target for two periods. The timing of receipts causes overachievement in some months and underachievement in others.
	Local Land Charges searches received	630	440	Above target for four out of the last five periods. This indicator is determined by the property market and it is expected to even out by year end

Service	Measure	P4 (2017/18)	P1 (2018/19)	What do we need to do to improve and by when?
<u>Markets</u>	Average number of stall on a Saturday	17	17	Below target for two periods. Market review and options appraisal currently underway. Low turn-out of traders due to adverse weather in April
	Average number of stalls on a Tuesday	36	41	As above. Below target for at least the last five periods.
<u>Regulatory Services</u>	Food premises receiving a pro-active food inspection	79	43	Below target for two periods. Ability to meet FSA target affected by resources available
	% of food premises rated 3* or above	96%	94%	Above target for two periods.
<u>Street Cleansing</u>	Volunteer litter picks	20	25	Above target for two periods.
<u>Trinity Arts Centre</u>	Cost per user	£8.98	£4.16	On target overall due to the effect of accruals for the previous year
	Received surplus	£17,310	£14,165	Above target for at least the last five periods. Increased number of events and improved online & email marketing.
	Audience figures	4,460	3,048	Above target for at least the last five periods. Increased number of events and improved online & email marketing.
<u>Waste</u>	Cost of delivering the service per household	£42.58	£28.28	Consistently above target for the last four periods. Cost per household has reduced significantly this period with the introduction of the garden waste charge.

Table 2: Measures performing outside agreed tolerance levels for two consecutive periods

Corporate Health

Measure	Tar	P1 Perf	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast outturn	tbc		To follow - figure not available at present	
Compliments received	tbc	88	N/A	Target to be identified in P2. Continue to monitor compliments received.
Complaints received	tbc	32	A mixture of complaints relating to service decisions made, quality of the service received and process.	Target to be identified in P2. Quality Monitoring Board to meet in July to determine where improvements can be made.
Complaints where the Council is at fault	tbc	44%	The Council were partially at fault for eight complaints and at fault for the remaining six. This equates to 41.5% of complaints being upheld during the reporting period	Target to be identified in P2. The Quality Monitoring Board is scheduled to meet in July to look at upheld complaints to determine where improvements can be made. A learning action log will be created and implemented.
Digital demand received	40%	44%	A good increase, some of which can be attributed to Green Garden waste subscriptions.	The digital element of the project needs to be taken forward to all new services that the council introduces in the future to promote digital as the customers initial choice of contact
Calls answered	80%	82%	Performance is on-track;	Continue to monitor
Staff absenteeism	0.7 days	0.41	Performance is on-track	Continue to monitor
Service and system availability	98%	100%	Proactive and continuous monitoring being carried out.	Also applying released patches in a timely manner reduces vulnerabilities.
Tax base growth	0.50%	tbc	To follow – figure not available at present	
Time taken to pay invoices	30 days	tbc	To follow – figure not available at present	

Table 3: Corporate Health measures

Programme Delivery

Programme	RAG	What do we need to do to improve and by when?
Crematorium	Amber	Programme delivery is on track
Customer First	Amber	Programme delivery is on track
Housing	Amber	Programme delivery is on track
Land and Property	Amber	Programme delivery is on track
Leisure	Amber	Programme delivery is on track
West Lindsey Growth	Amber	Programme delivery is on track

Table 4: Programme delivery

Appendix A: Service Exceptions

Asset and Facilities Management

Asset and Facilities Management has started the year with excellent performance in terms of rental income from car parks and received assets with targets for both being exceeded during the reporting period. Planned and responsive maintenance is below target, however the ration tends to fluctuate throughout the year with the actual position not fully known until the end of the financial year.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Planned and responsive maintenance	70/30%	2%	Actual is 65/35% but no 18/19 capital works orders have been invoiced as yet. This ratio tends to fluctuate with the real outcome not fully known until the final quarter	Influenced by award and delivery of works programmes. There is some delays inc LED lighting and decorations of the offices which is being held back to tie in with the proposed office refurbishment.
Rental income – car parks	£16,667	£77,761	Permit renewals	Expected 1st quarter result as customers renew their permits
Rental income – received assets	£83,334	£123,542	1 st quarter rental income receipts	Receipt of 1 st quarter rental payments in advance
Rental portfolio voids	12%	2%	Healthy low level of voids	Void levels remain low but termination notices have been received for 5 units within June (equivalent to 10%). So far 3 potential tenants have been sourced and lease offers have been sent to them.

Table 5: Asset and Facilities Management performance exceptions

Benefits

The Benefits Team have performed well during April and May when compared to 2017/18 and all measures are performing within target, the number of working age Housing Benefit claims transferring over to Universal Credit (Lincoln postcodes) is steady but significant which is proving challenging for the team trying to assess Council Tax Support entitlement for these claimants. The ability to process claims was affected during April and May due to technical difficulties with downloading ACIS housing rents. This has now been resolved, allowing processing to recommence.

Building Control

The Building Control service has started the year with continued excellent performance in terms of fee income target being exceeded in the first two months. The number of applications received still remains at a good level with high volume received over both months. Market share is below average, the service has seen a couple of larger housing developments being lost again this month. One application of 62 dwellings and a smaller one of 10 dwellings. Quadrant Approved Inspectors are responsible for 50% of the initial notices received this month. However, income target has been exceeded. The target for applications should be noted, as in the previous year the team saw windfall applications from ACIS which will be repeated at some point in this year. The team have seen success with some press releases promoting the completed commercial units at Saxilby Enterprise Park as well as the completion of a housing site by Cyden Homes in Bigby. The team have also seen 3 projects shortlisted in the East Midlands regions LABC Building Excellence Awards, for schemes by J K Builds, Chestnut Homes and Cyden Homes.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Cost of the service	£18,882	£4,747.80	Slightly over achieved on fee income. Savings on salaries until positions/SCPs finalised in restructure.	
Total income received	£36,466	£40,453.07		
Market Share	80%	71%	This is below average, the service has seen a couple of larger housing developments being lost in the first month of the financial year. However, income target has been exceeded	

Table 6: Building Control performance exceptions

CCTV

CCTV continues to monitor and respond to high levels of shoplifting offences in Gainsborough. Shopwatch bans are issued as appropriate. Retailers in Gainsborough continue to experience anti-social behaviour especially at key times during early evenings and school holidays. Current demand from the Police to conduct CCTV reviews and investigations continues to be high. On average we are conducting 10 reviews at any one time. On-going incidents of ASB, criminal damage and threatening behaviour are being monitored in Hemswell Cliff. CCTV monitoring in Hemswell Cliff has accounted for a large proportion of our staff time with a number of reviews taking place to produce evidential footage. Increased CCTV patrols are being maintained at Hemswell Cliff and Richmond Park, Gainsborough due to levels of ASB and other crimes. CCTV Member Visits are continuing to enable Members to learn more about our CCTV operations and the role it plays in keeping communities, residents and businesses safe. CCTV monitoring figures are produced at the end of each quarter. Quarter 1 reporting figures shall be included within the P&D Period 2 report.

Community Safety

Anti-Social Behaviour and environmental crime cases are at levels that are expected and are continuing to be investigated and resolved within the target timescales. As of June 2018 an additional officer will be working within this area and will be focussing on Fixed Penalty offences within the Gainsborough and Hemswell Cliff areas. Investigations in relation to fly-tipping are ongoing and additional signage is due to be placed across key locations over the coming months to advise residents of their responsibilities.

Contracts Management and Procurement

During this period, work has been undertaken to identify all contracts that the Council has with providers who process personal data. This is to ensure that GDPR compliance is achieved across contractual arrangements. Work has also commenced on a number of large procurements which will complete as the year progresses.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Savings generated through Procurement pncs	£18,750	£0	A number of procurements facilitated by PL are in progress at present and so performance is expected to improve	

Table 7: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

During mid-March 2018 44,628 council tax bills and 2,906 business rate bills were issued for the new financial year. Procurement has recently been concluded to appoint an external contractor to conduct a single person discount review on behalf of all the Lincolnshire district authorities and work is expected to commence in June 2018. The recovery process has commenced with the first liability court hearing of the new financial year taking place at the end of May 2018 and charging order recovery work continues in respect of several properties within the district which it is hoped will be concluded during late summer.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Cost of service per property tax base	£9.10	£6.84	Summons income costs and reimbursement of charging order fees posted during April and May have contributed to low cost of service per property base. Carrying vacancy following maternity leave which has been appointed to and post should be filled June/July.	Monthly budget monitoring takes place to ensure all costs are posted each month. Vacancy has now been appointed to and post should be filled June/July.
No of properties on tax base / FTE ratio	5,000	5,753	Carrying vacancy following maternity leave which means staff have more properties to deal with.	Vacancy has now been appointed to and post should be filled June/July.
Council tax in year collection rate	20.14%	15.38%	Increase in the number of council taxpayers paying 12 monthly instalments	In year collection monitored each month and is expected to be maintained within this financial year.
NNDR £ collected	4,397,663	4,594,918	Inland Revenue have paid large account in full during May 2018.	Monthly monitoring of collection rates and monthly meetings with Revenues manager of shared service takes place. In year collection is expected to be maintained within this financial year.

Table 8: Council Tax and NNDR performance exceptions

Customer Services

The Customer Services Team has continued to experience demand for subscription to the Green Garden Waste service and this is being dealt with within the existing team. Demand for Customer Services continues to grow with some new services for our team coming on line in June 2018. Detailed analysis of the work we carry out is being undertaken by the Customer Experience Team and will help us to better understand what we are doing and how much time is spent on delivering services on the Council behalf. This will enable plans to be made move some of that demand to digital or self-service.

During this period we dealt with 7,621 telephone calls and 9,219 face to face enquiries or 16,840 customer contacts a day.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Cost of delivery per customer contact	£2.00	£1.46	Decrease in customer activity as requests for GGW service reduces	
Average number of days to resolve a complaint	21	18		Will continue to monitor as we would like to see complaints resolved within 15 days each quarter.

Table 9: Customer Services performance exceptions

Democratic Services

Since April, the Council has held its annual Community Awards event which was well attended by Members. A new chairman of the Council has also been elected. Training events held for Members include GDPR awareness, Waste Strategy, Corporate Plan development and discussions to determine and develop the Council's vision, mission and values. Work has also been undertaken to redesign the method of processing FOI requests. This has dramatically reduced the administrative burden associated with FOI processing and produced a more efficient system.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Member Satisfaction with training and development	90%	100%		

Table 10: Democratic Services performance exceptions

Development Management

Development Management have started the year with continued excellent performance. Targets have been significantly exceeded for all planning application types, with non-major applications maintaining a 100% record. Appeals are also within target, with no appeals being allowed during the two months. The number of applications received still remains well above target with high volume received over both months. Income is below projected targets for period 1 due to a reduced number of major applications, high pre-application income reported in May.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Income received	£83,282	£49,111	Reduced number of major applications	No financial pressures reported and performance is not expected to be below target by year end.
Received applications	230	259		
Major apps determined within target	70%	90%		
Non-majors determined within target	80%	100%		

Table 11: Development Management performance exceptions

Economic Development and Town Centre Management

- Development Partner – Muse Developments Ltd – approved to work with WLDC to deliver a number of regeneration schemes over the next 5-12 years;
- Business Plan for draw down of first £1.6m LEP funding (to support Gainsborough Growth) finalised and submitted to LEP for due diligence;
- Housing Infrastructure Fund – due diligence completed for £2.1m to support delivery of phase 1 of the Southern SUE;
- Townscape Heritage Bid for Gainsborough approved at stage 1;
- Saxilby workspace – exchange of contracts and construction due to commence next period;
- Commercial Loan Policy approved to support development and growth;
- Business Growth (NDR Relief) Policy approved to support business growth/delivery of new employment floorspace on Somerby Park and the FEZ;
- First shop-front and flat above completed on Market Street;
- Sun Hotel ‘Topping Out’ ceremony;
- Made in Gainsborough – funding strategy approved/support from Gainsborough Development Trust to deliver engineering and apprenticeship opportunities in Gainsborough
- Support for business continues via Lindsey Action Zone and Gainsborough Growth Fund, and via the Growth Hub

Enforcement

The focus within the enforcement work areas is on reducing the time taken to resolve requests, whilst at the same time ensuring that investigations are carried out effectively. Over 75 planning enforcement cases have been closed within this period, some of which have been open for a number of months, resulting in a higher than normal measure for April. This measure is expected to decrease as this approach continues to enable a true reflection of the service to be recorded. Selective Licensing continues to give successful outcomes in regards to prosecutions and the number of landlords being licensed is increasing as expected month to month. There is still generally a high level of demand across the enforcement services, which will continue to be monitored.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
% of landlords breaching selective licencing conditions	5%	1%	Minimal breach of conditions	Continue to monitor via compliance checks
Time taken to resolve a housing enforcement request	90	211.5	High number of complex cases	Continue to review and monitor
Time taken to resolve a planning enforcement request	150	300	79 cases closed during the period, including a number of long-term historic cases	Continue to focus on quicker case closure in line with revised policy
Open planning enforcement cases	120	134	Ongoing high demand within the work area	Continue to review and monitor caseload

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Number of open cases at month end	30	19		
% of licensed property in licensing area	85%	78%	License processing ongoing	Expected to be above target by year end

Table 12: Enforcement performance exceptions

Enterprise and Community Services

Our refreshed Community Grants Programme is open and running. This includes the continued deliver of the Councillor Initiative Fund and the Match Funding Grant. As of May 2018 we have received 2 new applications for match funding and received confirmations of match funding being secured from grant awards made in the last financial year. In this period a further 5 defibrillators have been installed as part of our Community Defibrillator Scheme. These have all been in rural village locations throughout the district. The scheme is continuing and further promotion is planned to take place during period 2. The Council is due to being providing land management services at Hemswell Cliff from 1st July 2018. Preparations have now been completed to begin providing the range of services required which will help the Council achieve positive outcomes as part of our Hemswell Cliff Strategy. Reporting figures for our Community Grants and Match Funding are produced quarterly. The figures for Quarter 1 shall be included within the P&D Period 2 reporting.

Garden Waste

The Garden Waste service has seen high levels of performance for the period. This is due to a successful engagement campaign that has seen a high number of residents signing up to the scheme. Sales and communications plans are being developed for year 2 to ensure continued high performance.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Subscription take up	50%	53%	Performance ahead of expectations due to successful resident engagement campaign and provision of value for money service	Year 2 comms and sales plans to be designed
Chargeable bins cumulative	21,651	23,420	Performance ahead of expectations due to successful resident engagement campaign and provision of value for money service	Year 2 comms and sales plans to be designed

Table 13: Garden Waste performance exceptions

Healthy District

May is the final year of the leisure contract. The contractor has been monitored well to ensure there is no slip in performance towards the end of the contract. Cost per user is on track and providing value for money and the numbers of new users are on target. Total throughput numbers for the leisure contract are a little lower than target but this is not unusual towards the summer months and is usually counterbalanced by usage ahead on target in the first few months of the new year. The new contract commenced on the 1st June 2018.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Customer satisfaction-leisure centres	90%	96%	No poor scores recorded	Continue to monitor
Cost of leisure management fee per user	£1.10	£0.85	This is the last month of the contract and performance is within tolerance.	The contract came to an end at the end of May and new targets will be set going forward.
New participants at WL Leisure Centres	400	467	A good range of activities and proactive marketing is attracting new customers	Continue to monitor

Table 14: Healthy District performance exceptions

Home Choices

The changes to legislation from April will mean that there is a greater emphasis on homeless prevention which should mean a reduction in temporary accommodation. Due to a lack of services for high needs clients we have had great difficulty in looking for move on accommodation for the cases we have dealt with. This has meant longer in accommodation than we would have liked. Earlier notification of these cases from agencies will assist towards preventing them from being in temporary accommodation earlier. The new system has some small teething problems but these are slowly being resolved. Issues will mean reporting may be delayed and extra training has been ordered to ensure all staff understand fully the functioning of the system as a whole.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Temp accommodation usage	6	15	A mixture of complex cases, evictions, rough sleeping and out of area referrals	Encourage providers to inform us of evictions earlier. A new reporting system is in place and staff training is underway to ensure the full functionality of the system is understood.
B&B nights	0	89	Complex cases that were difficult to move on from temporary accommodation meaning B&Bs had to be used	Encourage providers to inform us of evictions earlier. A new reporting system is in place and staff training is underway to ensure the full functionality of the system is understood.

Table 15: Home Choices performance exceptions

Housing

The revised Housing Assistance Policy has been agreed and will be implemented from July 2018. This will provide support to landlords, empty property owners and prospective buyers of empty properties. Alongside this the policy will enhance our discretion and provision in relation to Disabled Facilities Grants.

The overall number of empty properties is consistent and the focus within this work area is on compulsory purchase orders for those properties that are in the worst condition.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Average cost of DFGs	£4,000	£9,684	Large complex cases requiring greater grant payments	No action needed. Will not impact overall service delivery
Long-term empty properties brought back into use	25	3	Focus on more complex cases resulting in less activity across a wider number of properties	Continue with current approach and implement Housing Assistance Policy

Table 16: Housing performance exceptions

IT and Systems Development

Performance continues to remain on or above target in this area.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Incident & Problem Management	93%	107%		Pro-active and continuous monitoring being carried out
Change Management	93%	100%		Pro-active and continuous monitoring being carried out
Online customers signing up to self-service accounts	400	2,082		Pro-active and continuous monitoring being carried out
Electronic forms completed and submitted on the website	4,000	5,871		Pro-active and continuous monitoring being carried out

Table 17: IT and Systems Development performance exceptions

Licensing

Period 1 has started positively with income and the number of applications received exceeding the target set and 100% of applications made, have been processed within the agreed timescales.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Applications processed within target time	96%	100%		

Table 18: Licensing performance exceptions

Local Land Charges

On a positive note Land Charges has started this year's performance where it finished last year, by exceeding the target set for the amount of searches received and the time taken to process those applications. Market share is just 1% below target, unfortunately income received is below target compared to the same period last year, which is not unusual but will be monitored closely through monthly budget reports. The amount of searches received and their financial value is however driven by the property market and therefore to some extent beyond our control.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Income received	£19,566	£17,143	Timing of receipts causes underachievement in some months and overachievement in others	n/a
LLC searches received	386	440	This is determined by the property market and we expect it to even out by year end	n/a

Table 19: Local Land Charges performance exceptions

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has continued to decrease throughout period 1, this has mainly been down to adverse weather conditions and traders taking holidays, however there has been a small reduction of traders on both the Saturday and Tuesday market due to traders giving notice. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in Dec 2017, no final decision was made, further clarity around options is required and further options are to be viewed.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Ave stalls on a Saturday	20	17	Market review and options appraisal currently underway. Low turn-out of traders due to adverse weather in April	Continue with market review and options appraisal
Average stalls on a Tuesday	60	41	As above	As above

Table 20: Markets performance exceptions

Regulatory Services

Customer satisfaction within these work areas continues to be high and will be monitored across the current performance year. An internal audit is currently underway within the work areas to ensure that the service is able to meet its statutory obligations and to review the consistency of approach and overall performance. There is an ongoing issue in regards to meeting the Food Standards Agency inspection target and this is expected to be recognised within the audit outcomes.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Nuisance complaints completed on time	90%	100%		
Food premises receiving a proactive inspection	60	43	Ability to meet FSA target affected by resources available	Continue to monitor
% of food premises rated 3* or above	94%	97%		

Table 21: Regulatory Services performance exceptions

Street Cleansing

Performance throughout the Street Cleansing service is within the parameters set at the beginning of the year despite some challenges.

Street cleansing costs per household for last year was £12.27, this was the second lowest of all the authorities benchmarked through APSE, this trend has continued through period one however there will be challenges with increasing wage rises and fuel costs.

The service continues to have strong links with communities, the Great British Spring Clean initiative helped increase the number of voluntary litter picks in April/May and has helped in keeping communities engaged in further community tidy ups.

Income generation is below target for period one, this is mainly due to a down turn in income generation work, business and marketing plans continue to be developed and reviewed to strengthen this area.

Weed spraying income is expected to increase for this year by 100% due to an increase in sprays to be completed, income expected is £17,000, this income should start to be seen in period two.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Volunteer litter picks	5	25	Increase due to promotion of the Great British Spring Clean and high participation of community tidy ups	

Table 22: Street Cleansing performance exceptions

Trinity Arts Centre

Trinity Arts Centre continued to trial new programming options, with the objective of expanding both demographic and geographic reach and increasing footfall. Although the introduction of Friday film matinees attracted a mixed response, it is anticipated that the Saturday matinees being introduced into the next season will prove more popular. A broader range of live programming has expanded the demographic of our customer base, with several hundred new customer addresses being added to our box office system during the spring season. Looking forward, our box office operation has been enhanced to introduce five and a half day opening, addressing the weakest link in the sales operation for the theatre. An attractive summer season with strength in its film programme, a strong community element to the live programme and a strong music programme needs to be supported by continued improvements in the marketing of the shows, with a particular focus on reaching out to a wider audience.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Cost of Trinity Arts Centre per user	£5.50	£4.16	Relatively unattractive film releases and a poor response to Friday matinees. Staff costs due to training new members of staff. Performance on target overall due to the effect of accruals for the previous year	July to Sept film releases look stronger, and matinees have been switched to Saturdays, and are expected to prove more popular.
Received Surplus	£7,000	£14,165	Increased number of events and improved online & email marketing.	Continue improvements and enhance the service offered by box office (enhanced opening hours start mid-June)
Audience Figures	1,800	3,048	Increased number of events and improved online & email marketing.	Continue improvements and enhance the service offered by box office (enhanced opening hours start mid-June)
Event Occupancy	55%	45%	Increased number of events increased footfall but reduced per event occupancy	Continue improvements to the marketing function.

Table 23: Trinity Arts Centre performance exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 48.6%, which is lower than this time last year but was expected to drop due to the now chargeable green waste service (just under the 50% target). Residual waste collected has gone up slightly but many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins probably encourages recycling. Missed collections are just above targets due to a new line of seasonal workers being introduced into the service. The cost of service is now £28.28 per household, which is around £20 cheaper than last year. Well under target but with rising wages and fuel costs still an excellent rate when benchmarked with others. Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income of over £20k per month.

Measure	Tar	P1	What is affecting performance?	What do we need to do to improve and by when?
Cost of service per household	£45.37	£28.28	Garden waste charge has led to a reduction in the cost per household	
Trade waste income	£38,000	£42,307	Interaction with crews on highlighting two not using the service	Marketing campaign
Missed collection within the SLA	95%	98%	Staffing levels	

Table 24: Waste Collection performance exceptions

Appendix 1

Extract from the Corporate Policy and Resources Committee Meeting held on 19 July 2018

25 PROGRESS AND DELIVERY REPORT – PERIOD 1 (2018/19)

The Executive Director of Resources introduced the Progress and Delivery report for period 1 2018/19, and gave apologies on behalf of the Executive Director of Operations.

The Executive Director of Resources updated the Committee on pieces of work that the Council were undertaking, and whether they were above or below their achievement target.

These pieces of work are summarised below:

- The green waste collection had seen a positive roll-out with a higher than expected number of subscribers;
- The number of new users of the Leisure Centre was exceeding expectations;
- The Trinity Arts Centre was achieving higher patronage than anticipated;
- Council Tax and Business Rates collection to date was below target, partly due to the 12 month instalment option, meaning that rates cannot be collected as early as they previously had been;
- Development Management had income currently below target;
- A number of outstanding enforcement cases had been closed, which in turn had led to a higher average closure time for enforcement cases;
- Regulatory services were subject to a briefing requested by Prosperous Communities Committee;
- The use of bed and breakfast accommodation in home choices cases had been below target for at least the last five months. This would be continually monitored;

Following this summary, the Housing and Enforcement Manager explored the issues being experienced by the Enforcement team, before addressing issues around food safety. These topics are summarised below:

- Over a period of time there had been a high demand for dealing with planning enforcement cases. This had led to an agreement for an additional resource;
- The audit of Enforcement requested by the Governance and Audit Committee recommended that some of the enforcement measures reported by Progress and Delivery be changed; this was in part because the timescales of cases in the hands of
- the inspectorate could not be controlled by WLDC;
- Timescales of enforcement cases would be something that the new enforcement officer would look to address;
- The aim was to provide an initial response to planning enforcement cases within 20 working days. This had been achieved 77% of the time in the first three months of 2018;

- In the first three months of this year 111 cases had been closed, compared to 210 closures in the whole of the previous year;
- The average length of an enforcement case was 107 days if the legacy cases (of over a year old) were removed;
- There was an ongoing internal audit covering food safety. The targets were still not being met but officers were confident that the level will improve;
- There were around 97% of food premises in the district rated at 5* or above. The focus was always on Category A or B businesses, which are larger premises; all other premises were assessed in line with the Food Standards Agency guidelines;
- There were more food safety visits than shown in the Progress and Delivery report, but they were not full visits;
- Premises can fail on paperwork alone; in some instances the overall rating can be low as a result of this. If the business pays a fee after having had a food safety visit, then inspectors will re-visit and reassess within a certain timeframe. Previously, the re-visit would have to be rescheduled for later in the year.

RESOLVED to note the report.

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on 17 July 2018

24 PROGRESS AND DELIVERY PERIOD 1 2018/19

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures, as at the end of Period 1. Members were asked to review performance and recommend areas where improvements should be made, having regard to any remedial measures already included within the report.

The report summary was structured to highlight those areas that were performing above expectations, and those areas where there was a risk to either performance or delivery.

Areas described as performing well included:

- Benefits
- Economic Development and Town Centre Management
- Garden Waste
- Healthy District
- Trinity Arts Centre

Those areas described as risks included:

- Council Tax and NNDR.
- Development Management
- Enforcement
- Home Choices
- Markets
- Regulatory Services

Further information was given on each of the above.

Debate ensued and Members welcomed the revised format. Much concern was expressed over the pro-active food inspections performance level and Members sought further information regarding the risks this posed, the extent of the problem, whether this was a resourcing issue and what a premise needed to do to achieve a 3 star plus rating. Clarification was also sought as to how, when and if the Audit Committee needed to be looking more closely at this area.

In responding the Executive Director of Operations, advised indication from the service was that the risk currently posed was not of too great a concern and the resources within the team were comparable to similar size authorities. Regarding the role of the Audit Committee, an audit plan was agreed at the beginning of year and was linked to issues identified in the AGS, if food inspections continued to remain an issue then an audit may be an option. However the Challenge and Improvement Committee also

had remit to further investigate service areas where performance had been poor over two consecutive periods.

In the absence of the Team Manager being present at the Meeting, the Executive Director of Operations undertook to provide Members with a full briefing note, regarding the service in response to the questions posed by Members. This would be circulated outside of the meeting.

Concern was again expressed over the performance of the Market which continued to decline. It was suggested the inclusion of Direction of Travel indicators would also assist Members in better assessing performance. A Member sought indication of when this matter would be brought before the Committee and an update in respect of the ongoing Procurement process.

In response it was noted that the outcome of the procurement process was expected in the Autumn. In hearing the response there was a brief discussion regarding what decisions the committee had previously made with some Members being of the belief the process had not been agreed by Members. Assurance was offered that it had been agreed at a meeting in December 2017 that a procurement exercise to identify a market operator be undertaken. Officers had been undertaking the procurement process as requested, the outcome of which would be reported through the Autumn cycle of meetings. The actual process undertaken was not a matter for Committee agreement as this was governed by law and EU Regulation.

It was accepted that Direction of Travel indication would be useful particularly in areas where performance was off target for two consecutive periods. The way in which the Challenge and Improvement Committee could intervene in such circumstances was again outlined.

Some Members were of the view that some of the measures appeared meaningless and cited examples of such. There had been much work undertaken to identify appropriate rounded measures and these did not appear to be reflected.

In response Members were advised that this was an exceptions report detailing only those measures which were either above or below target. There was a whole basket of measures creating “a balanced score card” and rounded view for each service. These could be provided to Members on request. The measure setting process undertaken was outlined to Members, and Members had been engaged in this. This process would be repeated early in the New Year with measures agreed ready for the start of the 2019/2020 financial year.

The Committee were in agreement it was important to challenge the measures used.

In response to concerns regarding the on-going use of Bed and Breakfasts, the Executive Director of Operations, indicated the Team shared this concern and outlined the work ongoing to try and alleviate the situation, including working with Partners and greater investment. This was a National trend exacerbated by the lack of “move-on” accommodation in the local area.

RESOLVED that having critically appraised the performance of services and

key projects, and having had regard to the remedial measures suggested in the report, and the information provided in response to Member questions, no further formal action be requested at this stage, however a briefing note regarding the Food Inspection Service be circulated to all Members of the Committee in response to the points raised through the debate.



**Challenge and Improvement
Committee**

4 September 2018

Subject: Challenge and Improvement Committee Operating Methodology for 2018/19

Report by:

Mark Sturgess

Contact Officer:

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Executive Director Operations/Head of Paid Service
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Purpose / Summary:

To:

- 1) Set the role of the committee when undertaking reviews
- 2) Set out important considerations with regards to scrutiny and conduct
- 3) Provide criteria for reviews and related processes

RECOMMENDATION(S):

1. Members approve the proposed Operating Methodology for 2018/19 set out in the report

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.
- 1.5 This report proposes no changes to the operating methodology which was in place for the 2017/18 municipal year and is set out below.
- 1.6 A full account of the Committee's responsibilities and functions are set out in part IV of the Constitution. They are also explained in more detail below.

2. Current Committee Functions

Work Area	Timing	Purpose	Source
1. Performance Management	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;
2. Policy or Performance Reviews	Before a policy decision is made	Support the research and stakeholder analysis for proposed decisions.	By Request of another committee / proposal to establish a working group
2b Policy / Performance or Service Reviews	Before a policy decision is made. To Aide this process at each meeting of the Committee they receive the full forward plan of all the Authority's business	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

Work Area	Timing	Purpose	Source
2c. Policy or Performance Reviews	<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;
3. Service and Budget Plans	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;
4. Work of other public bodies operating within its area	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 agencies as they affect the council's area or its inhabitants;
5. Police and Justice Act 2006			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.
6. Oversight Commissions	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. Adopted Operating Methodology

3.1 The following table sets out how the Committee fulfils each of the above functions.

Work Area	Timing	Purpose
1. Performance Management	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
2. Policy or Performance Reviews	Part way through project delivery and there are concerns the relevant committee are not taking appropriate action to deal with excessive delays to delivery or increases above budgeted costs	To review delivery to ensure that the project is delivering the desired objectives. Please Note: Project delivery would not stop during the review. Process B in the appendix refers
2. Policy or Performance Reviews	After delivery	To review a project post-delivery to identify the benefits delivered against the original business case. Process C in the appendix refers
2 Policy / Performance or Service Reviews	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
3. Service and Budget Plans	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.
4. Work of other public bodies operating within its area	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
5. Police and Justice Act	Twice per year by means of a	-

2006	presentation from the Chief Inspector and his attendance at Committee	
6. Oversight Commissions	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 are outlined at appendix 1 and flow charts for each process are attached at Appendix 3.

4. External Bodies

4.1 The Committee has had details of organisations or agencies external to the Council that deliver activities/services to people of the District.

4.2 To fulfil function area 4 above, the Committee will invite these organisations or agencies to make presentations to the Committee on how their work affects the people of the District. This will provide an opportunity for committee members to gain greater understanding of the policies, strategies and activities of those organisations and agencies and how their work supports the people of the District.

4.3 It is important that in undertaking this role members should have regard to how the Council already influences the work of these organisations or agencies through, for instance, being represented on its board. It should also be recognised that this Council cannot compel any representative of an organisation or agency operating in the District to attend a meeting of the Committee. Attendance should be on the basis of how the Council and the organisation or agency can work together to get a better outcome for the people of the District.

4.4 With this in mind it is proposed that the Committee apply the following criteria to inviting external bodies to its meetings:

- Selection of appropriate bodies is made by the Committee on the basis of current issues or new developments within service areas.
- 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.
- The invite to attend is sent with a clear explanation 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)

- Each session with an external body should be timetabled for no more than one hour. If it is considered that a longer session is required then arrangement should be made outside the normal meeting arrangements.
- To manage the time commitment of the Committee no more than two bodies should be invited in any one year.

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/or 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.
- 5.6 It is also open to the Committee, as part of setting its work programme to decide the forward plan at the start of the municipal year to decide, after consultation with its members, that it needs to commission work into a specific area as a result of member concerns.
- 5.7 This year as a result of member concerns around the delivery of services in the rural areas of the District the main commission will examine how the rural public realm is preserved and enhanced through the organisations and agencies responsible for delivering services throughout the District. This will be agreed as part of the work plan, set out in the forward plan, for the Committee at this meeting

with detailed terms of reference and a programme of work being brought forward once this is agreed.

6. Membership and interests

6.1 For clarity, 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 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:

“The guiding principle for the work of scrutiny (Challenge and Improvement) 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.”

Constitution of WLDC – Article 7 – Overview and Scrutiny

7.2 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.

7.3 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.

8. Review 2017/18 (Recommendation)

- 8.1 Challenge and Improvement (Overview and Scrutiny) is an activity that most fourth option councils (those without a cabinet) have struggled with.
- 8.2 In the past the council has received advice and guidance from the Local Government Association (LGA) about how best to establish and operate an effective overview and scrutiny function. It is recommended that the committee revisits this advice and guidance and invites the LGA back to the council to offer additional training on overview and scrutiny work and the operation of the Committee. This will help make the Committee more effective and the Council decision making more robust.

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

Work Area	1. Performance Management – PROCESS A
Timing	1.2 After two consecutive periods of missed targets
Purpose	To scrutinise the reasons for off track performance and the adequacy of rectifications (Service Performance Review)
Criteria	<ol style="list-style-type: none"> 1. The performance must have been off track for at least two consecutive reporting periods, 2. The actions of the appropriate committee have been implemented and given time to adjust performance 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 4. No More than four Service Performance Reviews may be called with in a municipal year. 5. An item considered using this process is excluded from re-discussion within six months of first consideration.
Process	<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"> 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. 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. 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. 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. 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.

Work Area	2. Policy or Performance Reviews – PROCESS B
Timing	2.3 Part way through project delivery (Gateway Review) and there are concerns the relevant committee is not taking appropriate action. Please Note: Project delivery would not stop during the review.
Purpose	To review delivery to ensure that a project is delivering the desired objectives
Criteria	<ol style="list-style-type: none"> 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: 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. 3. No More than four Gateway Reviews may be called with in a municipal year. 4. An item considered using this process is excluded from re-discussion within six months of first consideration.
Process	<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"> 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. 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. 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. 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. 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.

Work Area	2. Policy or Performance Reviews – PROCESS C
Timing	2.4 After delivery (Benefits Realisation Review)
Purpose	To review a project post-delivery to identify the benefits delivered against the original business case.
Criteria	<ol style="list-style-type: none"> 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 2. Only one Benefits Realisation Review per project may be called by the Challenge and Improvement Committee. 3. No More than four Benefits Realisation Reviews may be called with in a municipal year. 4. An item considered using this process is excluded from re-discussion within six months of first consideration.
Process	<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"> 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. 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. 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. 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. 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.

Work Area	2. Policy or Performance Reviews – PROCESS D
Timing	One cycle before a Policy Committee decision is taken
Purpose	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
Criteria	<ol style="list-style-type: none"> 1. By Proposer, seconder and majority vote an item can be selected from the Forward Plan 2. No More than four Reviews using this process can be undertaken within a municipal year. 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 4. A Decision given pre-scrutiny under this process can then not be called in using the traditional call process. 5. An item considered using this process is excluded from re-discussion within six months of first consideration.
Process	<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

Work Area	2. Policy or Performance Reviews
Timing	2.2 After a policy decision is made (within five days of minutes publication) - Call In
Purpose	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.
Source	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;
Criteria	<ol style="list-style-type: none"> 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, 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. 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. 4. Call-in does not apply to recommendations to Council nor to Council decisions themselves. 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. 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.
Process	<p>Within five working days of the publication of the minutes:</p> <ol style="list-style-type: none"> 1. Identify four members on the Challenge and Improvement Committee who support the proposal to call-in the decision 2. Draft the request to call in a decision in writing setting out: <ol style="list-style-type: none"> a. the resolution to be considered, b. the reason(s) why the decision should be reconsidered 3. Get all four members to sign 4. Send the notice to the Chief Executive no later than 5pm on the fifth working day following publication of the decision.

5. 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).
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.

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	L&R	JSCC	PC
Annual Health & Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety	-	-	-	20/09/18	-	05/07/18	-
Combined Assurance Report	James O'Shaughnessy	To present the Council's Combined Assurance Report for 18/19	-	-	12/03/19	-	-	-	-
Medium Term Financial Plan	Tracey Bircumshaw	The MTFP for 19/20	-	-	-	07/02/19	-	-	-
Members' Allowances	Alan Robinson	To allow the Governance and Audit Committee to discuss Members' Allowances for 19/2020 to assist the work of the Remuneration Panel	-	-	06/11/18	-	-	-	-
Review of Gambling Policy	Phil Hinch	To recommend to Council the review of the Gambling policy.	-	12/11/18	-	-	18/09/18	-	-
Strategic Risks - 6 month update	James O'Shaughnessy	6 month update for 18/19	-	-	06/11/18	-	-	-	-
Annual Fraud Report	Tracey Bircumshaw	To review the number, type and results of investigations made by the Council during 2017/18	-	-	06/11/18	-	-	-	-
Leisure Contract Update	Karen Whitfield	To update Members on the implementation of the leisure contract and performance to date	-	-	-	-	-	-	29/01/19
Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks	-	-	15/01/19	-	-	-	-
Internal Audit Q4 Monitoring	James O'Shaughnessy	To feed back on Quarter 4 to G and A Committee	-	-	16/04/19	-	-	-	-
Write Offs	Alison McCulloch	This report details debts which are irrecoverable	-	-	-	13/12/18	-	-	-

Gainsborough Town Centre Townscape Heritage Application	Wendy Osgodby	To provide an update on the application to the Heritage Lottery Fund for Townscape Heritage funding for Gainsborough Town Centre, thereby obtaining formal commitment and financial support.	-	-	-	08/11/18	-	-	-
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.	08/01/19	-	-	-	-	-	29/01/19
FEZ	Marina Di Salvatore	to confirm SPV financing arrangements and delivery strategy in order to progress with Due Diligence Appraisal for drawdown of GLLEP grant (£2m)	-	-	-	08/11/18	-	-	-
Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure	-	-	-	08/11/18	-	04/10/18	-
Review of Career Break Scheme	Emma Redwood	To review the Career Break Scheme	-	-	-	08/11/18	-	04/10/18	-
Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy	-	-	-	08/11/18	-	04/10/18	-
Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	To review the car parking charges in Market Rasen to come into effect April 19, as resolved by Prosperous Communities in October 2017	-	-	-	08/11/18	-	-	23/10/18
Selective Licensing 12 month review	Andy Gray	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017	13/11/18	-	-	-	-	-	04/12/18
Future Communication Options	Julie Heath	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017	-	-	-	-	-	-	23/10/18
Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017. To also include information as requested by C&I cttee in Feb 18. See comments below.	13/11/18	-	-	08/11/18	-	-	-
Councillor Initiative Fund	Grant White	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
Q1 Review of AGS Action Plan 17/18	James O'Shaughnessy	To review the progress with the Annual Governance Statement 2017/18 Action Plan	-	-	15/01/19	-	-	-	-
Joint Working with ACIS - Japan Road	Eve Fawcett-Moralee	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	-	-	-	08/11/18	-	-	23/10/18

		Plan of the JVCo and the financial investment implications for West Lindsey District Council.							
Update re Customer Complaints Handling	Natalie Kostiuk	To provide an update on customer complaints following the benchmark report in May 18.	13/11/18	-	-	-	-	-	-
Update re enforcement case management	Andy Gray	To update on progress of management of enforcement cases following benchmarking report in May 18.	13/11/18	-	-	-	-	-	-
Business Plan update for Market St Renewal	Tracey Bircumshaw	Approval of Business Plan	-	-	-	20/09/18	-	-	-
Budget and Treasury Monitoring 2	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 2	-	-	-	08/11/18	-	-	-
Budget and Treasury Monitoring 3	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 3	-	-	-	07/02/19	-	-	-
Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4	-	-	-	11/04/19	-	-	-
Base Budget 19/20	Tracey Bircumshaw	To set the budget for 19/20	-	04/03/19	-	07/02/19	-	-	29/01/19
Report on Housing Company	Eve Fawcett-Moralee	Matters arising from Full Council requested a paper to go to prosperous Communities, arising from a motion. EFM has now confirmed the aim will be for this to go by December 18, ahead of Full Council 19.	-	-	-	-	-	-	04/12/18
Committee Timetable 19/20 and beyond	James Welbourn	To look at dates for committee for 19/20, and 2020/21.	-	-	-	08/11/18	-	-	-
Certification of Grants and Claims Annual Report	Tracey Bircumshaw	An annual report for 2017/18 from the External Auditor.	-	-	15/01/19	-	-	-	-
Council Tax Support Scheme	Alison McCulloch	For Council to agree the Local Council Tax Support Scheme for West Lindsey DC for 19/20.	-	-	-	13/12/18	-	-	-
Internal Audit Q2 Monitoring	James O'Shaughnessy	Internal Audit to present the report from the second quarter.	-	-	06/11/18	-	-	-	-

Internal Audit Q3 Monitoring	James O'Shaughnessy	Internal Audit to present an update report from Quarter 3.	-	-	15/01/19	-	-	-	-
Made in Gainsborough - update paper	Amanda Bouttell	Members requested an update to the paper taken to CPR in April to see how the project was going.	-	-	-	20/09/18	-	-	-
Joint Municipal Waste Strategy for Lincolnshire	Ady Selby	Following closure of the consultation period a decision will be required on the Joint Municipal Waste Strategy.	-	-	-	-	-	-	23/10/18
Update report re Member Development	Ele Durrant	To update Cttee on the progress of the Member Development Plan and proposed Induction Plan	-	-	06/11/18	-	-	-	-
Under 25 Care Leavers Council Tax Relief	Alison McCulloch	To approve the award of 100% council tax relief to any care leavers under the age of 25	-	-	-	20/09/18	-	-	-
Health & Safety Policy Review	Emma Redwood	To update the council's Health and Safety Policy	-	-	-	08/11/18	-	04/10/18	-
Caistor Southdale Development	Karen Whitfield	To agree development of Caistor Southdale site to include new GP surgery and homes in conjunction with Lace Housing	-	-	-	08/11/18	-	-	-
Draft Treasury Management Strategy	Tracey Bircumshaw	To scrutinise the Treasury Management Strategy and recommend its inclusion within the Medium Term Financial Plan.	-	-	15/01/19	-	-	-	-
Closure of Accounts 18/19 + External Audit Plan	Tracey Bircumshaw	To review and approve the accounting policies actuary assumptions and materiality levels that will be used for the preparation of the 18/19 accounts. For the External Auditor to explain the process of the External Audit of the Statement of Accounts and approach to the Value for Money Audit 18/19.	-	-	12/03/19	-	-	-	-
P&D Period 1 18/19	Mark Sturgess	To consider the Progress and Delivery report for Period 1 18/19	04/09/18	-	-	19/07/18	-	-	17/07/18
P&D Period 2 Report 18/19	Mark Sturgess	To consider the Progress and Delivery report for period 2 18/19	08/01/19	-	-	13/12/18	-	-	04/12/18
P&D Period 3 Report 18/19	Mark Sturgess	To consider the Progress and Delivery report for period 3 of 18/19	-	-	-	11/04/19	-	-	19/03/19
Fees and Charges 19-20	Tracey Bircumshaw	To review the proposed Fees and Charges 19-20 for Prosperous Communities Committee	-	-	-	-	-	-	23/10/18

		To recommend to Council the Fees and Charges 19-20	-	-	-	08/11/18	-	-	-
Counter Fraud and Corruption Policy	Tracey Bircumshaw	After a review by the Fraud partnership and due to the additional requirements of new regulations the money laundering and corruption reports have been separated.	-	-	06/11/18	-	-	-	-
Ethical Audit	James O'Shaughnessy	At the June 18 meeting of G and A Lucy Pledge mentioned that work on an 'ethical audit' would come back to the G and committee. This has been put in for 6 months from the annual internal audit report.	-	-	15/01/19	-	-	-	-
Annual Audit Letter 17/18	Tracey Bircumshaw	The purpose of the report is to present the Annual Audit Letter to the Governance and Audit Committee.	-	-	06/11/18	-	-	-	-
Review of the Effectiveness of Internal Audit	Ian Knowles	To review and report on the effectiveness of the internal audit service provided by Assurance Lincolnshire	-	-	06/11/18	-	-	-	-
Agency Staff & Consultants Expenditure 2016/17	Tracey Bircumshaw	Annual update for Members on the expenditure incurred during 2017/18 on the engagement of temporary/agency staff and consultants	-	-	06/11/18	-	-	-	-
Internal Audit Draft Annual Plan Report 19/20	James O'Shaughnessy	To present to members the draft annual internal audit plan based on assurance mapping and risk assessments across the Councils critical services	-	-	15/01/19	-	-	-	-
Gainsborough Living Over the Shop (LOTS) Grant	Elaine Poon	Following the success of the LOTS pilot carried out by Market Street Renewal, Officers recommend the scheme to be rolled out as a grant to encourage more residential dwellings and footfall within the Gainsborough Town Centre. The funding will be reclaimed from the GLLEP as part of WLDC's successful £4 million Single Local Growth Fund bid.	-	-	-	20/09/18	-	-	-
South West Ward Waste Collections Review Scope	Ady Selby	For Members to approve the scope for review of the waste collection service in the South West Ward of Gainsborough and associated consultation strategy	-	-	-	-	-	-	11/09/18
establishment of a strategic health partnership	Phil Taylor	to establish a strategic health partnership for West Lindsey	-	-	-	-	-	-	04/12/18

Broadband Options	Ian Knowles	Follow up report following the resolutions made by the PC Committee at its meeting on 5 June 18	-	-	-	-	-	-	04/12/18
Periodic Review of AGS	James O'Shaughnessy	6 monthly review of the AGS	-	-	15/01/19	-	-	-	-
Syrian Refugees	Rachel Parkin	to advise of new government proposals and schemes	-	-	-	-	-	-	11/09/18
Saxilby Workshops and Industrial Space	Elaine Poon	The Council has been invited to submit a full bid for Phase 1 and 2 of the Saxilby Workshops and Industrial Space. The total ERDF funding ask of £800k will be matched by West Lindsey's investment. Committee approval is required to submit the bid and to confirm the availability of match funding.	-	-	-	08/11/18	-	-	-
LGO Annual Review Letter 18 - Report	Natalie Kostiuk	Report on the LGO Annual Review Letter 18. Covering complaints to the LGO for the 2017-18 period. Examining upheld complaints and benchmarking/trends.	-	-	06/11/18	-	-	-	-
Staff Survey Results	Emma Redwood	To inform Committee of the outcome of the Staff Survey 18.	09/10/18	-	-	-	-	04/10/18	-
Review of Terms of Reference for JSCC	Emma Redwood	To review the ToR for JSCC and assess whether there are alternative options as to who is needed for the meeting to be quorate.	-	-	-	-	-	04/10/18	-
Customer First - update report	Michelle Carrington	To provide a regular update for C&I committee as agreed at C&I meeting of 26 June 18.	08/01/19	-	-	-	-	-	-
ICT and Digital Strategy - 6 monthly update	Michelle Carrington	At their meeting on 14 June 18, members requested a half yearly update on the ICT and Digital Strategy.	-	-	-	13/12/18	-	-	-
Customer First - Progress Report	Michelle Carrington	To update the cttee on progress in implementing the programme, as requested and resolved at pc cttee meeting on 17 July. Further update planned for July 19	-	-	-	-	-	-	29/01/19
5-7 Market Place, Gainsborough	Marie Jackson	Agreement to draw funds on renovation of building to make fit-for-purpose. Discussion of Stage Two will occur at September's Portfolio Board	-	-	-	08/11/18	-	-	-
South West Ward Waste Collections Review Interim	Ady Selby	To update members on consultation exercise and propose pilot methods of collection	-	-	-	-	-	-	29/01/19
South West Ward Waste Collection Review Final	Ady Selby	For final decision on waste collection methodology in ten foot areas of Gainsborough following consultation and pilots	-	-	-	-	-	-	19/03/19

North Marsh Road	Diane Krochmal	To approve capital budget to support delivery of North Marsh Road Housing Zone site through s106 offsite contributions	-	-	-	20/09/18	-	-	-
Community & Voluntary Sector Funding	Grant White	To present recommendations from Community Grants Panel following review of Community & Voluntary Sector Funding Review 18.	-	-	-	-	-	-	23/10/18
Houses of Multiple Occupation (HMO) Policy	Andy Gray	To provide Councillors with and seek approval for a new policy in relation to HMOs in the district.	-	-	-	-	-	-	04/12/18
Waste Strategy	Ady Selby	To adopt the revised Joint Municipal Waste Strategy for Lincolnshire	-	-	-	-	-	-	04/12/18

CHALLENGE AND IMPROVEMENT CURRENT WORKPLAN – AS AT 24 AUGUST 2018

Date	Title	Lead Officer	Purpose of the report
09/10/2018	Invite to Lincolnshire Police	Ele Durrant	Invitation extended to Lincolnshire Police for 6 monthly update on crime and safety across the District
	Staff Survey Results	Emma Redwood	To inform Committee of the outcome of the Staff Survey 2018.
13/11/2018	Selective Licensing 12 month review	Andy Gray	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017
	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017. To also include information as requested by C&I cttee in Feb 2018. See comments below.
	Update re Customer Complaints Handling	Natalie Kostiuik	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.
08/01/2019	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.
	P&D Period 2 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 2 2018/19
	Customer First - update report	Michelle Carrington	To provide a regular update for C&I committee as agreed at C&I meeting of 26 June 2018.