



**Challenge and Improvement
Committee**

5 September 2017

Subject: Progress and Delivery – Period 1

Report by:	Chief Operating Officer
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:

P & D Review May 2016

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

x

Key Decision:

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

Yes

No

x

- 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.

Appendix 1

Extract from the Corporate Policy and Resources Committee Meeting held on 27 July 2017

30 PROGRESS AND DELIVERY PERIOD 1

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures. A revised set of measures was appended to the report for approval. 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, those areas where there was a risk to either performance or delivery and those areas where further work was required to either improve the quality of the information provided to Members or where work was already underway to address poor performance.

Areas described as performing well included: The Budget, Building Control and Local Land Charges.

Those areas described as risks included: Enforcement; Food Safety (Regulatory Team), Gainsborough Markets and Homelessness.

Future work would be undertaken regarding the measurement of customer satisfaction.

Further information was given on each of the above.

Debate ensued and a number of Members expressed dissatisfaction at the market's performance and the continued delay of the options paper for this service, despite the poor performance.

Concern was also expressed at the performance within Enforcement, particularly at the initial response time which could often be weeks as opposed to days. This was not creating a positive image for the service. Furthermore non response often meant Members were becoming involved in issues that should be for Officers to resolve.

Members were keen that further progress was made with the tenant passport scheme, in order that Selective Licensing achieved all it had intended to. It was important that Selective Licensing offered benefits and support for those responsible landlords and the tenant passport scheme would go some way to achieving this.

The current position with regard to Food Inspections was considered unacceptable with Members acknowledging that this was an important service function, with

serious implications if it was not running effectively.

With regard to the dip in performance for the indicator “cost of Trinity Arts per user”, it was noted that the figures for the period, included some one-off annual costs and thus this was a financial profiling issue. The indicator was expected to resume its normal position in the next period.

In responding Officers acknowledged Members’ concerns regarding Food Inspections and advised that this was the first quarter that the service appeared to be at risk of poor performance, this was thought to be as result of a number of short term absences, however a review of the service was planned for early August to ensure the service remained effective.

Officers were accepting of the comments around the performance of the Enforcement service. In response to previous concerns, new resource had been allocated to the service since February 2017 and it was anticipated the benefits and impact of this additional resource would soon be evident. It was expected that the indicators would be showing an improved position by the end of the next period.

Officers confirmed that progress was being made with the tenant passport scheme.

Again Officers were accepting of the comments raised in respect of the Markets performance. Assurance was offered that an options paper would be submitted to the September meeting of the Prosperous Communities Committee.

On that basis it was:-

RESOLVED that: -

- (a) the new measures proposed, as detailed in Appendix 1 of the report, be approved; and
- (b) 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 action be requested at this stage.

Note: Following the above vote having been taken a Member indicated that the Committee should request a further report back on the position of food inspections. The Chief Operating Officer indicated that the report was next due at the Challenge and Improvement Committee and the Committee’s comments and suggestions would be noted there.

Appendix 2

Extract from the Prosperous Communities Committee Meeting held on

28 PROGRESS AND DELIVERY PERIOD 1

Members gave consideration to a report which assessed the performance of the Council's services and key projects through agreed performance measures. A revised set of measures was appended to the report for approval. 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, those areas where there was a risk to either performance or delivery and those areas where further work was required to either improve the quality of the information provided to Members or where work was already underway to address poor performance.

Areas described as performing well included: The Budget, Building Control and Local Land Charges.

Those areas described as risks included: Enforcement; Food Safety (Regulatory Team), Gainsborough Markets and Homelessness.

Future work would be undertaken regarding the measurement of customer satisfaction.

Further information was given on each of the above.

Debate ensued and Members asked a number of questions of Officers particularly in respect of the homelessness service, seeking clarity as to the factors which were driving the increase and how demand and emergency need was been managed.

In responding Officers confirmed that the number of rough sleepers across the District remained low, with the target being zero. The increase in demand related to an increase in those individuals and families who were finding themselves in difficulty and seeking support from the Council. A number of factors driving this increase were changes to Welfare Reform and reduced access to other services such as mental health. There was also a shortage of appropriate accommodation, particularly for young people and large families. Officers had worked closely with Acis to reduce the length of time between a person being allocated permanent accommodation and actually moving from temporary accommodation, this was helping to alleviate the pressure on temporary accommodation.

Unfortunately the Authority did on occasion have to use Bed and Breakfast establishments as temporary accommodation, this was never the preferred option. It was stressed that Members would be advised when such establishments had been

used, as this was now a performance measure.

A member also expressed dissatisfaction at the market's performance and the continued delay of the options paper for this service, despite the poor performance.

Officers were accepting of these views but gave assurance that all of those issues that had been previously raised when first debating the options paper, that had not been accepted, had been thoroughly worked through. This had taken considerable time and it was important that the paper was fit for purpose. A number of operational changes previously proposed had not been implemented in their entirety, as this had not been possible in light of the fact that the paper had previously been rejected. The Options paper would be represented for consideration at the Committee's September meeting.

Concern was also expressed that the Food Inspection target had not been met. Members acknowledged that this was an important service, with serious implications if it was not running effectively.

In responding Officers acknowledged Members concerns and advised that this was the first quarter that the service appeared to be at risk of poor performance, however a review of the service was planned for early August to ensure the service remained effective.

On that basis it was:-

RESOLVED that: -

- (a) the new measures proposed, as detailed in Appendix 1 of the report, be approved; and
- (b) 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 action be requested at this stage.