

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

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

Prosperous Communities Committee

Tuesday, 18th July, 2017 at 6.30 pm

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

Members:

Councillor Mrs Sheila Bibb (Chairman)
Councillor Mrs Gillian Bardsley (Vice-Chairman)
Councillor Steve England (Vice-Chairman)

Councillor Owen Bierley
Councillor Christopher Darcel
Councillor Michael Devine
Councillor Paul Howitt-Cowan
Councillor Mrs Pat Mewis
Councillor John McNeill
Councillor Mrs Maureen Palmer
Councillor Mrs Lesley Rollings
Councillor Trevor Young

1. Apologies for Absence

2. Public Participation

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

3. Minutes of Previous Meeting

- a) Meeting of the Prosperous Communities Committee (PAGES 1 - 10)
held on 6 June 2017

4. Matters Arising Schedule

(PAGES 11 - 18)

Setting out current position of previously agreed actions as at 10 July 2017

5. **Members' Declarations of Interest**

Members may make any declarations at this point but may also make them at any time during the course of the meeting.

6. **Public Reports**

- a) Progress and Delivery Period 1 (PAGES 19 - 56)
- b) Brattleby Neighbourhood Plan (PAGES 57 - 80)
- c) Housing Strategy (PAGES 81 - 106)
- d) Recommendations from Challenge and Improvement Committee - Youth Unemployment (PAGES 107 - 126)
- e) Recommendations from Challenge and Improvement Committee arising from 6 month Health Commission Update Report (PAGES 127 - 134)
- f) Work Plan (PAGES 135 - 138)

7. **Exclusion of Public and Press**

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

8. **Exempt Reports**

- a) Car Park Update (PAGES 139 - 166)
- b) Caistor Hill Crest Park Rural Enterprise Development (PAGES 167 - 350)
- c) Compulsory Purchase Orders - Gainsborough (PAGES 351 - 368)
- d) Compulsory Purchase Order - Gainsborough (PAGES 369 - 384)
- e) Compulsory Purchase Order - Gainsborough (PAGES 385 - 400)
- f) Well Being Service - Procurement (PAGES 401 - 416)
- g) Unlocking the Housing Strategy (PAGES 417 - 426)

M Sturgess
Interim Head of Paid Service
The Guildhall
Gainsborough

10 July 2017

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Prosperous Communities Committee- 6 June 2017
Subject to Call-in. Call-in will expire at 5pm on 7 July 2017

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Prosperous Communities Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 6 June 2017 commencing at 6.30 pm.

Present: Councillor Mrs Sheila Bibb (Chairman)
Councillor Mrs Gillian Bardsley (Vice-Chairman) and
Councillor Steve England (Vice-Chairman)

Councillor Owen Bierley
Councillor Michael Devine
Councillor Paul Howitt-Cowan
Councillor Mrs Pat Mewis
Councillor John McNeill
Councillor Mrs Lesley Rollings
Councillor Trevor Young

In Attendance:
Mark Sturgess Chief Operating Officer
Ian Knowles Director of Resources and S151 Officer
Eve Fawcett-Moralee Commercial and Economic Growth Director
Marina di Salvatore Growth and Projects Officer
Jo Walker Team Manager Projects and Growth
Katie Coughlan Governance and Civic Officer

Also Present: Councillor Tom Smith

Apologies: Councillor Mrs Maureen Palmer

Membership: No substitutes appointed

6 CHAIRMAN'S WELCOME

This being the first meeting of the new civic year, the Chairman welcomed both returning and new members of the Committee to the meeting.

7 MINUTE'S SILENCE

In light of recent events in both Manchester and London, the Chairman asked all present to join her in a minute's silence to remember all those affected.

The Committee stood for a minute's silence.

8 PUBLIC PARTICIPATION

There was no public participation.

9 MINUTES OF PREVIOUS MEETING

- (a) Meeting of the Prosperous Communities Committee – 2 May 2017

RESOLVED that the minutes of the meeting of the Prosperous Communities Committee held on 2 May 2017 be confirmed and signed as a correct record.

- (b) Meeting of the Prosperous Communities Committee – 8 May 2017 (at the conclusion of Annual Council)

RESOLVED that the minutes of the meeting of the Prosperous Communities Committee held on 8 May 2017 (at the conclusion of Annual Council) be confirmed and signed as a correct record.

10 MATTERS ARISING SCHEDULE

Members gave consideration to the Matters Arising Schedule which set out the current position of all previously agreed actions as at 26 May 2017.

RESOLVED that progress on the Matters Arising Schedule, as set out in the report be received and noted.

11 MEMBERS' DECLARATIONS OF INTEREST

All Members present declared a personal non-pecuniary interest in agenda item 6d (Central Lincolnshire LDO) as one of the affected land owners was a recently retired District Councillor.

12 AMENDMENT TO INDEPENDENT LIVING POLICY

Members gave consideration to a report which proposed an amendment to the Independent Living Policy, in relation to discretionary grants and as detailed in Section 3 of the report.

WLDC had offered DFG (Disabled Facilities Grants) for a number of years and within the legislation there were powers to offer discretionary grants.

West Lindsey had never utilised the powers available for a Discretionary Disabled Facilities Grant policy due to a high demand for the service and a lack of funding to cover the demand. No discretion was currently offered under the existing policy.

Funding was received from the Better Care Fund for Disabled Facilities Grants and the

2017-2019 Policy Framework for this stated that *“areas have flexibility in how the fund is spent over health, care and housing schemes or services, but need to agree how this spending will improve performance in the following four metrics: Delayed transfers or care: Non-elective admissions (general and acute): Admissions to residential and care homes: and effectiveness of re-ablement”*

All grants were currently means tested and this testing determined whether an applicant needed to make a financial contribution. This means test did not take into account any debts the applicant may have. As the current policy allowed no discretionary grants, applicants who needed to make a contribution, on occasion had to reject the adaptation as they could not meet the contribution, and this in turn could result in the resident remaining in their home unsafe and thereby potentially resulting in an early admission to care/residential home or an admission to hospital as a result of a slip/trip for example.

It was hoped that this Policy change would allow the Authority to have discretion when dealing with applicants who found themselves in this situation and allow help to be offered where necessary through a grant. It was stressed that all applications would still be means tested and any applicant offered a discretionary grant would have a land charge made against their property, to ensure that if the property was sold within a 10 year period the grant would be repayable to the Authority.

In concluding, Members were reminded that the monies for DFGs were funded externally and in effect did not impact on the Council’s budget. The service was very much demand led and difficult to predict. However, it was anticipated this policy change could be funded from within the Council’s current funding allocation.

Discussion ensued and in response to Members’ comments Officers confirmed that this initiative, or request for Policy change, had been borne out of the team’s experience of using the current Policy.

Whilst all were supportive of the change, there were concerns that those who could afford to pay should pay, and discretions should be used with caution. By way of reassurance it was stressed that no other element of the Policy would change and those applicants who may be offered a discretionary grant would only be done so following an in depth financial assessment.

Members enquired how the Policy’s usage would be monitored and Officers advised that the use of the discretionary funding could be added as a measure and monitored through performance and delivery.

A Member made reference to circa £2m capital monies being available through the Better Care Fund and urged Officers to work with the organisation regarding how this money could be utilised. Officers confirmed that this work was happening.

A Member posed a potential financial scenario for an applicant and sought indication as to whether they would receive assistance through the policy. Officers undertook to investigate and respond outside of the meeting.

RESOLVED that the amendment to the Independent Living Policy, in relation to discretionary grants, as detailed in Section 3 of the report, be approved.

13 BROADBAND SURVEY RESULTS

In December 2016 a decision was made by the Prosperous Communities Committee for a survey to be developed that would test out the extent of the issue of broadband provision throughout West Lindsey. West Lindsey were not part of the Onlincolnshire Phase 2 and the Authority needed to consider how to support residents in delivering the last 10-15% of coverage across West Lindsey.

The Committee therefore gave consideration to a report which sought to provide Members with an up-to-date position with regard to Broadband Provision across the District, including the results of the survey. The report also set out high level options for future consideration. It was noted that there was currently no budget allocation for supporting broadband provision and therefore dependent on the action taken, budget implications would need to be a consideration.

It was noted that responses received up until 10 May had been taken into consideration when writing the report. Responses continued to be received and these would be taken into consideration in due course.

The survey results, as detailed in Section 2 of the report together with the speed test results detailed in Section 3 of the report were summarised to the Committee.

Debate ensued, with all Members welcoming the report. It was acknowledged that broadband provision was an issue across the District but that this was patchy with many issues being very localised and relating to speed and connectivity. The good response rate was welcomed, highlighting the importance of the issue to the community and those affected. However some Members, despite welcoming the options for further investigation, were of the view that the Authority had worked hard to improve the situation but it was maybe time to acknowledge that Lincolnshire County Council were the lead authority for this matter, in light of the additional resources, both financial and staffing, which would need to be found.

Other Members expressed concern at the apathy. The Council's vision was to have a place where people wanted to live and work and were investing significant monies into achieving this. There was a view that without appropriate broadband provision those efforts would be wasted. People wanted broadband, businesses needed broadband and without it the area would not thrive, nor be a place where people wished to invest or stay. Broadband infrastructure was considered as important as any other utility. The budget position was acknowledged, however improving the situation did not necessarily require huge amounts of money. Some Members were of the view that the Council still had a role to play and a duty to lobby, apply pressure to those responsible, hold to account agencies and to continue to raise issues and concerns. Members considered such actions would require few additional resources and would welcome any such actions the Council had or could take in respect of this, including within the future report.

The need for lobbying, applying pressure, and such like was acknowledged and accepted by all. There was also a view that Option 1 should also be pursued in the first instance. Officers indicated that negotiations continued and Lincolnshire County Council were now supporting the District Council position, it was hoped that Officers would be able to report

further progress in this area within the next report. Officers further expanded on the types of support Option 3 could maybe allow the District Council to offer for a time limited period, similar to the support offered to Neighbourhood Planning. It was also noted that Option 2 was very much dependent on the outcome of Option 1. The need for lobbying was acknowledged and if the Government was to reach its target coverage they would need to acknowledge the issues faced in rural communities. Organisations such as SPARSE could be used to raise the profile of the issues.

It was therefore agreed that further information regarding a blended approach encompassing Options 1 and 3, together with information around lobbying and the agencies which could be approached would be submitted for further consideration at the next meeting of the Committee.

RESOLVED that, having considered the next steps, Officer be requested to submit a further report for consideration at the Committee's meeting in July 2017 incorporating further information regarding a blended approach encompassing Options 1 and 3, together with information around lobbying and the agencies which could be approached.

14 SECTION 106: PROCESS AND MONITORING

Members of the Prosperous Communities Committee had previously requested an update in relation to planning obligations, often known as Section 106 agreements. The report sought to promote a better understanding of the process and to recognise when and how monies may be requested and used. The rules relating to Section 106s were detailed in paragraph 2.3 of the report and it was noted that this report would likely form a series of reports for committee consideration as work continued.

Debate ensued and Visiting Member, Councillor Tom Smith sought indication of how far back the review would extend? Whether the outcome would also be reported to the Planning Committee? And when it was likely the new IT system referred to would be operational?

In responding, Officers advised that the review would go as far back as 2010 but would be guided by evidence prior to that. Officers were happy to present the outcome report to the Planning Committee also and it was likely the new system would be in place by September 2017. Officers outlined the work which was currently being undertaken in anticipation of this including the transfer of data and the development of new processes.

Members welcomed the report, the ongoing work and the new role. It was further indicated that the Committee would welcome a more detailed report regarding monies held from off-site contributions for affordable housing, including the level of monies held and any time limits which applied. Officers were agreeable to this suggestion.

It was brought to Members' attention that the report following the CIL Examination had recently been published. It had recommended a reduction in the rate applied. A brief discussion ensued regarding how the charges would levied, what CIL would contribute to and the importance the Council had ensuring communities were supported.

In responding Officers indicated there would be a workshop held in the Autumn with Parish

Councils. Communities where development was seen and where CIL was applicable would receive 15% of the contribution (in the absence of a Neighbourhood Plan) or 25 % if they had an approved Plan.

In responding to Members' questions, Officers confirmed that CIL did operate on the same terms of S106 in so much as if the money was not spent it would not have to be returned to the developer. Furthermore the District Council could not make the Parish spend the money or dictate where the money should be spent.

A Member shared details of the perception in some local communities regarding the spending of S106 monies.

In responding, Officers whilst acknowledging the perception, reaffirmed the rules regarding levying and spending S106 monies. They could only legally be levied to alleviate the impact of the development, thus this was a perception. However, it was acknowledged the Authority could do more to be open and transparent about where monies were levied and spent and it was hoped in time this would be an additional facility on the Authority's website, enabling communities to clearly see this level of information.

RESOLVED that:

- (a) the information contained within the report be received and noted;
and;
- (b) a further report regarding monies held from off-site contributions for affordable housing, including the level of monies held and any time limits which apply, be submitted to a future meeting of the Committee for consideration.

Note: Councillor Paul Howitt-Cowan left the meeting during consideration of this item and prior to the vote having taken place.

15 CENTRAL LINCOLNSHIRE LDO

On 12th February 2015 the Government had announced proposals for 11 Food Enterprise Zones across the country, including 3 within Lincolnshire, with a view to attracting investment and encouraging closer ties between food and farming businesses to boost the domestic food and farming sector. The Central Lincolnshire Food and Enterprise Zone Local Development Order (LDO) sought to capitalise on the opportunities associated with the existing businesses/premises at Hemswell Cliff and the availability of adjacent land to support the development of an 'agri-food cluster' located within the A15 growth corridor.

The Hemswell Cliff FEZ site extended to approximately 30ha in total and comprises arable land at the location of a former RAF base. The FEZ area was located immediately north of the A631 and west of the existing Hemswell Cliff Business Park.

The purpose of an LDO was to simplify and speed up the planning process by providing certainty about the types of development which would be permitted within a specific area, and reduced the potential risks associated with the formal planning process, encouraging development to come forward in the area.

The LDO, if granted, would facilitate development of new premises and facilities for businesses in the agri-food sector, thereby providing a location for new and expanding businesses and encouraging inward investment. Investment in the agri-food sector in the location would also contribute to the Council's regeneration and socio-economic objectives through the creation of employment opportunities and integration with the existing businesses and residential areas of Hemswell Cliff.

Following a six week public/statutory consultation period, amendments have been made to the draft LDO. The consultation responses received and amendments made as a result were shared with the Committee and detailed within the report. Endorsement was sought from the Prosperous Communities Committee for adoption (to grant Outline Planning Permission for an agri-food led commercial development) of the LDO, prior to it being submitted to the Secretary of State.

It was therefore recommended to Members that the LDO be endorsed by Committee for adoption.

Members welcomed the report and on that basis it was: -

RESOLVED that:

- (a) the Central Lincolnshire Food Enterprise Zone LDO be endorsed for adoption; and
- (b) a copy of the Local Development Order be issued to the Secretary of State.

16 APPOINTMENT OF MEMBER CHAMPIONS

Consideration was given to a report which sought to appoint Member Champions for the 2017/18 civic year.

Historically Member Champions had been appointed by Council, at their Annual Meeting, however following changes to the Constitution, agreed by Council in May 17, the responsibility for appointing Champions, now sat within the remit of the relevant Policy Committee.

The following Members had been nominated for the Member Champion roles that sit within the remit of the Prosperous Communities Committee:-

Member Champion Role

Heritage and Tourism
Housing
Planning
ED/Town Centre
Health
Localism/Neigh Plans
Community Safety/ASB
Young People/Skills

Proposed Name

Paul Howitt-Cowan
Jessie Milne
Stuart Kinch
Sheila Bibb
Angela White
Steve England
Trevor Young
Reg Shore

Transport	Lewis Strange
Safeguarding/Mental Health	Gill Bardsley
Volunteering	Jessie Milne
Democracy	Roger Patterson
Armed Forces	Tom Smith

Debate ensued and Members raised a number of queries regarding the purpose of Member Champions and areas which had been selected. Previous champion roles appeared to no longer exist and some previous Member Champions indicated that they had never undertaken any duties despite holding the position.

Officers indicated they were informal positions and the role and purpose continued to be developed. The areas had been selected by Leader of the Council and all groups had been consulted regarding the nominations. Political balance rules did not apply. It would be at Members discretion if they wished to add an additional Champion.

The Vice-Chairman was of the view that the roles had never clearly been defined as there would likely be very different requirements dependent on the area the Champion was covering. In light that the list had been formulated in consultation with Group Leaders, it was suggested that the appointments as listed should be made and the points raised be further investigated and the position monitored throughout the year. It was also suggested that the Member Champions should be required to submit a report outlining the work they had undertaken in order that the need for the role could be better assessed. It was also suggested that appointments should be based on expertise as opposed to a general interest.

On that basis it was

RESOLVED that:-

- (a) those Members named above and as detailed in Section 3 of the report be appointed as Member Champions for 2017/18; and
- (b) a further report be submitted to a future meeting of the Committee regarding the role, purpose and positions held by Member Champions, in order that their future use could be better assessed.

17 WORK PLAN

Members gave consideration to the Committee Work Plan.

RESOLVED that the Work Plan as set out in the report, be received and noted.

18 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as

defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

19 CAISTOR - HILL CREST PARK RURAL ENTERPRISE DEVELOPMENT

The Committee gave consideration to a report which sought support from Members to recommend to the Corporate Policy and Resources Committee the granting of a commercial loan of £200,000 to support the redevelopment of a site and creation of new business units within Caistor.

Providing support and infrastructure for start-ups and the micro-business sector was a priority for WLDC and was clearly identified within the West Lindsey Economic Growth Strategy.

In presenting the report, Officers outlined the opportunities associated with the regeneration of the site, as detailed in Section 1.7 of the report. It was also noted that the project proposal had had support through the Caistor Neighbourhood Plan, had been granted planning permission, and had received a LEADER grant of £39k and would be seeking a further amount of circa £80k, totalling £119,000. The reasons why the applicant had approached the Council were outlined, together with the associated risks and mitigating measures which it was proposed would be in place to ensure any monies released were safeguarded.

A number of Members expressed concern that such types of business were high risk and that the Authority had previously invested in such things with, in their view, limited success. Members were not convinced that there was the demand level for such units as had been implied. There were also concerns over the relationship of the applicant with a particular Member of the Council, however, Officers confirmed that no other Members had an interest of a level that would prevent them from participating in the decision.

In response to Members' questions, Officers confirmed the current land value was higher than the loan value and clarified the ownership of the site. It was confirmed that the finalised interest rate had not been agreed, however, Members were referred to the information contained within the S151 Officers Comments within the report. The applicant's contribution was also clarified.

A number of Members at this stage in the meeting indicated that they had not received the report and thus had not had time to study and consider its content.

Members again expressed concern that in their view this was a high risk investment, such businesses were often not successful, the applicant had no proven track record of delivery, some were of the view that the location of the site was less than desirable and would also impact on its success and there were concerns regarding reputational risk.

In responding to Members' concerns, Officers again re-iterated the proposed mitigation measures which would be put in place to safeguard the loan, including those listed in the Section 151 Officer Comment's section of the report. In responding to comments it was further confirmed that any future sale of the land would only be with the Authority's permission (if a loan was agreed).

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Subject to Call-in. Call-in will expire at 5pm on 7 July 2017

It was stressed that planning permission had been granted and thus the site's location was not a matter for consideration by the Committee.

In the absence of the commercial loan, it was at this stage unlikely that the development could proceed to the build phase. The wider Economic Benefits were again outlined to Members. The project had received LEADER funding and thus the Business Plan submitted had been received positively. Officers stressed in bringing this proposal to Members it was in acknowledgement that there were currently no specific funding streams for rural developments, as there were in Gainsborough, and considered this development did meet the Council priority of rural economic growth.

In the fullness of time it was likely that a Commercial Loan Policy would need to be developed as such requests were likely to continue to be made.

Members, however, were still uncertain regarding the deliverability, the business plan and the implied need. A number of Members re-iterated that they had not received the report and had time to consider its content. Therefore, in light of the concerns they had raised it was proposed and seconded that the matter be deferred pending further information in respect of the Business Plan, in order that Members could be assured regarding deliverability.

On being put to the vote it was: -

RESOLVED that the item be deferred pending further information regarding the Business Plan in order that Members can be assured that the Project is likely to deliver as expected.

The meeting concluded at 8.50 pm.

Chairman

Prosperous Communities Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Prosperous Communities Committee meetings.

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

Matters arising Schedule

Active/Closed	Active				
Meeting	Prosperous Communities Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Amber					
	CIL training P attendance	extract from mins of mtg 21/3/17: - Reference was made to some pending CIL consultation and training and the Committee were of the view that Parish Council's should be invited to take part in this. The Chief Operating Officer undertook to look into this matter further.	<p>please investigate and feedback .</p> <p>A separate session will be arranged for parish councils on this matter.</p> <p>extract from mins of meeting 2/5/17</p> <p>The Chief Executive requested that the CIL training item remain on the schedule, as amber status until such time as the training had a confirmed date. The Lead Officer would be made aware of Members comments.</p> <p>info received from Oliver Fytche Taylor following the meeting advising that date of 13 June for District Councillors training. however this is subject to the CIL adoption date. The PC sessions would be around Oct/Nov 2017 and this is being co-ordinated with all Central Lincs Authorities, but no firm commitment around this dependent upon CIL adoption.</p>	01/05/17	Mark Sturgess
Black					

	appointment of members champs	<p>extract from mins of mtg 6/6/17 Member Champion Role Proposed Name Heritage and Tourism Paul Howitt-Cowan Housing Jessie Milne Planning Stuart Kinch ED/Town Centre Sheila Bibb Health Angela White Localism/Neigh Plans Steve England Community Safety/ASB Trevor Young Young People/Skills Reg Shore Transport Lewis Strange Safeguarding/Mental Health Gill Bardsley Volunteering Jessie Milne Democracy Roger Patterson Armed Forces Tom Smith</p>	<p>please can you ensure all relevant web pages are updated. thanks</p> <p>confirmation that relevant web pages have been updated with this info 7.7.17</p>	07/07/17	Susan Norman
Green					
	market rasen car parking consultation	<p>extract from mins of mtg 13/9 Referring to the workplan item entitled "Market Rasen Car Parking" Councillor Smith sought and received assurance from Officers that consultation with Ward Members would be undertaken prior to the Committee receiving the report.</p>	<p>please ensure requested consultation is built into report prep.</p> <p>25/10/16 Cllr Smith requested that stakeholders be included in the consultation.</p> <p>extract from mins of mtg 2/5/17: -</p> <p>The Chief Executive also sought to update Members on the action entitled "Market Rasen Car Parking Consultation". The Chief Executive had been working with the Chairman regarding the methodology for engaging stakeholders. The Lead Officer for this work was now the Commercial and Economic Growth Director and she had been requested to ensure the Committee had sight of the project plans which related to Parking as a whole, for oversight and monitoring purposes. This would be the subject of a report in the future.</p>	31/07/17	Eve Fawcett-Moralee

	<p>work plan - age uk item</p>	<p>extract from mins of mtg 13/9/16 Referring to the workplan item entitled "Presentation by Age UK", currently scheduled for October, Councillor Bierley requested that an invitation be extended to all Members of the Council to attend for this.</p>	<p>This matter has been further discussed at briefing and it has been agreed that a workshop style session open to all members (and also parish councils will be arranged) – the session will look at the new four year strategic plan and extended services on offer in the District. Proposed date identified 15 Feb 17 . afternoon and evening session. invite letters drafted. - chair has indicated she may wish to invite another speaker, therefore matter to be discussed further at chairs brief in Jan . Item currently on hold whilst Chairman liaise with Speaker. Likely presentation will be held in June 2017 now. this matter has been further discussed at chairs briefing. there are number of events already planned for June/July. in light of the ongoing health commission . the chairman has proposed that the commission contact age uk direct in the first instance and receive information . This may be followed by workshop in the autumn if appropriate</p>	01/09/17	Katie Coughlan
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	<p>well being service future reports</p>	<p>extrcat from mins of mtg 21/3/17: - (c) a report on the final arrangements be submitted to the Prosperous Communities Committee for approval prior to implementation;</p> <p>(e) an update report be submitted to Prosperous Communities Committee at the end of the PQQ phase and at key milestones thereafter, agreed in consultation with the chairman of the Prosperous Communities Committee; and</p> <p>(f) Subject to being shortlisted, following the outline solution stage, a further report be submitted to the Prosperous Communities Committee in July 2017 for approval to progress formally to the competitive dialogue stage.</p>	<p>please can you add these reports to the FP.</p> <p>The July 2017 report has been added (KJC) the other two require dates identifying please</p>	01/08/17	Michelle Howard
	<p>CIL PARISH COUNCIL TRAINING</p>	<p>extract from mins of meeting 2/may/17 Regarding the black action entitled” CIL training, parish council attendance” whilst Members welcomed the fact that a training session would now be held, some Members were of a view that this should be very much of a workshop style, and offered reason. CIL offered a new potential source of income to local councils. Local council’s finances continued to be pressured as tasks and services devolved. Members were of a view that CIL was a central element of the Localism agenda and Central Government had consistently expressed a view that the beneficiaries of monies generated</p>	<p>Oliver i am forwarding these comments made by PC cttee re the approach to CIL with parishes, as requested. Please discuss with Chief Operating Officer as required. As per PC Brief on 3 July 17.</p> <p>Lead Officer advised that it was too early to consider in depth what and how the training for CIL would be rolled out as there was still quite a lot of work to do in relation to the adoption and implementation process. It was agreed and recognised the view that this was a new income stream for local communities and that it is important for them to understand the process, however in the first instance it is necessary for adoption and implementation to be secured to ensure the right messages are being delivered & community expectation is managed appropriately.</p>	31/07/17	Rachael Hughes

		<p>thorough CIL should be those communities where development had taken place.</p> <p>Members were of the view that the District Council had a proven record of adopting the spirit of localism, having offered communities invaluable help through Neighbourhood Planning Support and a raft of community grants scheme, and therefore the District Councils approach to CIL should reflect this. It was important local councils expectations were understood and taken into consideration so the best outcome for all residents could be achieved, hence the suggestion of a workshop style session being the preference. There was concern that the suggested approach would not deliver such.</p> <p>The Chief Executive requested that the CIL training item remain on the schedule, as amber status until such time as the training had a confirmed date. The Lead Officer would be made aware of Members comments.</p>	Therefore this action will stay live.		
	independent living policy - monitoring of use	<p>extract from mins of mtg 6/6/17</p> <p>Members enquired how the Policy's usage would be monitored and Officers advised that the use of the discretionary funding could be added as a measure and monitored through performance and delivery.</p>	please bear above comment in mind when forming new p and measures	01/08/17	Mark Sturgess

	broadband future provision	extract from mins of mtg 6/6/17 RESOLVED that, having considered the next steps, Officer be requested to submit a further report for consideration at the Committee's meeting in July 2017 incorporating further information regarding a blended approach encompassing Options 1 and 3, together with information around lobbying and the agencies which could be approached.	please add item to f/plan for July. Not all the required information to complete this report has been received, therefore the report has been scheduled for sept 2017	01/09/17	Ian Knowles
	S106 MONITORING - OUTCOME REPORT TO PLG CTTEE ALSO	extract from mins of mtg 6/6/17: - Debate ensued and Visiting Member, Councillor Tom Smith sought indication of how far back the review would extend? Whether the outcome would also be reported to the Planning Committee? And when it was likely the new IT system referred to would be operational? In responding, Officers advised that the review would go as far back as 2010 but would be guided by evidence prior to that. Officers were happy to present the outcome report to the Planning Committee	Please see above extract when preparing this report for PC Committee please note this report also needs to be submitted to plg cttee for information. PLEASE ADD THIS ITEM TO THE FORWARD PLAN FOR BOTH CTTEES	30/07/17	Rachael Hughes
	s106 - monies held report	Extract from mins of mtg 6/6/17 It was further indicated that the Committee would welcome a more detailed report regarding monies held from off-site contributions for affordable housing, including the level of monies held and any time limits which applied. Officers were agreeable to this suggestion.	please see above extract and the report that Members have requested. This item needs to be added to the f plan Cttee Admin have provisionally scheduled this for october - please review and amend as appropriate.		Rachael Hughes

	member champions	<p>extract from mins of meeting 6/6/17 a further report be submitted to a future meeting of the Committee regarding the role, purpose and positions held by Member Champions, in order that their future use could be better assessed.</p> <p>the full minutes from the meeting detail concerns raised and actions required when formulating this report</p>	this matter will be discussed at a future chairs briefing in the first instance (likely august) after which time a report will be added to the forward plan	30/08/17	Alan Robinson
Grand Total					

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**Prosperous Communities
Committee**

Date: 18 July 2017

Subject: Progress and Delivery (Performance) Period 1 – 2017/18

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01472 676687 mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To assess the performance of the Council's services and key projects through agreed performance measures and recommend areas where improvements should be made having regard to the remedial measures suggested in the report.

RECOMMENDATION(S):

1. That Members review and agree the new measures proposed as detailed in Appendix 1, following the work undertaken by the Challenge and Improvement Working Group; and
2. That members critically appraise the performance of its services and key projects and make recommendations on where performance should be improved, having regard to the remedial measures suggested in the report.

IMPLICATIONS

Legal: None

Financial: None in the report, improvement measures might require resources. If this is the case a separate report will be brought back to members detailing the business case for the improvement and whether it represents value for money

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:
None

Call in and Urgency:

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

Yes No

Key Decision:

Yes No

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Introduction

Councillors have received progress and delivery (performance) reports since 2012. They give information on how the council is performing through its services, project delivery and finances. This gives councillors the on the policy committees (Prosperous Communities and Corporate Policy and Resources) opportunity to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified. It also allows for this challenge to be scrutinised by the Challenge and Improvement Committee (the Council’s “Overview and Scrutiny” Committee) in the same committee cycle). Thereby bringing a measure of continuous improvement to the Council’s performance process.

This report is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan and its key projects (overseen by the internal Entrepreneurial Board).

For clarity this report will provide information on those services that are either performing below their target level or have exceeded the performance expected of them (a by “exception” report).




This will be done within tolerance levels therefore services which are just below their target performance will not be reported at this stage, but will be monitoring through the council’s services leadership team. Explanations and rectifications are given where an aspect of a service is performing below the required standard.

In addition the report will contain information on services which were included in the last period’s exceptions report, but have subsequently improved to the extent that they are not included in this report. This is to demonstrate to members that remedial measures which have been put in place are working.

The report is based on a revised set of measures which were agreed by a member steering group in February 2017. For information the full set of measures for the 2017-18 municipal year and the measures used for 2016-17 are set out in the appendix to the report.

How to use this report

RAG Performance Indicators

	Performance against this indicator is better than the set target
	Performance is in line with its target
	Performance is lower than predicted

Direction of Travel

↑	Performance is improving
→	Performance is remaining static
↓	Performance is declining

Executive Summary

Overview of performance

The executive summary will highlight those areas which are either:

1. Performing well – above target
2. At risk – either declining performance or where performance is already outside the tolerance levels
3. Highlight future work which will either improve the quality of information which members receive or work which is already underway to address poor performance.

This first period of 2017/18 is comprised of two rather than three months (April and May) due to the absence of policy committee meetings in August. Rather than leave the first quarter reporting until September a decision has been made to report the first two months of the municipal year. This will mean that the September (second quarter) reporting will cover four months with the third and fourth quarter covering the standard three months.

Performing Well

Budget

Whilst this is subject to a separate report early in this year if the budget appears to be on track with a net contribution of £50k being shown.

Building Control

The Building Control service is performing well with workloads increasing in a competitive environment, income increasing and the cost of providing the service to the council reducing. There is a need now for this to feed through into increased market share.

Local Land Charges

Local Land Charges has been an area which has been reported through the progress and delivery process due to poor turnaround times for searches. However for the last couple of periods the search turnaround times have been within the target of 10 days. This should improve once an automated system is installed towards the end of the year. An analysis of trends in previous years has shown that the service is more prone to poor performance during the summer months due to a combination of high workloads and staff absences. In an effort to ensure that this does not happen this year the Team Manager is putting in place measures to make resources available to the team at this time of year.

At Risk

Enforcement

The Council's enforcement service has been under pressure for a number of reporting periods. The figures in this report show that the volume of work is not decreasing (a reason for this is that we have improved the way customers can report enforcement issues). However the number of open cases and the times within which cases are closed does appear to have stabilised. This is a result of extra resources being made available to the team.

Food Safety (Regulatory Team)

This is the first quarter that the Food Safety Team has appeared to be at risk of poor performance. This appears to relate to staff absences, however there is a need to review the work of this team

to ensure that it is being operated as effectively, efficiently and as economically as possible. This work will start this year.

Gainsborough Markets

The markets the Council operate in Gainsborough have been performing poorly for a number of years. Options for improvement were presented to the Prosperous Communities Committee in the autumn of 2016 and the approved approach was the subject of a call-in to the Challenge and Improvement Committee. It is intended to bring a report back through the Committee cycle in September on options for improving the performance of the markets in Gainsborough. In the meantime work is underway to ensure that costs are controlled and customer satisfaction improved within the existing management regime.

Homelessness

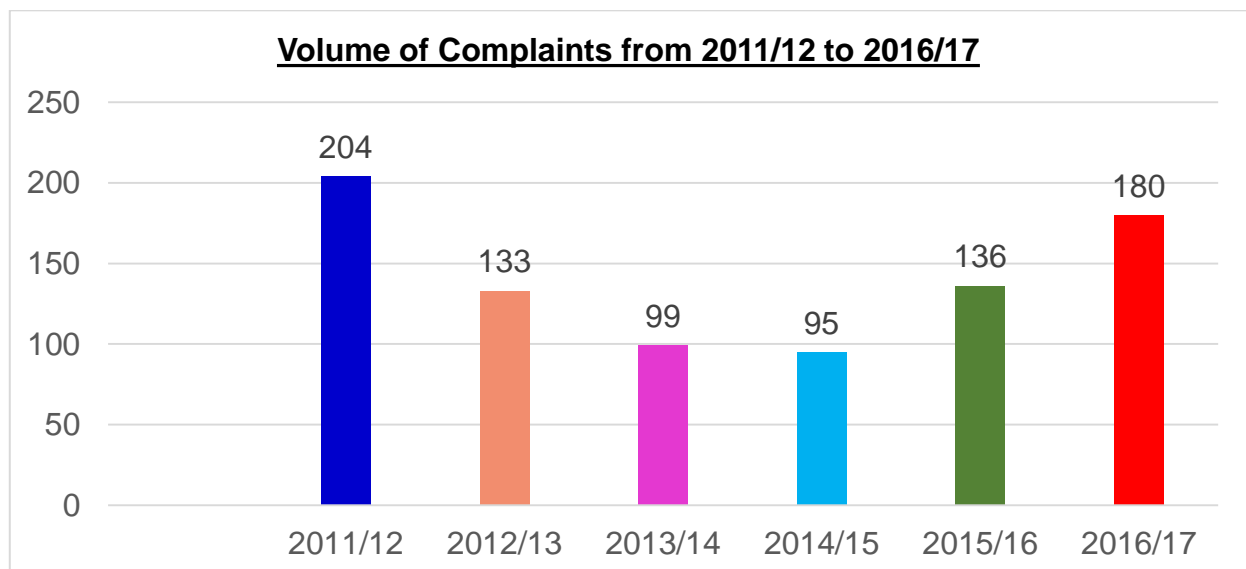
Homelessness and the way the Council deals with it has featured in the progress and delivery report for a number of cycles. As a result and in accordance with its operating procedure the Council's approach to its homelessness service will be the subject of scrutiny by the Challenge and Improvement Committee.

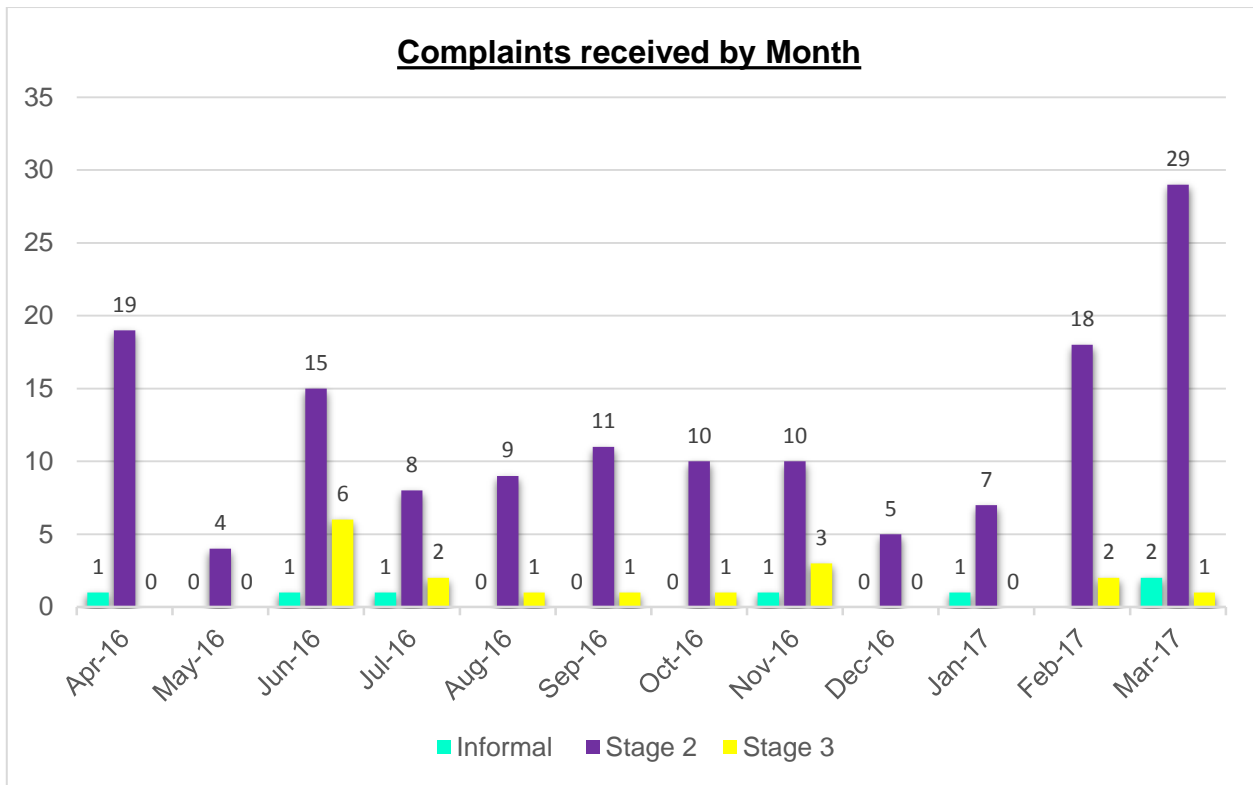
Future Work

The measurement of customer satisfaction with Council services is currently the subject of extensive work. The new measures for this area will be reported in the second quarter. However for the information of members some of the key statistics around customer contacts are given below:

A total of 180 complaints have been received during 2016/17, this is a 32% increase on the previous year. The total figure includes both stage 2 and stage 3 complaints.

Whilst this is an increase we need to understand that 180 complaints represents 0.05% of customer contact with the Council resulted in a complaint in 2016/17.





This is an extract from the annual report on customer satisfaction with Council services which will be reported to the next Governance and Audit Committee.

Section 1: Corporate Health Measures

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Compliments	Monthly	50	36	★	→	63	★	★	Received a total of 50 compliments in period 1. Performance stable but would like to see increases in this area	n/a
Staff Absenteeism	Monthly	0.45%	0.70%	★	→	0.54%	★	★	Performance is good	n/a
Perspective: Financial										
Overall Council Budget forecast	Quarterly	0.40%	5.00%	★	n/a	n/a	n/a	★	Early in the financial year forecast £50k Net Contribution	Continue to monitor effectively
Time taken to pay invoices	Quarterly	9.7 (days)	30 (days)	★	n/a	n/a	n/a	★	Performance is good	n/a
Perspective: Quality										
Percentage of calls answered	Monthly	74%	80%	●	→	72%	●	●	In period 1 a total of 8550 calls were missed across the Council out of a total of ????. For clarification a missed call is either a call not answered or a call which has hit the voicemail service. It is important to note that officers are expected to return	n/a

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									voice mail calls within....	
Service and system availability	Quarterly	99%	98%	★	n/a	n/a	n/a	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out

Table 1: Corporate Health measures

Section 2: Programme and Project Delivery

Programme/Project	RAG	What is affecting delivery
Closer to the Customer Programme		
Programme in currently in scope	Amber	Delivery is on track
C.L.O.E	Amber	Delivery is on track
Gainsborough Public Hub	Amber	Delivery is on track
Crematorium Programme		
Acquisition	Amber	Delivery is on track
Design	Amber	Delivery is on track
Housing Programme		
Housing Strategy is currently in scope	Amber	Delivery is on track
Land and Property Programme		
Depot	Amber	Delivery is on track
Southdale Caistor re-development	Amber	Delivery is on track
Car Parking Strategy	Amber	Delivery is on track
Commercial Investment Portfolio	Amber	Delivery is on track
Leisure Programme		
Leisure Post	Amber	Delivery is on track
West Lindsey Growth Programme		
Gainsborough Marina	Amber	Delivery is on track
Gainsborough Town Centre/West Lindsey Development Partner	Amber	Delivery is on track
Hemswell FEZ	Amber	Delivery is on track
Market Street Regeneration Ltd	Amber	Delivery is on track
Sun Inn	Amber	Delivery is on track
Townscape Heritage Initiative	Amber	Delivery is on track
Gainsborough Transport Model	Amber	Delivery is on track
West Lindsey Employment and Skills Partnership	Amber	Delivery is on track

Table 2: Programme and Project delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

Demand for the service we provide continues to be high with us dealing with over 3000 customers a week via our various channels. During the last financial year we were carrying vacancies but with the emphasis now on “Customer First” it has been acknowledge that it is essential to build capacity within the team and we are progressing moving some functions back to the services we inherited them from, such as soft facilities management functions, which will free up capacity within the team to deal with our customers in a timely manner.

In addition it needs to be acknowledge that some of the demand within the service is driven by initiatives our tenants are working on and therefore we have limited ability to drive some of this demand to none face to face services.

To truly reflect the cost of our customer contact we are now calculating the cost of customer contact just against the demand of West Lindsey Services, although we are still capturing our tenant demand so that a fuller picture of how the team is used is available.

As the year progresses we are expecting to see challenges in customer contact with the implementation of Universal Credit and dealing with Employment and Support Allowance (ESA) customers via both Council and Tenant Services. Customers who are in receipt of ESA present a unique set of challenges and Job Centre Plus (JCP) are envisaging a substantial increase in footfall along with how we and they approach dealing with ESA customers.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Cost of delivery per customer contact	Monthly	£1.80	£2.00	★	↓	£1.56	★	★	n/a as within range	Continue to monitor demand and undertake detailed

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
										service request analysis.

Table 3: Customer Satisfaction measure exceptions

Benefits

The Benefits Team have had a busy start to the financial year with two changes in legislation being implemented within the first week of April – the Team are now limiting Housing Benefit for any family declaring a third child after 6 April in line with legislation and updating the claims for new customers becoming entitled to work related Employment and Support Allowance (ESA). The number of New Claims received in April and May exceeded the same period in 2016 by over 100 claims which has affected processing times slightly. Customers affected by the new Benefit CAP implemented in November 2016 are still accessing extra financial support through the Discretionary Housing Payments scheme administered within the Benefits Team and Universal Credit customers are also accessing extra financial help through this scheme. Preparations are underway for when Universal Credit rolls out to all working age client groups in Gainsborough May 2018 (currently only single people can claim Universal Credit in West Lindsey) and for customers in the Keelby / Caistor parts of the District in December 2017.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Claims Older than 30 Days	Monthly	21 claims	25 claims	★	↑	17 claims	★	21 claims	This measure is currently exceeding target because we have received so many New Claims in May that they have been prioritised for processing – resulting in fewer remaining outstanding for this time period.	Monitor

Table 4: Benefits measure exceptions

Council Tax and NNDR

Council Tax and Business Rate bills were issued promptly during March which resulted in increased customer contact during March and early April. Due to increases in council tax across all the precepting authorities the team will be collecting almost £2.5 million more this year compared to last year and collection rates are on target to meet expectations. Business Rate collection is lower than expected due, in part, to the revaluation which has resulted in some businesses appealing their new rateable values and due to more customers choosing to pay by 12 instalments rather than the statutory 10 instalments. It is anticipated that the collection rate will improve during the year and recovery action commenced in May for non-payment of both council tax and business rates.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Customer satisfaction with received service	Quarterly	90%	85%	★	n/a	n/a	n/a	★	Performance is good	n/a
Perspective: Financial										
Page 31 No of properties on tax base (FTE ratio)	Monthly	5,715	5,000	★	→	5,938	★	★	Carried vacancy but this was filled mid-May so FTE total will increase thus reducing number of properties per team member. This is a measure of productivity.	No action required.
Perspective: Quality										
Council Tax in year collection rate	Monthly	20.14%	21.11%	●	→	20.11%	▲	●	Increase in number of customers paying by 12 instalments however amount of council tax collected has increased this month by £590,983. The early periods in the year mean that this indicator is often off track. It should be above target later in the year	n/a
NNDR in year collection rate	Monthly	25.93%	27.37%	●	↓	97.34%	▲	25.93%	In 2016/17 a company cleared their 2016	Regular monthly meetings with

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									liability by offsetting an adjustment to the Rateable value. This year they are paying their normal instalments so have only cleared £50k by end of May. This accounts for an extra £201K collected by end of May last year not collected this year. The total difference from 2016/17 to 2017/18 is £230,244.74 – had this payment come through in the same way, the difference would only be £29k	CoL/NKDC partnership
NDR Collected	Monthly	£4,397,653	£4,627,897	●	n/a	n/a	n/a	n/a	See above	See above
Cost of service per property tax base	Monthly	£8.94	£9.10	★	↓	£5.28	★	£8.94	Increase in number of customers paying by 12 instalments however amount of council tax collected has increased in May by £590,983	No action needed

Table 5: Council Tax measure exceptions

Building Control

The Building Control Service have had a busy start to the financial year The team should be congratulated on achieving and exceeding income target for both April and May 2017 for the statutory core service fee earning building regulations work together with a start towards the commercial income target, of which it is envisaged a steady improvement will be achieved and improved upon. Income has seen an increase

against target for April and May due to the volume of applications received from ACIS. This work is planned to come in for the short term and is not a long term contract for the work which is normally undertaken via the competent person's scheme. The service still continues to strive towards exceeding market share by volume of applications rather than income and has worked hard to maintain the high level of service offered in difficult times.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Number of Building Regulation applications received	Monthly	197	102	★	→	170	★	★	Target exceeded due to separate applications for window/door replacements. Average fee per application for April was £188	n/a
Perspective: Financial										
Total Income Received	Monthly	£58,714	£36,466	★	→	£71,751	★	★	Income has seen an increase against target for April due to the volume of applications received from ACIS. This work is planned to come in for the short term and is not a long term contract for the work.	n/a
Cost of the Building Control service to the council	Monthly	£6,089.97	£14,050	★	n/a	£14,494.31	n/a	★	Additional income has been received due to ACIS retrospective applications. This has resulted in a saving against target	n/a

Table 6: Building Control measure exceptions

Local Land Charges

As a service we are on target for all areas and have exceeded on the ones below. The number of searched received along with the income generated is beyond the control of the service.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Local Land Charge searches received	Monthly	480	386	★	→	545	n/a	★	Performance is good	n/a
Perspective: Financial										
Cost of the Land Charges service to the Council	Monthly	-£3,309	£12,000	★	↑	£8,150	n/a	★	Accruals from 16/17 causing a credit in April - are offset in May due to LCC search fees invoicing one month in arrears	n/a
Income received	Monthly	£21,379	£19,566	★	→	£21,315	n/a	★	Timing of receipts causes overachievement some months and underachievement in other months	n/a

Table 7: Local Land Charges measure exceptions

Page 24

Development Management

Excellent performance from the Development Management team exceeding all targets and baseline figures set within the first period. Fee income has exceeded the set targets in both April and May and only two appeals allowed with the period.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Income received from planning and pre-app fees	Monthly	£246,202	£225,625	★	n/a	n/a	n/a	n/a	Overachieved on planning fee income due to a large planning application £65k	No action needed
Percentage of planning applications defined as 'majors'	Quarterly	100%	70%	★	↑	92%	★	100%	Excellent work 100% achieved	Excellent work 100% achieved

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
determined within national targets										
Percentage of non-major planning applications determined within national targets	Monthly	99%	80%	★	n/a ¹	n/a	n/a	n/a	1 application exceeded the agreed extension of time.	Continue the excellent work and strive to maintain 100%
Percentage of appeals that are allowed	Monthly	2%	5%	★	↑	17%	⚠	2%	9 decisions, 2 allows	No action necessary

Table 8: Development Management measure exceptions

Enforcement

There continues to be a high demand for service across all areas of enforcement work and this is demonstrated in the figures recorded within period 1. In planning enforcement the overall caseload has reduced due to the temporary additional resources in place, this will continue until September 2017 and will be monitored on an ongoing basis.

The Selective Licensing project has resulted in the number of housing enforcement cases increasing and this project is driving the proactive work of the team in improving property conditions across the district. A large number of notices continue to be served in case where landlords are not compliant with the Council's requirements. There are currently ongoing prosecutions for the worst offenders within the selective licensing area.

The temporary resources that are in place within the team need to be addressed before the end of period 2 to ensure long term stability and to enable wider proactive projects to be developed.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										

¹ New measure for 2017/18 to align with Government "designation" definition.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Open housing enforcement cases	Monthly	102	80	●	→	107	●	●	Demand continues to be high.	Seek a permanent solution to the temporary staffing arrangements within the team
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	184	90	●	↓	123	●	●	Large number of complex and high priority cases within caseload	Seek a permanent solution to the temporary staffing arrangements within the team
Time taken to resolve a planning enforcement request	Monthly	186	150	●	→	188	●	●	High number of complex cases. Additional resources in place.	Ensure that additional temporary resources are made permanent.

Table 9: Enforcement measure exceptions

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Regulatory Services

The number of food inspections is below target for this first period, this is due to staff annual leave and sickness. This position will be continually monitored and it is expected that performance will be on target by the next reporting period. A new measure has been put in place for the average time to resolve a service request and this will be reported on in the next period.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance?	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Quality										
Number of registered food premises receiving a	Monthly	42	60	●	n/a	135%	●	●	Inspections were lower than targeted due to staff illness and annual leave	This shortfall of inspections will be rectified over the coming months

proactive inspection as per FSA										
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Table 10: Regulatory Services measure exceptions

Licensing

The Period 1 measures for Licensing are all on target, with the exception being in relation to Income. This figure is above the target set due to WLDC legal costs being repaid back to the authority which was in relation to a decision made by Members, which was subsequently appealed in the Magistrates Court.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Income received	Monthly	£16,012	£14,200	★	↑	£34,277	▲	★	Nothing	No action needed.

Table 11: Licensing measure exceptions

Street Cleansing

An excellent start to the year for the street cleansing service with all measures within challenging parameters, once again compliments for period one for the service far exceeded complaints. Street Cleansing cost each household just £10-42 last year, this was the lowest of all authorities benchmarked through APSE, currently this trend is in-line to continue. Income is ahead of target, business and marketing plans are being developed to strengthen this area further in the coming months. 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. The service continues to be valued by residents with a satisfaction rating of 73% measured through the Citizens Panel.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Income generation	Monthly	£9,912	£7,000	★	→	£22,972	★	★	Increase in income due to payment from LCC regarding weed spraying	Continue to promote
Perspective: Quality										
Volunteer litter picks	Monthly	18	10	★	→	20	★	★	Increase due to promotion of Great British Spring Clean	Continue to promote

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 55%, (above target) which is expected at this time of year due to green waste collections starting. Residual waste collected remains consistent, 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 within targets (high for this month, but not above targets due to a new line of seasonal workers being introduced into the service) mainly due to supervisors working closely with crews. The cost of service is now £45.37 per household, still 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. The service continues to be valued by residents with a satisfaction rating of 91% measured through the Citizens Panel.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Missed Collections	Monthly	237	260	★	n/a	n/a	n/a	n/a	New seasonal staff explain slight slippage (130 against 130 target) in May.	Continued monitoring & interaction with crews

Table 13: Waste Collection measure exceptions

Trinity Arts Centre

Trinity Arts Centre continues to perform well with good audience figures achieved during the quarter. Performances continue to be booked on the best possible terms and the majority of the programme is booked on the basis of events that are likely to be supported.

The average cost of Trinity Arts Centre per user has missed target but this is due to energy saving works and property maintenance completed in one month. This is being funded by Property Services so appropriate budget will be moved in to cover this. Even though the event occupancy is slightly down on target the overall surplus generated from the artistic programme is above target.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Audience figures	Monthly	2,577	1,600	★	→	4,407	★	★	Good range of performance and attractive programme in place has produced good level of attendance.	Continue to offer attractive programme of events.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Event occupancy	Monthly	45%	55%	●	↓	61%	★	●	There have been multiple events in the same week which has watered down the audience %	Monitor programme
Perspective: Financial										
Cost of Trinity Arts per user	Monthly	£8.32	£5.50	●	↓	£6.22	▲	●	Monthly cost of TAC includes £9k of carbon energy pot funded works and £1400 of property works to be funded.	Continue to monitor and maintain focus on finances.
Received surplus	Monthly	£10,334	£7,000	★	→	£16,711	★	★	Programme being booked on best possible terms which generates a greater surplus.	Continue to offer attractive programme of events and adhere to booking policy.

Table 14: Trinity Arts Centre measure exceptions

CCTV

The CCTV service has experienced a busy start to the new financial year. We have seen an increase in shoplifting and ASB incidents in Gainsborough Town Centre. Some of the shoplifting incidents have resulted in high volumes and values of stock being lost from various retailers in the town. Every opportunity is taken to prevent shoplifting with CCTV Operators providing effective monitoring and early notification to retailers of known or suspected offenders. We continue to support the Shopwatch scheme and are working closely with Marshall's Yard and Lincolnshire Police to explore options to re-launch and enhance this partnership.

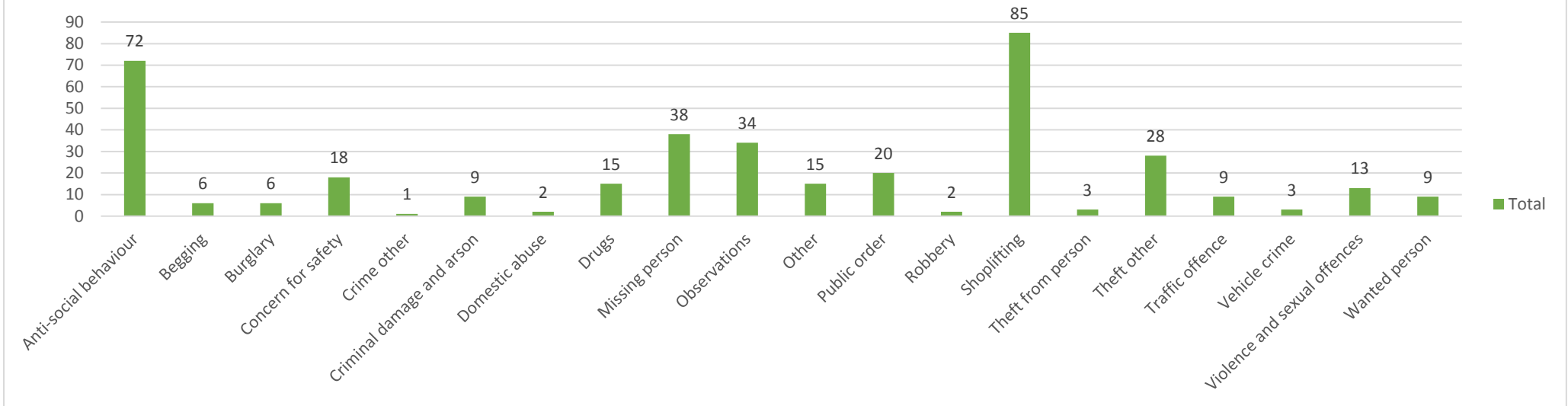
We have provided evidential CCTV footage for a number of high profile incidents and criminal investigations. Most recently a male has been jailed for 3 years and 4 months following being charged with Actual Bodily Harm (ABH) on 8th April 2017. Our CCTV footage of this incident was a critical piece of evidence used in the criminal proceedings and has received recognition in local media:

<http://www.gainsboroughstandard.co.uk/news/extremely-dangerous-thug-jailed-for-violent-night-time-assaults-1-8613243>

Our monitored CCTV services continues to develop and we are now providing services in Gainsborough, Market Rasen and Caistor. Work continues to develop our commercial operation of CCTV and exploring new opportunities to work with partners and the business community.

The following shows recorded incidents in West Lindsey through our CCTV monitoring:

CCTV Monitored Incidents - 01/04/17 to 28/06/17



Enterprise and Community Services

The team continues to deliver a range of community based services and support various priority projects. We have achieved high values of match funding through our community grant funding programme. A wide range of projects across the district have been supported with funding and officer guidance. We have processed 7 new Community Right to Bid nominations during Q1. Officers continue to support wider networks and partnerships including the Armed Forces Community Covenant and Lincolnshire Funding Advice Network. Programme work continues in the South West Ward with co-ordination of WLDC and partner resources to tackle issues and improvement the place. Work is progressing to develop a WLDC Consultation & Engagement Strategy which will be supported by officer training and tools.

Cluster: Democratic and Business Support

Democratic Services

The team continues to meet its obligations in supporting the Council’s decision-making and governance structure and promotes openness and transparency, as well as providing a professional, customer-focused service. Some of the recent achievements are that the service has reviewed the constitution and successfully consulted on and reviewed the Member Code of Conduct, there will now be a period of

communicating and embedding. The focus for the coming months will be to ensure that appropriate resources are in place to continue to deliver the service in an efficient and effective manner.

Financial Services

The Service has focussed on delivering an Unaudited Statement of Accounts by the 31st May 2017, in preparation for this earlier statutory deadline. This has been achieved with the dedication of the team in ensuring the deadline was met. Further efficiencies and improvements to the process have been identified for 2017/18 closedown. We have also achieved a £37k saving to the Council after the tendering of the Insurance Contract, this will support the MTFP funding gap

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Forecast outturn	Quarterly	0.4%	+/- 5%	★	↑	n/a	n/a	0.4%	No significant variances	
Perspective: Quality										
Return on investment	Quarterly	1.23%	1.16%	★	↑	1.16%	★	1.23%	Additional investment of £1m in CCLA	

Table 15: Financial Services measure exceptions

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Cluster: Economic Development and Neighbourhoods

Economic Development

Progress has been made during the first quarter of 2017-18 with the following key projects:

- **Hemswell Cliff FEZ** – The Local Development Order has been adopted for Hemswell Cliff FEZ. A draft delivery strategy is in place and a bid submitted to the GLLEP to secure a share of the £6.5m challenge fund;
- **Gainsborough Growth Fund** – continues to support local businesses to expand. An economic impact assessment has been carried out and shows that as of April 2017, the scheme had invested £340,000 to support 5 businesses, generating a total of 63 net new jobs, with a total economic value in terms of GVA of £3.5m.

	Total FTE jobs	Total GVA
Gross	129	£7,252,030

Net	63	£3,568,988
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Source: Carney Green Economic Impact Assessment April 2017

- **West Lindsey Development Partner** – strong bids received at Outline Solutions stage and documents prepared to advance the next stage of procurement to deliver comprehensive regeneration strategy for Gainsborough. £4m secured from the GLLEP in support of this programme. Detailed negotiations with bidders and stakeholders taking place
- **Hillcrest Park Development**, Caistor – project proposal for support via a commercial loan being considered through the committee process
- **Market Street Renewal** – detailed proposals and business case for JV activities being considered through committee
- **Place Board** – proactive approach to marketing continues with a further event in June
- **Skills and Employment** – Skills Fair event being organised by WL and partners on 15th June 2017
- **ERDF funding** – funding bid submitted in respect of potential marina development, with outcome expected in June 2017
- **Lindsey Action Zone** – a further circa £50,000 secured for a key business in our District (Rand Farm) via this LEADER (EU) funding programme.

Markets

Gainsborough Market continues to underperform against targets, trader levels seem to have levelled off after a dip early in the year, it is usual for numbers to drop again in the early part of the New Year. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in late 2016, the decision was subject to call-in and eventually members asked for further clarity around options. This work is still being undertaken with an expectation of a further paper being presented in the spring of 2017.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Income received	Quarterly	£6,793	£7,500	●	→	£8,389	●	●	Downturn in trader numbers	Review of market operations
Perspective: Quality										
Average number of stalls on a Tuesday	Monthly	50	60	●	→	43	●	●	Market review and options appraisal currently underway	Market review and options appraisal currently underway

Table 16: Markets measure exceptions

Cluster: Housing and Regeneration

Assets and Facilities Management

With the commencement of the new financial year seeing 1st quarter rental invoices going out along with healthy occupancy levels within the rental stock income from assets is above target. There is a similar situation with car parks income as customers have been renewing their permits at the beginning of the year which has seen income received above target levels.

Over the last 6 months Property & Assets have been utilising a temporary resource to help address condition survey findings/back-log maintenance and capital works. This resource has seen better progression and an increase in production showing good proactive maintenance figures of 80/20% split in works (planned/unplanned). It is anticipated that as the team completes the restructure this work will be continued.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
Rental Income (Assets)	Monthly	£140,141.08	£102,573.56	★	→	£157,716.50	★	★	Performance above target	n/a
Rental Income (Car Parks)	Monthly	£70,119.78	£33,417.12	★	↑	£38,143.58	▲	★	Performance above target	n/a
Perspective: Process										
Planned/Responsive Maintenance	Quarterly	80/20%	70/30%	★	↑	70/30%	▲	★	Additional staff resource helping to tackle capital maintenance programme	n/a
Voids Management	Monthly	7%	12%	★	↑	8%	▲	★	Performance above target	n/a

Table 17: Assets measure exceptions

Housing

The delivery of DFGs continues to achieve high levels of customer satisfaction and are being done so within the targets timescales set. There are plans moving forward to improve the delivery timescales further as part of the stair lift project. The number of empty homes has been maintained at a tolerated level and the focus is now on the properties that are causing the most harm, as a result there are four Compulsory Purchase Orders currently underway.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Financial										
The average spend per disabled facilities grants	Monthly	£5,519	£4,500	★	→	£3,928	●	★	Only three completions undertaken	No actions required
Perspective: Quality										
Long term empty properties brought back into use through Council intervention	Quarterly	39	25	★	↑	0	●	★	No issues.	No action required.

Table 18: Housing measure exceptions

Home Choices

Demand for the service continues to be high. Work carried out previously with Acis to reduce the time between customers being successful for a property and moving in has started to have a positive impact, it is expected that this will be reflected more in the next P&D quarter. Homelessness prevention performance for this period does not include some data as it is not yet available for the period. It will be added to the next P&D.

Case Study: Positive outcome through partnership working between home choices, housing and communities' team, Acis and Occupational Therapists. A property previously adapted by WLDC and Acis had previously cost £40k and had very specific adaptations. When this property became available, the teams worked together to identify a household awaiting a DFG in need of this specific adaptation and willing to move to the property. A management move has been agreed and the household is due to move in. Two home choices officers have now completed their Chartered Institute of Housing qualifications. One home choices officer has been shortlisted for a national award (category of new housing professional of the year) further to winning a regional award in 2016.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Bed and Breakfast Nights	Monthly	70	0	●	↑	117	●	●	High risk single household needing specific accommodation. WLDC	n/a

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
									temporary accommodation service not suitable. Household has now moved on.	
Perspective: Process										
Homeless prevention	Monthly	78	133	●	↓	203	★	●	DHP figures not yet available to us. They will be added in the next P&D report DFG outcomes are always slightly lower in April.	Whilst this appears 'off target' it is because some of the figures are not yet available to us for the quarter
Perspective: Quality										
Average length of stay in temporary accommodation	Monthly	20	28	★	↑	28	★	★	Better than target	No action necessary
Average time for a person in highest need to be rehoused	Monthly	42	28	●	↑	86	●	●	No delays with processing. Successful v quickly. We are starting to see improvement through working with is to address Waiting for property to be ready	Continue to monitor performance and work closely with registered providers to ensure no unnecessary delays with move on

Table 19: Home Choices measure exceptions

Safeguarding

Safeguarding demand remains consistent. Current work underway to prepare for an audit of our safeguarding children and young people response.

Healthy District

The leisure contract continues to perform very well and customer satisfaction remains well above target and expectation. The range of activities offered and effective marketing of the centres ensure that usage is high which in turn provides value for money in terms of the management fee per user. Procurement is well underway to secure a new leisure contract which will begin on the 1st June 2018.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Customer satisfaction of leisure facilities & activities	Monthly	96%	80%	★	→	95%	★	★	Good levels of customer satisfaction across the leisure contract with no poor scores being recorded	Ensure current performance continues
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.78	£1.10	★	→	£0.72	★	★	Good levels of usage demonstrating value for money	Continue to monitor performance and deal with any issues raised

Table 20: Healthy District measure exceptions

Cluster: Organisational Transformation

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With the continual monitoring and automatic allocation of service desk calls the team pro-actively responds to requests for change, thereby exceeding targets most months.

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Process										
Change Management	Monthly	100%	75%	★	→	112%	★	★	Performance is good.	No action necessary.

Table 21: ICT measure exceptions

Systems Development

The teams continue to deliver significant projects during the normal course of their work load. The Digital team is currently involved in the implementation of land based systems for Planning, Building Control and Local Land Charges. The Digital team is continuing to work with Rutland County Council by developing their website. The technical team continues to proactively manage their work plan through the system development requests.

Our LLPG (& SNN) officer has now taken full ownership of the management of the LLPG and brought this back in house in January. This will save £15000 per year on shared service costs, and in the 3 months since managing this service alone we have improved our accuracy standard from Silver to Gold for each of the 3 months. WL are one of only 16 councils in the East Midlands region to obtain Gold (only 3 in Lincolnshire).

Performance Measure	Reporting Frequency	Current Period				Previous Period		YTD perf.	What is affecting performance	What do we need to do to improve and by when?
		Actual	Target	Perf	DoT	Actual	Perf.			
Perspective: Customer										
Website availability	Monthly	100%	98%	★	→	100%	★	★	Performance is good.	No action necessary.
Number of online customers signing up to the self-service accounts	Monthly	601	400	★	→	945	★	★	Performance is good.	No action necessary.
Perspective: Process										
Number of electronic forms developed and integrated into the website	Monthly	65	65	★	→	65	★	★	No change.	No action necessary.
Number of electronic forms completed and submitted on the website	Monthly	4,539	4,000	★	→	7,152	★	★	Performance is good.	No action necessary.
Percentage of street naming and numbering requests dealt with	Monthly	100%	50%	★	→	33%	★	★	Performance is good.	No action necessary.
Perspective: Quality										
LLPG Standard	Monthly	Gold	National Standard	★	→	Gold	★	★	Performance is good.	Continue to maintain standard.

Table 22: Systems Development measure exceptions

Corporate Governance

The Corporate Governance Team has developed its commercial opportunities and has recently undertaken a piece of consultancy work for a fellow local authority. This was a fruitful exercise and has provided a sound footing from which future income generating opportunities can be explored. Away from the consultancy element, the service has continued its work with WLDC Team Managers to ensure that risks and audit actions are managed and delivered. The service also offers an integral element of the Council's project and performance management processes..

For more information about the information contained in this report or the Council's Progress and Delivery framework then please contact the Corporate Governance team on the following contact details.

CONTACT DETAILS: Mark Sturgess – Chief Operating Officer

SAMPLE

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Measure Name	2016/17	2017/18
Assets and Facilities Management		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Planned and responsive maintenance	Yes	Yes
Rental income- Assets	Yes	Yes
Rental income- Car Parks	Yes	Yes
Voids management	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Yields (Return on Capital Employed)	Yes	No
Two year backlog maintenance reduction	Yes	No
Forecast outturn	Yes	No
Benefits		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Cost per live claim	Yes	Yes
End to end processing times for Housing benefit and Council Tax Support (mean)	Yes	Yes
Volume of claims older than 30 days	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Forecast outturn	Yes	No
Volume of submitted claims	Yes	No
Building Control		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Cost of the Building Control service to the Council	Yes	Yes
Total income received	Yes	Yes
Forecast outturn	Yes	Yes
Number of Building Regulation applications received	Yes	Yes
West Lindsey market share	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Community Action and CCTV		
Income generation	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Number of preventions	Yes	Yes
Number of detections	Yes	Yes
Customer satisfaction with received service	Yes	Yes
External funds levered by WLDC grant funding or community action	Yes	Yes
Total value of community grants awarded	Yes	Yes
Successful grant applications	Yes	Yes
Forecast outturn	Yes	No
Number of incidents	Yes	No
Customer satisfaction with initial contact	Yes	No
Number of ASB cases reported	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Formal notices issued	Yes	No
Criminal Behaviour Orders issued	Yes	No
Percentage of cases completed within six months	Yes	No
Number of community grants awarded	Yes	No
Volunteer hours supported by WLDC funded projects	Yes	No
Contracts Management		
Value of contract spend	Yes	Yes
Percentage of contracts awarded to local supplier	Yes	Yes
Savings generated through Procurement exercises	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Percentage of contracts that have expired and continued with no extension arrangement in place	Yes	No
Percentage of contract extensions used as a default	Yes	No
Number of exception reports raised	Yes	No
Number of legal challenges upheld	Yes	No
Percentage of supplier enquiries regarding evaluation feedback	Yes	No
Corporate Governance		
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Approved Codes of Practice in need of review	Yes	No
Outstanding Audit Actions	Yes	No
Risks exceeding review date	Yes	No
Citizen Panel survey response rate	Yes	No
Corporate Health		
Service and system availability	Yes	Yes
Percentage of complaints where the Council is at fault	No	Yes
Effectiveness of Council Communications	No	Yes
Increase in NNDR	No	Yes
Increase in rateable value in the District	No	Yes
Tax base growth	No	Yes
Time taken to pay invoices	No	Yes
Employee satisfaction	Yes	Yes
Staff absenteeism	Yes	Yes
Complaints	Yes	Yes
Compliments	Yes	Yes
Percentage of service requests received through digital channels	Yes	Yes
Percentage of calls answered	Yes	Yes
Position against budget (cumulative)	Yes	Yes
Health and Safety incidents	Yes	Yes
Councillor satisfaction	Yes	No
Energy consumption	Yes	No
Council Tax		

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Cost of service per property tax base	Yes	Yes
No of properties on tax base / FTE ratio	Yes	Yes
Council Tax in year collection rate	Yes	Yes
NNDR in year collection rate	Yes	Yes
NNDR £ Collected	No	Yes
Customer satisfaction with initial contact	Yes	No
Forecast outturn	Yes	No
Total rateable value – business rates	Yes	No
Customer Services		
Customer satisfaction of the handling of Stage Three complaints	No	Yes
Cost of delivery per demand	Yes	Yes
Received Freedom of Information requests	Yes	Yes
Average response complaints time to the customers satisfaction	Yes	Yes
Customers who are likely to recommend WLDC services to others	Yes	Yes
Customer satisfaction of the handling of complaints	Yes	No
Income generated from hire out of meeting rooms	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Number of complaints the Council are deemed at fault	Yes	No
Customers perception of ease of access to a service	Yes	No
Average response complaints time	Yes	No
Democratic Services		
Satisfaction with Development and Training Events	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Forecast outturn	Yes	No
Freedom of Information requests completed within the statutory requirement	Yes	No
Percentage of civic events and visits attended within the district	Yes	No
Development Management		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Income received from planning and pre-app fees	No	Yes
Received planning applications	Yes	Yes
Percentage of planning applications defined as 'majors' determined within national targets	Yes	Yes
Percentage of non-major planning applications determined within government targets	No	Yes
Percentage of appeals that are allowed	Yes	Yes
Cost per decision issued	Yes	No
Forecast outturn	Yes	No
Pre-application advice enquiries	Yes	No
Rate of invalids	Yes	No
Percentage of planning applications defined as 'minors' determined within national targets	Yes	No
Percentage of planning applications defined as 'others' determined within national targets	Yes	No

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Enforcement		
Customer satisfaction with received service	Yes	Yes
Percentage of licensing income received	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Number of licensed landlords within selective licensing area	No	Yes
Percentage of landlords breaching selective licensing condition	Yes	Yes
Housing enforcement requests received	Yes	Yes
Time taken to resolve a housing enforcement request	Yes	Yes
Open housing enforcement cases	Yes	Yes
Planning enforcement requests received	Yes	Yes
Time taken to resolve a planning enforcement request	Yes	Yes
Open planning enforcement cases	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Forecast outturn	Yes	No
Percentage of licensed landlords within selective licensing area	Yes	No
Planning enforcement notices served	Yes	No
Planning enforcement appeals	Yes	No
Housing enforcement notices served	Yes	No
Regulatory Services		
Customer satisfaction with received service (Food Safety)	No	Yes
Customer satisfaction with received service (Health & Safety)	No	Yes
Customer satisfaction with received service (Env. Pro)	No	Yes
Nuisance complaints completed within timescales	Yes	Yes
Ave. time to resolve service nuisance complaint request	No	Yes
Cost of service per Food Safety inspection	Yes	Yes
Percentage of registered food premises receiving a pro-active inspection	Yes	Yes
Percentage of food premises rated at 3 stars or above	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Cost per received service requests	Yes	No
Forecast outturn	Yes	No
Received services requests	Yes	No
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Financial Services		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Forecast outturn	Yes	Yes
Unqualified audit	Yes	Yes: Corporate Health measure
Return on investment	Yes	Yes

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Healthy District		
Customer satisfaction of leisure facilities & activities	Yes	Yes
Cost of Leisure Management fee per service user	Yes	Yes
New participants at West Lindsey Leisure facilities	Yes	Yes
West Lindsey leisure facilities usage	Yes	Yes
Maintain external Quest accreditation at the West Lindsey Leisure Centre	Yes	Yes
Home Choices		
Temporary accommodation Usage	Yes	Yes
Homeless prevention	No	Yes
Bed and breakfast nights	Yes	Yes
Average length of stay in temporary accommodation	Yes	Yes
Average time for a person in “band 1” to be rehoused	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Approaches to the service (homelessness and home choices)	Yes	No
Homeless decisions taken	Yes	No
Number of verified rough sleepers	Yes	No
Number of nights verified rough sleepers	Yes	No
Number of properties advertised	Yes	No
Successful nominations	Yes	No
Housing		
Customer satisfaction with received service	Yes	Yes
Average cost of DFGs	Yes	Yes
Number of properties where the condition has improved as a result of being in the selective licnesing area	No	Yes
Average days from DFG referral to completion	No	Yes
Number of affordable homes delivered	Yes	Yes
Total number of long term empty homes in the District	Yes	Yes
Long term empty properties brought back into use	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Total spend on completed disabled facilities grants	Yes	No
Average days from DFG referral to approval	Yes	No
Average days from DFG approval to completion	Yes	No
ICT		
Service and System availability: Secure Network	Yes	Yes: Corporate Health measure
Incident & Problem Management	Yes	Yes
Change Management	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Licensing		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Income received	Yes	Yes
Number of licensing applications received	Yes	Yes
Percentage of licensing applications processed within the SLA	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Cost per received applications	Yes	No
Forecast outturn	Yes	No
Percentage of licensing applications that are referred to committee	Yes	No
Local Land Charges		
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Cost of the Land Charges service to the Council	Yes	Yes
Income received	Yes	Yes
Local Land Charge searches received	Yes	Yes
Market share	Yes	Yes
Time taken to process a search	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Forecast outturn	Yes	No
Income lost to private search companies	Yes	No
Localism		
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Community projects supported by WLDC	Yes	No
Markets		
Customer satisfaction: visitors	Yes	Yes
Customer satisfaction: business	Yes	Yes
Customer satisfaction: traders	Yes	Yes
Income received	Yes	Yes
Average number of stalls on a Tuesday	Yes	Yes
Average number of stalls on a Saturday	Yes	Yes
Number of additional/special events and markets held	Yes	No
Safeguarding		
Number of cases referred	Yes	Yes
Domestic Abuse risk assessments undertaken	Yes	No
MARAC referrals for high risk victims	Yes	No
Number of Child Sexual Exploitation cases	Yes	No
Street Cleansing		
Customer satisfaction with initial contact	Yes	Yes
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes

Appendix 1 – Comparison 2016/17 Measure v. 2017/18 Measures

Complaints	Yes	Yes
Compliments	Yes	Yes
Income generation	Yes	Yes
Volunteer litter picks	Yes	Yes
Forecast outturn	Yes	No
Systems Development		
LLPG Standard	Yes	Yes
Website availability	Yes	Yes
Website SOCITM	Yes	Yes
Number of online customers signing up to the self service accounts	Yes	Yes
Number of electronic forms developed and integrated into the website	Yes	Yes
Number of electronic forms completed and submitted on the website	Yes	Yes
Number of house re-naming requests dealt with	Yes	Yes
Percentage of street naming and numbering requests dealt with	Yes	Yes
Customer satisfaction with initial contact	Yes	No
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Town Centre Management		
Footfall - Gainsborough	Yes	Yes
Vacancy rate - Gainsborough	Yes	Yes
Trinity Arts Centre		
Cost of Trinity Arts Centre per user	Yes	Yes
Received surplus	Yes	Yes
Audience figures	Yes	Yes
Event occupancy	Yes	Yes
Customer satisfaction with received service	Yes	No
Cost of delivering service per head of population	Yes	No
Forecast outturn	Yes	No
Waste Collection		
Customer satisfaction with initial contact	Yes	Yes
Customer satisfaction with received service	Yes	Yes
Cost of delivering service per head of population	Yes	Yes
Cost of delivering service per Household	Yes	Yes
Trade waste income	Yes	Yes
Recycling rates	Yes	Yes
Residual household waste collected	Yes	Yes
Missed collections	Yes	Yes
Missed bins collected within the Service Level Agreement	Yes	Yes
Forecast outturn	Yes	No

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**Prosperous Communities
Committee**

Date: 18th July 2017

Subject: Brattleby Neighbourhood Plan Public Referendum

Report by:

Chief Operating Officer, Mark Sturgess

Contact Officer:

Daniel Evans
Assistant Neighbourhood Planning Officer
Daniel.evans@west-lindsey.gov.uk

Purpose / Summary:

To receive the report and recommend the progression to public referendum for the Brattleby Neighbourhood Plan.

RECOMMENDATION(S): Members formally approve the Brattleby Neighbourhood Plan advancing to Public Referendum, in line with the advice received from the independent Examiner.

IMPLICATIONS

Legal: This work is a duty under the Localism Act 2011 and the Neighbourhood Plan Regulations 2012 (amended).

Financial: Financial: FIN/44/18

Additional financial contributions are available from DCLG to support Neighbourhood Planning and cover the cost of the public referendum. There will be no additional costs to the Council

Staffing: Neighbourhood Planning Officer's role is to support each NDP group in progressing through the process.

Equality and Diversity including Human Rights :

The Brattleby Neighbourhood Plan has been through an independent Examination and has been checked to see whether it does pose any issues related to Human Rights, Equality and Diversity.

Risk Assessment : n/a

Climate Related Risks and Opportunities : n/a

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

Appendix A: Copy of Examiners Note

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

X

No

1.0 Background to the Brattleby Neighbourhood Plan

- 1.1 The Brattleby Neighbourhood Plan area was designated on the 13th August 2015. After this, the Neighbourhood Plan Steering Group undertook a significant amount of public consultation to identify the core issues that the local community would like to see included within the Neighbourhood Plan.
- 1.2 Several consultations have taken place, including public meetings, public events, exhibitions and discussions with local businesses/landowners.
- 1.3 The Neighbourhood Plan Group identified local planning issues and conducted a number of evidence base studies in order to support the emerging Neighbourhood Plan. The evidence base was also used to inform the planning policies and justification for the various issues raised by the community.

Issues and policies included within the Neighbourhood Plan, include:

- Design and type of future housing development
- Protection of Local Green spaces around the village
- Retaining built character and heritage
- Improving digital connectivity

2.0 Examination and Public Referendum

- 2.1 There are two statutory final stages in completing the Neighbourhood Plan that are the responsibility of West Lindsey District Council to organise and cover the costs for; i) the independent examination, and ii) the referendum. The independent examination has now been completed and the Independent Examiner (Andrew Ashcroft MRTPI) has advised that the plan should proceed to public referendum.
- 2.2 Accordingly, it is now recommended that members support and approve this next stage of the process and, in line with regulations, agree the date for this to happen. The District Council must give at least 28 working days notice in advance of the start of the referendum. The qualifying body (Neighbourhood Plan Group) may campaign before the referendum.
- 2.3 The Brattleby Public Referendum has been scheduled to take place on **Thursday the 31st August 2017.**

2.4 If more than 50% of those voting in the referendum vote 'yes', then the council will bring the plan into legal force and it forms part of the statutory development plan.

3.0 Next Steps after the Referendum

3.1 If the outcome of the public referendum is supportive of the plan (i.e. more than 50% of the people who vote, vote in favour of the Plan) the Local Planning Authority must formally 'make' the Neighbourhood Plan. Again, as with the seven previous 'made' plans, this will be formalised by bringing the Neighbourhood Plan back before Council for a final time. Subject to a positive outcome at public referendum, it is likely that this will be at the September (2017) Full Council meeting.

3.2 Once this has been undertaken the Neighbourhood Plan forms part of the statutory planning policy requirements for the Brattleby Parish area.

4.0 Recommendation

4.1 **Members formally approve the Brattleby Neighbourhood Plan advancing to Public Referendum, in line with the advice received from the independent Examiner.**

Brattleby Neighbourhood Plan 2016-2036

**A report to West Lindsey District Council on the
Brattleby Neighbourhood Plan**

**Andrew Ashcroft
Independent Examiner
BA (Hons) MA, DMS, MRTPI**

Director – Andrew Ashcroft Planning Limited

Executive Summary

- 1 I was appointed by West Lindsey District Council in December 2016 to carry out the independent examination of the Brattleby Neighbourhood Plan.
- 2 The examination was undertaken by written representations. I visited the neighbourhood plan area on 3 March 2017.
- 3 The Plan proposes a series of policies and seeks to bring forward positive and sustainable development in the plan area. There is a very clear focus on safeguarding local character and celebrating its rich historic environment. This focus has also resulted in a Plan that requires only a limited number of modifications to meet the basic conditions. It has also resulted in a Plan that has been produced in a relatively short period of time.
- 4 The Plan has been significantly underpinned by community support and engagement. It is clear that all sections of the community have been actively engaged in its preparation.
- 5 Subject to a series of recommended modifications set out in this report I have concluded that the Brattleby Neighbourhood Plan meets all the necessary legal requirements and should proceed to referendum.
- 6 I recommend that the referendum should be held within the neighbourhood plan area.

Andrew Ashcroft
Independent Examiner
8 March 2017

1 Introduction

- 1.1 This report sets out the findings of the independent examination of the Brattleby Neighbourhood Plan 2016-2036 (the Plan).
- 1.2 The Plan has been submitted to West Lindsey District Council (WLDC) by Brattleby Parish Council in its capacity as the qualifying body responsible for preparing the neighbourhood plan.
- 1.3 Neighbourhood plans were introduced into the planning process by the Localism Act 2011. They aim to allow local communities to take responsibility for guiding development in their area. This approach was subsequently embedded in the National Planning Policy Framework in 2012 and which continues to be the principal element of national planning policy.
- 1.4 This report assesses whether the Plan is legally compliant and meets the Basic Conditions that apply to neighbourhood plans. It also considers the content of the Plan and, where necessary, recommends changes to its policies and supporting text.
- 1.5 This report also provides a recommendation as to whether the Plan should proceed to referendum. If this is the case and that referendum results in a positive outcome the Plan would then be used to determine planning applications within the plan area and will sit as part of the wider development plan.

2 The Role of the Independent Examiner

- 2.1 The examiner's role is to ensure that any submitted neighbourhood plan meets the relevant legislative and procedural requirements.
- 2.2 I was appointed by WLDC, with the consent of the Parish Council, to conduct the examination of the Plan and to prepare this report. I am independent of both the WLDC and the Parish Council. I do not have any interest in any land that may be affected by the Plan.
- 2.3 I possess the appropriate qualifications and experience to undertake this role. I am a Director of Andrew Ashcroft Planning Limited. In previous roles, I have over 30 years' experience in various local authorities at either Head of Planning or Service Director level. I am a chartered town planner and have significant experience of undertaking other neighbourhood plan examinations and health checks. I am a member of the Royal Town Planning Institute.

Examination Outcomes

- 2.4 In my role as the independent examiner of the Plan I am required to recommend one of the following outcomes of the examination:
- (a) that the Plan is submitted to a referendum; or
 - (b) that the Plan should proceed to referendum as modified (based on my recommendations); or
 - (c) that the Plan does not proceed to referendum on the basis that it does not meet the necessary legal requirements.

The Basic Conditions

- 2.5 As part of this process I must consider whether the submitted Plan meets the Basic Conditions as set out in paragraph 8(2) of Schedule 4B of the Town and Country Planning Act 1990. To comply with the basic conditions, the Plan must:
- have regard to national policies and advice contained in guidance issued by the Secretary of State; and
 - contribute to the achievement of sustainable development; and
 - be in general conformity with the strategic policies of the development plan in the area; and
 - be compatible with European Union (EU) and European Convention on Human Rights (ECHR) obligations.

I have examined the submitted Plan against each of these basic conditions, and my conclusions are set out in Sections 6 and 7 of this report. I have made specific comments on the fourth bullet point above in paragraphs 2.6 to 2.10 of this report.

- 2.6 In order to comply with the Basic Condition relating to European obligations the District Council carried out a screening assessment. The conclusion of the draft screening report was that there were no significant environmental effects as a result of the

production of the Plan. The letter confirming this outcome is usefully included as part of the submission documents.

- 2.7 The required consultation was carried out with the three prescribed bodies.
- 2.8 WLDC has also undertaken a Habitats Regulations Assessment (HRA) screening report on the Plan. Its Habitats Regulation Assessment (HRA) screening report concluded that the Plan was not likely to have any significant effect on a European site.
- 2.9 Having reviewed the information provided to me as part of the examination I am satisfied that a proportionate process has been undertaken in accordance with the various regulations. None of the statutory consultees have raised any concerns with regard to either neighbourhood plan or to European obligations. In the absence of any evidence to the contrary, I am entirely satisfied that the submitted Plan is compatible with this aspect of European obligations.
- 2.10 In a similar fashion I am satisfied that the submitted Plan has had regard to the fundamental rights and freedoms guaranteed under the European Convention on Human Rights (ECHR) and that it complies with the Human Rights Act. There is no evidence that has been submitted to me to suggest otherwise. There has been full and adequate opportunity for all interested parties to take part in the preparation of the Plan and to make their comments known. On this basis, I conclude that the submitted Plan does not breach, nor is in any way incompatible with the ECHR.

Other examination matters

- 2.11 In examining the Plan I am also required to check whether:
- the policies relate to the development and use of land for a designated neighbourhood plan area; and
 - the Plan meets the requirements of Section 38B of the Planning and Compulsory Purchase Act 2004 (the Plan must specify the period to which it has effect, must not include provision about development that is excluded development, and must not relate to more than one neighbourhood area); and
 - the Plan has been prepared for an area that has been designated under Section 61G of the Localism Act and has been developed and submitted for examination by a qualifying body.
- 2.12 Having addressed the matters identified in paragraph 2.11 of this report I am satisfied that all of the points have been met subject to the contents of this report.

3 Procedural Matters

3.1 In undertaking this examination I have considered the following documents:

- the submitted Plan.
- the Basic Conditions Statement.
- the Consultation Statement.
- the WLDC Screening report.
- The Brattleby Conservation Area Appraisal
- the representations made to the Plan.
- the West Lindsey District Local Plan (First Review) 2006.
- the National Planning Policy Framework (March 2012).
- Planning Practice Guidance (March 2014 and subsequent updates).
- Relevant Ministerial Statements.

3.2 I carried out an unaccompanied visit to the Plan area on 3 March 2017. I looked at its overall character and appearance and at those areas affected by policies in the Plan in particular. My site inspection is covered in more detail in paragraphs 5.9 to 5.16 of this report.

3.3 It is a general rule that neighbourhood plan examinations should be held by written representations only. Having considered all the information before me, including the representations made to the submitted plan, I was satisfied that the Plan could be examined without the need for a public hearing. I advised WLDC of this decision early in the examination process.

4 Consultation

Consultation Process

- 4.1 Policies in made neighbourhood plans become the basis for local planning and development control decisions. As such the regulations require neighbourhood plans to be supported and underpinned by public consultation.
- 4.2 In accordance with the Neighbourhood Planning (General) Regulations 2012 the Parish Council has prepared a Consultation Statement. This statement is proportionate to the limited population base of the Plan area and its policies. It also provides specific details on the consultation process that took place on the pre-submission version of the Plan from September to November 2016. The Statement helpfully lists the three comments that were received on this version of the emerging plan. As these comments were entirely supportive of the Plan the Consultation Statement cannot directly address the issue of how the submitted Plan took account of the various comments and representations.
- 4.3 The Plan itself sets out details of the consultation events that were carried out in relation to the initial stages of the Plan. Details are provided about:
- The parish questionnaire (November 2015)
 - The exhibition in the Village Hall (March 2016)
 - The cheese and wine night (May 2016)
- 4.4 The Statement also sets out details of the consultation events that were carried out in relation to the pre-submission version of the Plan. Information is provided about the local availability of Plan documents in paper format and the public event in Aisthorpe Village Hall.
- 4.5 It is clear to me that consultation has been an important element of the Plan's production. Advice on the neighbourhood planning process has been made available to the community in a positive and direct way by those responsible for the Plan's preparation.
- 4.6 The positive approach that was taken to Plan making is reflected in the number of representations received to the submitted plan (see 4.8 below) and their positive nature.
- 4.7 From all the evidence provided to me as part of the examination, I can see that the Plan has promoted an inclusive approach to seeking the opinions of all concerned throughout the process. WLDC has carried out its own assessment that the consultation process has complied with the requirements of the Regulations.

Representations Received

- 4.8 Consultation on the submitted plan was undertaken by the District Council for a six-week period that ended on 20 February 2017. This exercise generated comments from Natural England and WLDC.

5 The Plan Area and the Development Plan Context

The Plan Area

- 5.1 The Plan area covers the parish of Brattleby. It was designated as a neighbourhood area on 13 August 2015.
- 5.2 The Plan area sits approximately 7 miles to the north of Lincoln. It is located to the immediate north of Scampton and to the north and west of RAF Scampton. The Plan area has a population of approximately 111 people and around 46 dwellings. The Plan area is primarily in agricultural use and with the built-up area of the village at its heart. The village itself is predominantly residential in character.
- 5.3 The majority of the built-up element of the village is within the Brattleby Conservation Area, designated in 1981. The format of the village reflects its agricultural heritage. The traditional buildings themselves are primarily constructed in coursed rubble stonework mostly with red pantiled roofs, although some have Welsh slate roofs. The more modern buildings in the village have been designed to reflect its historic character; they use buff bricks or reconstituted stone and similar roofing materials to those on the traditional buildings. As the Conservation Area character appraisal identified in 1981 Brattleby 'has been very fortunate that the builders of these more recent dwellings have had concern for the village environment'. This process has clearly continued since 1981. The more recent houses have continued this responsible building tradition. It is a process of which both the District Council and the local community should be proud.

Development Plan Context

- 5.4 The West Lindsey District Local Plan (First Review) was adopted in June 2006. It sets out the basis for future development in the District between 2006 and 2016. A significant number of its policies remain saved until the adoption of the emerging Central Lincolnshire Local Plan. All the policies in the Strategic section of the saved local plan are strategic policies of the development plan (see paragraph 2.5 of this report). It is this Local Plan against which I am required to examine the submitted Neighbourhood Plan. Within this saved plan, the following policies are particularly relevant to the Brattleby neighbourhood plan:

Policy Strat 3 in which Brattleby is identified as a Primary Rural Settlement.

Policy Strat 8 which sets out a series of criteria against which applications for windfall or infill residential developments will be assessed in small rural settlements.

Policy Strat 12 which sets out the approach to development in the open countryside.

- 5.5 The Basic Conditions Statement (in its table 3) usefully highlights the key policies in the development plan and how they relate to policies in the submitted Plan. This is good practice.

- 5.6 These saved policies will apply in the Plan area until the adopted Local Plan is replaced by the emerging Central Lincolnshire Local Plan.
- 5.7 The emerging Central Lincolnshire Local Plan (CLLP) 2012 to 2036 was examined earlier this year. It is now at a very advanced stage in its preparation. Proposed Main Modifications have now been published. In this emerging Plan Brattleby retains its position within the settlement hierarchy. Policy LP2 of the Plan identifies Brattleby as one of a series of Small Villages. There are some elements of the Main Modifications which may affect the levels of growth in Brattleby and other Small Villages throughout the Plan period, although there would be no direct conflict between the two sets of policies in the CLLP and the submitted neighbourhood plan.
- 5.8 It is clear that the submitted Plan has been prepared with an eye to the future. In doing so it has relied on up to date information and research that has underpinned the emerging Local Plan. This is good practice and reflects key elements in Planning Practice Guidance on this matter.

Site Visit

- 5.9 I carried out an unaccompanied visit to the Plan area on 3 March 2017.
- 5.10 I drove into the Plan area from the A15 on the single-track road to the immediate north of RAF Scampton. This gave me the opportunity to see the rural parts of the Plan area to the east of the village itself. I then parked in School Lane.
- 5.11 I looked initially at the proposed local green space at the junction of School Lane and Back Lane. It occupies an important position at the heart of the village.
- 5.12 I then walked along the B1398 to the north of the village to see one of the identified key views into the village.
- 5.13 I then retraced my steps into the village itself. I walked up to Brattleby Hall and the Hall Stables. Thereafter I walked to the listed St Cuthbert Church and the adjacent Old Rectory.
- 5.14 I then walked back into the village and looped around Back Lane. I saw the very distinctive Slate Cottages with their very interesting roof structures.
- 5.15 Throughout my visit I was very taken by the quality of building maintenance and the general pride that had been taken in the local village environment. I saw that Western Power had contributed to this approach by shielding its substation on the B1398 with rubble stonework.
- 5.16 I finished my visit by driving to the western parts of the Plan area along Thorpe Lane to Sturton by Stow.

6 The Neighbourhood Plan as a whole

- 6.1 This section of the report deals with the submitted neighbourhood plan as a whole and the extent to which it meets the basic conditions. The submitted Basic Conditions Statement has helped considerably in the preparation of this section of the report. It is a well-presented, informative and very professional document.
- 6.2 The Plan needs to meet all the basic conditions to proceed to referendum. This section provides an overview of the extent to which the Plan meets three of the four basic conditions. Paragraphs 2.6 to 2.10 of this report have already addressed the issue of conformity with European Union legislation.

National Planning Policies and Guidance

- 6.3 The key elements of national policy relating to planning matters are set out in the National Planning Policy Framework (NPPF) issued in March 2012.
- 6.4 The NPPF sets out a range of core land-use planning principles to underpin both plan-making and decision-taking. The following are of particular relevance to the Brattleby Neighbourhood Plan:
- a plan led system– in this case the relationship between the neighbourhood plan and the adopted Local Plan.
 - recognising the intrinsic character and beauty of the countryside and supporting thriving local communities.
 - Always seeking to secure high quality design and good standards of amenity for all future occupants of land and buildings.
- 6.5 Neighbourhood plans sit within this wider context both generally, and within the more specific presumption in favour of sustainable development, which is identified as a golden thread running through the planning system. Paragraph 16 of the NPPF indicates that neighbourhoods should both develop plans that support the strategic needs set out in local plans and plan positively to support local development that is outside the strategic elements of the development plan.
- 6.6 In addition to the NPPF I have also taken account of other elements of national planning policy including Planning Practice Guidance and the recent ministerial statements.
- 6.7 Having considered all the evidence and representations available as part of the examination I am satisfied that the submitted Plan has had regard to national planning policies and guidance in general terms. It sets out a positive vision for the future of the plan area within the context of its historic character. At its heart are a suite of policies that aim to safeguard its character and appearance and to promote sensitive development appropriate to this character and the position of the village in the local settlement hierarchy. Table 2 of the Basic Conditions Statement is particularly effective in terms of mapping the Plan policies with the appropriate paragraphs in the NPPF.

- 6.8 At a more practical level the NPPF indicates that plans should provide a clear framework within which decisions on planning applications can be made and that they should give a clear indication of how a decision-maker should react to a development proposal (paragraphs 17 and 154). This was reinforced with the publication of Planning Practice Guidance in March 2014. Its paragraph 41 (41-041-20140306) indicates that policies in neighbourhood plans should be drafted with sufficient clarity so that a decision-maker can apply them consistently and with confidence when determining planning applications. Policies should also be concise, precise and supported by appropriate evidence.
- 6.9 As submitted the Plan does not fully accord with this range of practical issues. The majority of my recommended modifications in Section 7 relate to matters of clarity and precision. They are designed to ensure that the Plan fully accords with national policy.

Contributing to sustainable development

- 6.10 There are clear overlaps between national policy and the contribution that the submitted Plan makes to achieving sustainable development. Sustainable development has three principal dimensions – economic, social and environmental. It is clear to me that the submitted Plan has set out to achieve sustainable development in the Plan area. In the economic dimension the Plan includes policies for the development of smaller dwellings and to improve digital connectivity. In the social role, it includes policies for the development of smaller dwellings to meet the needs of young and old persons and to designate an area of local green space. In the environmental dimension the Plan positively seeks to protect the natural, built and historic environment.

General conformity with the strategic policies in the development plan

- 6.11 I have already commented in detail on the development plan context in the wider West Lindsey District Council area in paragraphs 5.4 to 5.8 of this report.
- 6.12 I consider that the submitted Plan delivers a local dimension to this strategic context and supplements the detail already included in the adopted Local Plan. Table 3 of the Basic Conditions Statement helpfully relates the Plan's policies to policies in the saved Local Plan. I am satisfied that the submitted Plan is in general conformity with the strategic policies in the development plan.

7 The Neighbourhood Plan policies

- 7.1 This section of the report comments on the policies in the Plan. In particular, it makes a series of recommended modifications to ensure that the various policies have the necessary precision to meet the basic conditions.
- 7.2 My recommendations focus on the policies themselves given that the basic conditions relate primarily to this aspect of neighbourhood plans. In some cases, I have also recommended changes to the associated supporting text.
- 7.3 I am satisfied that the content and the form of the Plan is fit for purpose. It is distinctive and proportionate to the Plan area. The wider community and the Parish Council have spent time and energy in identifying the issues and objectives that they wish to be included in their Plan. This sits at the heart of the localism agenda.
- 7.4 The Plan has been designed to reflect Planning Practice Guidance (41-004-20140306) which indicates that neighbourhood plans must address the development and use of land.
- 7.5 I have addressed the policies in the order that they appear in the submitted plan.
- 7.6 For clarity this section of the report comments on all policies whether or not I have recommended modifications in order to ensure that the Plan meets the basic conditions.
- 7.7 Where modifications are recommended to policies they are highlighted in bold print. Any associated or free-standing changes to the text of the Plan are set out in italic print.

The initial sections of the Plan (Sections 1-5)

- 7.8 These introductory elements of the Plan set the scene for the policies. They are commendable to the extent that they are proportionate to the Plan area and the subsequent policies.
- 7.9 Section 1 provides very clear context to the neighbourhood planning process. It also provides a useful connection to national policy, the adopted Local Plan and to the emerging Local Plan.
- 7.10 Section 2 identifies the geographic extent of the Plan area. It also helpfully sets out the reasoning that has underpinned the decision of the Parish Council to produce the Plan. It provides a useful commentary on the purpose of a neighbourhood plan and sets out details about the initial community engagement that took place.
- 7.11 Section 3 sets out the Community Vision for the Plan area. It is clear, concise and proportionate to the Plan. The Vision is underpinned by four community objectives. These objectives very clearly cascade into the various policies.
- 7.12 Section 4 sets out key facts about the Plan area. Its focus is on house types and the demographics of the local population. In relation to the former the house types are

primarily three and four bedroom houses. In relation to the latter there is a concentration of persons in the 45-59 and 60-74 years' age brackets.

- 7.13 Section 5 then describes the character of the Plan area. It does so to good effect. It makes good use of several colourful and informative photographs.
- 7.14 The remainder of this section of the report addresses each policy in turn in the context set out in paragraphs 7.5 to 7.7 of this report.

Policy 1: Design of New Development

- 7.15 This policy follows on from the overarching approach and vision for the Plan, and chapter 5 in particular. It sets a very clear tone for the quality of development that should come forward within the Plan period. It reflects the contents of paragraphs 56 to 68 of the NPPF. Its approach is commendably distinctive but without being prescriptive
- 7.16 In order to have the clarity required by the NPPF I recommend a series of modifications to the policy. These modifications reflect the importance of this policy within the Plan itself. The first reconfigures the opening element of the policy so that it provides an appropriate degree of judgement to the decision maker throughout the Plan period. The modified wording will also better address the range of proposals that are likely to come forward within the Plan period. I also recommend that the first two criteria in the policy are reconfigured so that they are both clear and anticipate the full range of development that may come forward in the Plan period. Finally, I recommend that criterion h) is modified. This will ensure that a developer will need to address all the criteria in this important policy.

In the initial part of the policy replace 'must' with 'should' in both sentences.

Replace criterion a) with 'Respect the existing patterns of development.'

Replace criterion b) with 'Where possible reinforce existing connections and take opportunities to create new connections.'

In criterion h) reposition the semi-colon so that it sits immediate after 'context' rather than 'and'.

Policy 2: Extensions and remodelling to existing properties

- 7.17 This policy sets out to provide detailed guidance for alterations to existing properties in the Plan area. It takes account of the likelihood that such applications will constitute the majority of development within the Plan period. The policy is criteria-based.
- 7.18 I recommend two modifications. The first relates to the use of the word 'granted' in the introductory section of the policy. Whilst it is likely that this will be the outcome of the majority of such proposals the tone of the policy takes away the ability of the local planning authority to make decisions on the merits of individual proposals and to take

account of the usual array of material planning considerations. The use of the word 'supported' will provide greater flexibility without taking away from the importance of the criteria set out in the policy

- 7.19 The second relates to the final criteria in the policy. It sets out to ensure that the cumulative effects of extensions across the countryside are acceptable. The final element of this criterion is unclear and would be difficult for the decision maker to apply reasonably and consistently. I recommend that it is replaced with a form of words that better reflect the way in which the village sits within its wider landscape setting.

Replace 'granted' with 'supported' in the initial part of the policy

In criterion d) replace 'across.... countryside' with 'with regards to the relationship between the built form of the village and the surrounding countryside'

Policy 3: Housing Mix and Type

- 7.20 This policy offers support for housing that addresses the needs of local people. In particular, it offers support for smaller dwellings to meet the needs of both older and younger persons.
- 7.21 The policy reflects the evidence base (Section 4) of the Plan. It meets the basic conditions.

Policy 4: The Historic Environment

- 7.22 This policy sets out to safeguard the very distinctive and attractive historic environment within the built-up form of the Plan area. The majority of the village is within its conservation area. The importance of this policy became readily apparent when I visited the Plan area. The policy adds local detail to national and local policies to safeguard the historic environment.
- 7.23 The focus of the policy is on listed buildings, heritage assets and locally listed buildings. WLDC comment on the inconsistent use of some of the expressions in general, and the lack of any clarity over the buildings on the local list. This is an important factor in relation to the implementation of this policy through the development management process. The situation is however much more clearly defined on the Proposals Map 1. I recommend modifications to both the policy and the supporting text to clarify this point.
- 7.24 I also recommend a modification to the structure of the policy. In particular, it is important to clarify that the batch of criteria relate specifically to the first aspect of the policy.

In the first section of the policy replace ‘Heritage Assets and listed buildings and their curtilages’ with ‘The Heritage Assets as shown in Proposals Map 1’

Incorporate criterion b) into criterion a). Make consequential order changes to the remaining criteria.

In the second part of the policy replace ‘will have’ with ‘will be required’

Policy 5: Local Green Space

- 7.25 The Plan designates a paddock to the south of School Lane as a local green space. It is owned by the Parish Council.
- 7.26 The proposed local green space comfortably meets the three criteria as set out in the NPPF. It sits in the heart of the village and is entirely appropriate for this designation. It is precisely the type of site that the authors of the NPPF must have had in mind when promoting the concept of local green space. The policy meets the basic conditions.

Policy 6: The Countryside and the Environment

- 7.27 This policy is identified as policy 5 rather than policy 6. It is within my remit to correct administrative errors of this nature.
- 7.28 The policy sets out specific requirements to ensure that any new housing development sits comfortably within the village’s wider landscape setting. A map on page 13 of the Plan identifies sites that may be suitable for such development. The size of the three sites reflects the position of Brattleby in the local settlement hierarchy.
- 7.29 As drafted the policy requires the submission of a range of details. In order for this policy to be effective in development management terms it should require new developments to address and take account of the various criteria identified. I recommend modifications to the policy accordingly

In the first part of the policy replace ‘must provide.... following details’ with ‘should address and take account of the following criteria through the submission of a green space and landscaping strategy with applications for the development of the site’

In criterion b) replace ‘a conditions survey of ‘with ‘the condition of’.

In criterion c) reposition the semi-colon so that it sits immediate after ‘removed’ rather than ‘and’.

Retitle as Policy 6 (rather than as policy 5)

Policy 7: Improving Digital Connectivity

- 7.30 This policy is identified as policy 6 rather than policy 7. It is within my remit to correct administrative errors of this nature.
- 7.31 The policy sets out to support proposals that would provide access to a superfast broadband network.
- 7.32 As the Plan comments this approach has regards to paragraph 42 of the NPPF. In substantive terms the policy meets the basic conditions. I recommend a modification to address the numbering point identified in paragraph 7.30 above.

Retitle as Policy 7 (rather than as policy 6).

8 Summary and Conclusions

Summary

- 8.1 The Plan sets out a range of policies to guide and direct development proposals in the period up to 2036. It is distinctive in addressing a specific set of issues that have been identified and refined by the wider community.
- 8.2 Following my independent examination of the Plan I have concluded that the Brattleby Neighbourhood Development Plan meets the basic conditions for the preparation of a neighbourhood plan subject to a series of recommended modifications.
- 8.3 This report has recommended some technical modifications to the policies in the Plan. Nevertheless, it remains fundamentally unchanged in its role and purpose.

Conclusion

- 8.4 On the basis of the findings in this report I recommend to West Lindsey District Council that subject to the incorporation of the modifications set out in this report that the Brattleby Neighbourhood Plan should proceed to referendum.

Referendum Area

- 8.5 I am required to consider whether the referendum area should be extended beyond the Plan area. In my view the neighbourhood area is entirely appropriate for this purpose and no evidence has been submitted to suggest that this is not the case. I therefore recommend that the Plan should proceed to referendum based on the neighbourhood area as approved by the District Council on 13 August 2015.
- 8.6 I am grateful to everyone who has helped in any way to ensure that this examination has run in a smooth and efficient manner.

Andrew Ashcroft
Independent Examiner
8 March 2017

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**Prosperous Communities
Committee**

18th July 2017

Subject: West Lindsey draft Housing Strategy 2017 - 2022

Report by:

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Purpose / Summary:

To introduce the draft West Lindsey Housing
Strategy 2017 – 2022 and associated
Implementation Plan to members and seek
approval to begin formal consultation.

RECOMMENDATION(S):

That members give approval to begin formal consultation on the draft West
Lindsey Housing Strategy 2017-2022 and associated Implementation Plan

IMPLICATIONS

Legal: There is no statutory requirement for authorities to have a Housing Strategy therefore no legal implications

Financial : Fin/GCLT/18/18
None

Staffing : The consultation process will be undertaken in house within existing staff resource therefore no staffing implication

Equality and Diversity including Human Rights :
Mechanisms will be in place to ensure fair and equal access to consultation

Risk Assessment : N/a

Climate Related Risks and Opportunities : n/a

Title and Location of any Background Papers used in the preparation of this report:
*Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.*

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 West Lindsey District Council has a key role to play in supporting the provision of good quality housing across all tenures to meet the needs of current and future residents which in turn underpins economic growth and the success of our communities. The West Lindsey Housing Strategy 2017-2022 therefore will provide the framework to support the council's ambitions and priorities for housing from 2017 – 2022 in order to achieve its vision where 'Everyone has access to good quality housing which meets their housing need and aspiration'. At the same time it will highlight the challenges facing us and opportunities available to us in order to achieve this.
- 1.2 There is no longer a statutory requirement for local authorities to have a housing strategy however in order to support the delivery of West Lindsey's aspirations with regard to housing and growth a contract to prepare a draft housing strategy was awarded to Arc4 following their production of a baseline evidence report on balancing the housing market in West Lindsey
- 1.3 The original commission was to draft a prospectus type strategy focussing primarily on growth. However after reviewing initial drafts it was felt this approach would not provide a framework which would deliver our corporate aspirations across the growth and housing agendas and the links to health and wellbeing thus demonstrating how appropriate sustainable housing impacts on all aspects of our communities and is more complex than just the built environment.
- 1.4 The uniqueness of West Lindsey and the challenges and opportunities specific to our district were not evident in initial drafts therefore officers across growth, housing and planning have worked together on the formation of a draft housing strategy (attached at appendix 1) based on existing evidence and combined knowledge which will enable the Council to set a clear strategic vision for housing to deliver growth to meet housing need and social wellbeing. It also demonstrates how our role as an enabling authority is critical to achieve our ambition for housing in an increasingly uncertain national economic, legislative and policy climate.

2. West Lindsey Housing Strategy

2.1 The implementation of this strategy will support the following themes within the West Lindsey Corporate Plan;

- Open for Business
- People First
- Asset Management

- Central Lincs Local Plan
- Partnerships
- Excellent Value for Money Services

2.2 It will provide the key link between the West Lindsey Corporate Plan, the Central Lincolnshire Local Plan 2012 – 2036 and a number of other key plans and strategies detailed on pages 3-7 of the draft strategy with the aim of achieving the aforementioned vision.

2.3 The vision will be delivered through 3 proposed themes allowing resource and work streams to be specifically targeted towards increasing housing supply across all tenures, ensuring existing stock is safe, desirable and promotes health and wellbeing and ensuring appropriate housing options and support for households in housing need to prevent homelessness whilst further promoting health and wellbeing and also choice and independence;

- Theme 1; Driving housing growth to meet housing need
- Theme 2; Improving homes and transforming places
- Theme 3; A partnership approach to support choice, wellbeing and independence

2.4 The intention is that the authority will take a lead role in developing an approach to housing across all tenures to ensure the delivery of integrated housing and housing related services, working in partnership with other public, private and third sector organisations to find innovative solutions to meet housing need.

2.5 In line with good practice it is proposed to consult with key stakeholders ie Registered Providers, housing developers, housing and other third sector groups, statutory organisations, elected members and officers to ensure the strategy is relevant, comprehensive and will facilitate future partnership working.

2.6 The associated draft Implementation Plan (attached at appendix 2) is a working draft identifying some of the actions we intend to take in order to meet our ambition. A number of the cells within the document are to be confirmed (TBC). This is a joint piece of work involving officers across housing, planning and growth who are in the process of populating the plan. Members will be presented with an updated Implementation Plan following the consultation period as further actions may be identified through the process.

- 2.7 The actions within the Implementation Plan will form the basis of the programme of work for the Housing Board enabling projects to come forward for delivery and progress through the council's existing governance structure providing us with the best possible chance of implementing change within current legislation and policy.
- 2.8 The draft Implementation plan will be further populated jointly by officers from Growth, Housing, Private Sector Housing and Planning in concurrently with amendments identified through the consultation process
- 2.9 Following the consultation a final draft strategy will be reported back to Prosperous Communities Committee for approval.

West Lindsey Housing Strategy (Draft) 2017 – 2022)

Foreward by Cllr Bibb

Introduction

Access to good quality housing is the foundation upon which people can build happy and successful lives. This housing strategy provides an overarching plan to guide the council and its partners in tackling the major housing challenges facing the district. It aims to promote three key themes which affect housing and identifies the outcomes that the council wishes to achieve, through the implementation plan.

We are clear that our role as an enabling authority is a critical one if we are to realise our ambition to increase housing supply, meet housing need and aspiration and transform our neighbourhoods and that to do so we will need to work with a range of partners across all tenures, balancing the needs and aspirations of all within legislation and policy. This strategy therefore aims to provide clear strategic vision and leadership in an increasingly uncertain national economic and policy climate. It has been developed with full knowledge of the significant challenges ahead and allows for an early review to meet the requirements of legislative changes. The Strategy contributes towards the council's corporate priorities for West Lindsey and is intrinsically linked to a number of other plans and strategies, not only of the council, but other key partners and stakeholders. At a time when the Authorities capacity to deliver services is reducing the importance of maximising the potential to shape the work of partners, and work collaboratively, to deliver not only the built environment but existing housing and housing related services, is at the heart of the West Lindsey Housing Strategy 2017 – 2022.

West Lindsey - Who we are

West Lindsey is the largest and one of the most rural districts within the County of Lincolnshire. West Lindsey includes villages to the north of the City of Lincoln, and covers an area of approximately 446 square miles. The administrative centre of the district (and largest town) is Gainsborough, with the district also home to the market towns of Caistor and Market Rasen.

- West Lindsey is home to some 98,812¹ residents and around 42,350² dwellings.
- West Lindsey has witnessed steady population growth since 2001 and over the next twenty years (to 2036) the population in West Lindsey is forecast to growth by a further 11,500 residents (or 6,500 households)³.
- Situated in the north west of the county West Lindsey is bordered by East Lindsey, City of Lincoln, North Kesteven, Newark and Sherwood, Bassetlaw, North Lincolnshire and North East Lincolnshire Councils
- The district is rural in nature transacted by a number of 'A' roads.

¹ Mid 2015 estimate, ONS 2016

² 2016 Valuation Office Agency data

³ Central Lincolnshire Strategic Housing Market Assessment 2015

- The proportion of ethnic minority residents in West Lindsey was approximately 3.5% as of 2011. Amongst ethnic minorities, those classified as Other White, White Irish and Indian comprise the largest groups⁴.
- West Lindsey currently has an ageing population; between the 2001 and 2011 Census the median age increased by 3 years, and the 0-14 and 25-44 age groups fell in absolute terms
Average household size is 2.3⁵ people and in line with national trends household sizes have fallen over recent years.
- Increase of 15.1% dwellings in the district between 2001 and 2011⁶.

Our Vision

Our vision for West Lindsey is one where “***Everyone has access to good quality housing which meets their housing need and aspiration***”.

This means that we want to ensure that everyone has the opportunity to access good quality housing upon and within which they can build happy, successful and prosperous lives. Our challenge however is principally one of how we can meet the differing requirements of all 129 communities within the district especially where their needs, strengths, assets and opportunities vary so much.

To achieve this vision we will require all housing partners and providers to work together across the district to deliver priorities within three key strategic themes:

- Driving housing growth to meet housing need
- Improving homes and transforming places
- A partnership approach to support choice, wellbeing and independence

These themes are the building blocks and form the section headings of this strategy; they will underpin not only all of the Council’s work on housing, but also the level of contribution we seek and need to secure from our partners to deliver our vision for the benefit of our communities.

Our Ambition

Primarily led by the development of new housing West Lindsey is committed to housing growth and economic development. However we must ensure that the level and type of growth we are seeking is supported by appropriate infrastructure and meets the needs of our residents and businesses alike. We must also ensure that the benefits associated with growth and increased investment are accessed and enjoyed by all of our residents.

Our desire through growth is therefore to create safer, stronger, more resilient and prosperous communities.

⁴ Census 2011

⁵ Central Lincolnshire Strategic Housing Market Assessment 2015

⁶ Census 2011

To achieve this ambition our housing strategy is embedded and aligns itself with a number of key locally adopted strategies and plans, most importantly the Central Lincolnshire Local Plan 2012-2036 and West Lindsey District Council's own Corporate Plan 2016-2020.

Diagram to demonstrate links between strategies and plans to follow

We recognise that the successful delivery of our ambition through our strategic themes will require partnership working across a number of areas within the council and through collaboration with a number of key partner organisations. It will involve not only delivering new housing that meets the housing needs of our residents but raising standards and making best use of existing housing stock and by doing so reduce health inequalities, promote healthy lifestyles and maximise health and wellbeing within the district.

It is important that we consider both challenges and opportunities moving forward in an ever changing local and national picture. These challenges and opportunities are varied and include the following;

- Need for additional new homes across all tenures
- The impact and implications of new legislation and regulation across planning, homelessness and the private sector
- Innovative affordable housing solutions to meet housing need
- Viability of development sites in some areas of the district
- Government emphasis on home ownership
- Increased demand on homelessness services
- Renewed emphasis on homelessness prevention
- Increased demand in the private rented sector to meet housing need
- Identifying new and innovative methods to finance housing development
- Removal of housing benefit support for 18 – 21 year olds
- Changes to the future funding of supported and sheltered housing
- A drive to integrate housing, health and social care
- Disproportionate challenges in areas of the district requiring a strategic 'place based' approach

National and local context

Much of the way in which housing services are delivered is governed by legislation and national and local policies of which there are a number providing context to this housing strategy and the impact they have on our district including:

Housing White Paper (2017) 'Fixing our Broken Housing Market'

The White paper identifies the following three main challenges facing the national housing market:

- an insufficient land supply for the required amount of housing development;
- the slow pace of development from permission to completion; and
- the need to diversify the housing market.

Once legislated the White Paper will provide a significant part of the policy background to deliver this strategy. We recognise the need to build more homes at an increased pace and how these aspirations link to economic growth. By putting 'people first' at the centre of our strategy our plans over the next 5 years will do just that resulting in all sectors of the community benefitting including those trying to get onto the housing ladder, those looking for a better quality property in the private rented sector and vulnerable households seeking accommodation to meet their needs.

Housing and Planning Act (2016)

The 2016 Housing and Planning Act is a major piece of legislation for the housing sector and introduces a number of changes including;

- the introduction of Right to Buy to Housing Association tenants which has the potential to significantly impact on our statutory duties in relation to homeless households.
- end of lifetime tenancies
- giving local authorities greater powers to tackle rogue landlords including the provision of the use of fixed penalty notices for Housing Act offences. Income from this to be reinvested into local authority housing services. Also the creation of a rogue landlord database to enable the worst offenders to be easily identified across different geographical areas.
- The expansion of the self build and custom build sector – opening up a new way of entering the housing market
- measures to increase the supply of new starter homes which would likely mean less affordable homes for rent being built. The Housing White Paper however gives further clarity on delivery and the ambition of the government to build 200,000 starter homes by the end of the next parliament. Even with the subtle change to 'help over 200,000 people become homeowners by the end of parliament'⁷ the target is now defunct due to the General Election which was held on 8th June 2017.

National Planning Policy Framework (2012)

The NPPF sets out the planning policies for England and how they are applied. The NPPF required Local Planning Authorities to assess and plan to meet their own objectively assessed housing requirements. Subsequent amendments to the NPPF are proposed through the Housing White Paper (2017) and revisions to the NPPF are expected later in the year. This will form a significant part of the policy background for the delivery of this strategy.

Homelessness Reduction Act (HRA) (2017)

The Homelessness Reduction Act (2017) amends Part 7 of the Housing Act 1996. It is likely to be enacted in 2018 and will become a major piece of homelessness legislation. It will introduce a number new legal duties with resulting implications. Placing a renewed emphasis on homelessness prevention the HRA introduces duties to assess the needs of and seek to prevent homelessness for all eligible households within 56 days of them becoming homeless, irrespective of priority need or intentional homelessness.

⁷ Housing White Paper 2017

Key changes and implications of the HRA include:

- Extension to the period of time within which a household is classed as 'threatened with homelessness' from 28 days to 56 days
- Initial duty owed to all eligible persons who are homeless
- Duty to provide advisory services
- Duty to assess every eligible applicants case and agree a clear plan of the steps required to prevent or relieve homelessness
- Introduction of a 'prevention duty' for all eligible applicants
- Introduction of a 'relief duty' to take reasonable steps to secure accommodation for eligible homeless applicants regardless of priority need
- 'Duty to Refer' – The Act also places a duty on other local services to notify the local housing authority if they are working with an applicant who is homeless or at risk of homelessness

Welfare Reform and Work Act (2016)

There is a strong government focus on reform to the Welfare Benefit system. One of the key policy focus' being to encourage and support households to take up employment opportunities as opposed to being reliant upon welfare payments to meet housing and living costs.

The introduction of Universal Credit (which consolidates a range of existing welfare payments into a single monthly payment) and the introduction of caps and limits of the benefit that households are entitled to in order to cover their living and housing costs presents enormous challenges as many households across the district, particularly those already facing financial exclusion, have experienced a reduction in their income placing significant pressure on their ability to sustain their tenancies.

Key impacts include:

- Lowering of the benefit cap from £26,000 per year to £20,000 which will impact on a larger number of households particularly in higher value areas where housing benefit is being claimed to support accommodation costs.
- Housing benefit restrictions for those aged under 35 which creates challenges for meeting the housing needs of those in this age group, particularly in relation to those whose needs are best met in self-contained as opposed to shared accommodation.
- Housing benefit removal for 18-21 year olds which was intended to encourage young people into work, or to remain at home, but in reality is limiting the housing options available for younger people
- Introduction of a 4 year reduction in social housing rents by 1%.

Sitting below the national strategies and policies are a range of regional and local plans. These include:

Greater Lincolnshire Local Economic Partnership and the Strategic Economic Plan (2014 – 2034)

The SEP sets out ambitious targets of creating 13,000 new jobs by 2030, and assisting in the creation of 100,000 new homes and helping 22,000 existing businesses grow across Lincolnshire.

Central Lincolnshire Local Plan (2012 – 2036)

The Central Lincolnshire Local Plan – adopted April 2017 establishes a total housing target of 36,960 new dwellings up to 2036 with the focus for future housing growth falling within the main settlements of the City of Lincoln, Sleaford and Gainsborough. This approach makes the most of existing services and facilities, delivering growth where it is most needed.

For West Lindsey, the Local Plan sets out the delivery target of 4,435 new homes within the Gainsborough area which includes two new Sustainable Urban Extensions. Outside of the main urban areas the smaller towns and villages in Central Lincolnshire vary in size, demography, accessibility, facilities, issues and opportunities. The CLLP determines how each community can contribute to the delivery of a sustainable Central Lincolnshire

Central Lincolnshire Housing Growth Strategy 2016-2021

The Central Lincolnshire Housing Growth Strategy sets out the housing issues and challenges facing Central Lincolnshire, identifying the following six strategic objectives:

- Deliver sustainable housing growth
- Deliver affordable housing
- Deliver housing to meet diversity of need including Older Persons
- Maintain and improve the housing stock and bring empty properties back into use
- Deliver quality and energy efficiency in the new housing stock
- Deliver and maintain a robust and up to date evidence base.

It focusses on increasing housing supply recognising that the development industry alone will not provide the full range of homes needed and sets out how the partner authorities will work together to deliver more homes.

West Lindsey Corporate Plan (2016 – 2020)

The West Lindsey Corporate Plan sets out the Council's priorities and objectives designed to meet the many and varied needs of our district. The vision within our Corporate Plan has six themes:

- Open for Business
- People First
- Asset Management

- Delivering the Central Lincolnshire Local Plan
- Partnerships
- Excellent, value for money service

Lincolnshire Homelessness Strategy

Local authorities have long recognised that partnership working is the key to tackling homelessness. Lincolnshire Housing Authorities have, for a number of years, had a collaborative strategic approach to preventing and tackling the issue across Lincolnshire. As a result of this successful collaboration, a further countywide homelessness strategy is currently in development.

Lincolnshire Health & Wellbeing Strategy

Informed by the Lincolnshire Joint Strategic Needs Assessment (JSNA), the Lincolnshire Health and Wellbeing Strategy underpins the activity for the Health and Wellbeing Board. Housing is identified as a key priority for Lincolnshire in the current strategy (2013 – 2018) however activity to genuinely integrate housing has only recently started to gain momentum. The national drive to align and better integrate housing, health and care is reflected within the most recent JSNA for Lincolnshire and is likely to be a focus of the new strategy, which is currently in development.

The Care Act (2014)

The Care Act (2014) makes a requirement for closer cooperation between health, care and services that address the wider determinants of health, including housing; to deliver outcome based support, systems and provision to meet identified needs.

Housing in West Lindsey

The current housing offer in West Lindsey is very diverse across the District reflecting the urban and rural locations and the dispersed nature of the district. The wider urban area of Gainsborough is characterised by smaller properties focused around terraced, semi-detached and flatted property, whereas in more rural areas the housing stock more usually comprises of larger owner occupied detached properties.

House prices accordingly vary greatly across the district with some smaller terraced properties in Gainsborough priced below £75,000 where in contrast prices in more rural areas can attract values in excess of £300,000.

Key facts

- Non stock holding authority
- Objectively assessed need within the Central Lincs Local Plan 2012 -2036 for 1540 dwellings per annum (SHMA)
- Need for 911 affordable homes (2012-17) then 676 dwellings until 2036 (SHMA)

- 11% of housing stock social rent. Below the national average with the exception of Gainsborough East
- 13.7% of housing stock in the district is private rent. Diversely spread with less choice in rural areas. Sector grew by 7.1% between 2001 and 2011⁸
- South West ward in Gainsborough 50% stock privately rented
- In 2014 approximately 33%⁹ of all private rented properties in West Lindsey were estimated to contain at least one Category 1 Hazard under the Housing and Health Rating System
- Approximately one third of private rented properties in the district have EPC rating below band E
- Selective licensing scheme introduced in the South West Ward Gainsborough helping tackle anti-social behaviour, poor housing standards and poor standards of housing management practices by private landlords
- Decommissioning of MOD sites without a clear exit strategy has led to the emergence of vulnerable, unstable and unsustainable
- The West Lindsey overall ranking for deprivation is 152 out of England's 326 local authorities
- Increase in demand for housing advice, homelessness and homelessness prevention services year on year since 2013/14
- Significant increase in 2016/17
- Loss of Private Rented Sector (PRS) tenancy leading cause of homelessness in West Lindsey
- Assistance to remain in PRS tenancy through proactive homelessness prevention intervention is key prevention tool

Positioning ourselves to meet the need and aspirations of our communities

To address the future housing challenges and aspirations of the district our strategy sets out three key strategic themes identified through evidence gathering to deliver our ambition. Crucially, the council cannot and will not aim to do everything itself and we are clear that leadership and service delivery on housing in West Lindsey extends beyond the council. Our approach is that the strategy should apply to all homes in the district, which means everyone involved in building, managing and supporting the people who live in West Lindsey's homes has a role to play.

We recognise that it does not contain all of the detail, challenges, issues or possible solutions for housing in West Lindsey. In part this is because we do not have or have not yet developed all of the answers. More detail is available within the accompanying Housing Strategy Implementation Plan where within each theme we have identified a number of key areas of priority actions which need to be addressed in order to meet the objectives, detailing the measures and resources required.

In order to ensure this strategy is effectively implemented and meets its objectives progress against the key actions will monitored quarterly and reviewed annually. An annual review enables us to ensure that we have the flexibility to meet the challenges of a rapidly changing housing environment and to ensure we can be responsive to

⁸ Central Lincs Strategic Housing Market Assessment 2015/Census 2011

⁹ Lincolnshire Stock Condition Survey 2014

both local issues and changes to the national legislative and policy environment that will occur over the lifetime of the strategy.

This strategy is therefore a public document which we want it to be accessible to everyone. There are some groups of people that we expect will be particularly interested in some or all of the document. These include:

- ✓ Existing residents
- ✓ People looking to move into West Lindsey so they can understand what their options are and what support they might expect
- ✓ Private developers and registered providers (housing associations) proposing to build new homes
- ✓ Private landlords and registered providers who let homes in West Lindsey, so they know what standards are expected and how those standards might be enforced
- ✓ Regional and central government agencies such as Homes England formerly the Home and Communities Agency (HCA) and the Department for Communities and Local Government (DCLG), to help inform their funding decisions
- ✓ Public bodies and voluntary sector organisations that provide services or advice to current or future residents, so they can make sure their own work with residents is consistent with the council's approach and is linked properly to the work being done by housing providers.
- ✓ The council itself, to ensure that our approach to housing and the future challenges are consistent with our overall strategic / corporate approach
- ✓ Providers of supported housing

Partnership working is therefore at the very heart of not only the delivery of the strategy but also the development of future delivery solutions. Emphasis on partnership working is already a major focus for West Lindsey District Council. It is identified in our Corporate Plan and recognises the crucial role of partnership working further extended to include the creation of commercial partnerships and Joint Ventures.

Key Themes and Housing Priorities

Theme 1: **Driving Housing Growth to meet housing need**

Challenges and Opportunities

This theme seeks to increase the supply, mix and quality of new homes across all tenures. An increase in supply encourages greater choice to meet the housing needs of existing and future residents within the district and at the same time delivers the additional benefits of infrastructure to improve not only the built environment but the social role in improving the lives and wellbeing of our residents.

The local housing market in West Lindsey has seen improvements in recent years and whilst housebuilding has also improved the level across the district is lower than required. In order to meet our ambition for growth, we need to take positive and

proactive steps as an enabling authority to ensure that residential development proposals are both viable and deliverable.

12% of the growth for Central Lincolnshire is planned for Gainsborough.¹⁰ During the plan period 2012-2036 the town will seek to accommodate 4435 new homes. At the fore-front of our housing plans for the town is the Greater Gainsborough Housing Zone which aims to act as a catalyst to the creation of a new and differentiated housing market in the town. Bespoke procurement of a development partner to act as master developer and delivery body of the Gainsborough Growth Programme is underway focussing on this aspect. Access to recoverable investment funding and government support through the Homes and Communities Agency (HCA) is available to the authority to expedite the delivery of housing on brownfield land by removing the barriers, such as the cost of addressing flood risk in areas where values may be low, that are preventing delivery. The Housing Zone designation has also given access to HCA grant funding to increase the capacity, skills and expertise within the council's dedicated delivery team to further drive housing growth.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) commitment to the facilitation of housing growth is demonstrated at a countywide level with Local Plans leading on the delivery target of 100,000 new homes by 2031. West Lindsey's successful bid to the GLLEP's Single Local Growth Fund aligned to the implementation of our ambitious regeneration plans for the town resulted in an award of £4m which will further kick start housing development. The delivery of the Housing Zone sites therefore will not only provide a minimum of 750 new homes but will regenerate the town centre and riverfront areas of the town contributing to a new sense of place and wealth. In turn this will help unlock and service a further 3,500 new homes, including development on the town's two Sustainable Urban Extensions (SUE's), and help create more than 3,000 new jobs.

Whilst investment in the town on this scale is welcomed and will certainly have a positive impact on delivery the challenges associated with delivering this level of growth in the town are considerable. The Housing Zone designation has enabled us to position the town and raise its profile but the viability of sites remains a key issue due to the riverside location of a number of sites resulting in higher build costs and lower values within some areas of the town.

This diversity of the district in relation to house type, tenure and location and the impact of this on values that can be achieved is recognised in the Whole Plan Viability Study undertaken as part of the evidence base for the Central Lincolnshire Local Plan and CIL (Community Infrastructure Levy) examination.¹¹

Due to the significant variance in values, and the aforementioned high levels of growth planned for Gainsborough, additional detailed testing in the town was undertaken. The testing concluded that in order to achieve delivery within the Greater Gainsborough Housing Zone investment in the wider provision of infrastructure and pump prime funding would be required. The Council's Capital Investment Programme, designed to unlock the housing zone sites, is such that it would exceed any potential loss of CIL

¹⁰ Central Lincs Local Plan

¹¹ Peter Brett Associates Whole Plan Viability Study 2015

revenue available from the developments and as a consequence a zero charging zone was established in an area bounded by the railway line in Gainsborough West.¹²

This pragmatic approach to CIL not only recognises the diversity of the district through the use of charging zones, based on market evidence, but further demonstrates our commitment to promoting development and driving growth whilst at the same time ensuring that where achievable, contributions to affordable housing and strategic infrastructure is made.

Moving forward, we want the balance of housing in the district to change to ensure that there are enough homes of the right types, sizes and quality for people at all stages in their lives to aspire to. Critical to West Lindsey's future economic success will be ensuring there are a number of larger homes in attractive environments, providing more choice, to attract economically active households as well as providing appropriate housing for our aging population which will free up existing properties

Further evidence of the diversity of the district is demonstrated by the fact there are areas where house prices are lower than average and it is assumed that because of this that these houses are 'affordable'. However in reality these houses may not be of the type or quality expected to meet modern expectations or in locations currently viewed as desirable. These houses therefore cannot be seen as the solution to the evidenced need for affordable housing across the district. They do however have the potential to provide other innovative opportunities to the Council and our partners.

The challenges facing the authority and our Central Lincolnshire partners to deliver the quantum of affordable housing in Central Lincolnshire to meet the full needs set out in the Central Lincs Strategic Housing Market Assessment (Turleys, 2016) are considerable. The policy position followed in the Central Lincolnshire Local Plan (adopted April 2017) has needed to have regard to what can viably and reasonably be achieved in consideration of the other policy 'asks' and developer contributions needed to deliver other forms of essential infrastructure, such as education provision and healthcare. As such the affordable housing requirements set out in the plan are presented as targets and in most cases, due to the clear viability constraints set out in the Whole Plan Viability Report (Peter Brett, 2016), would only deliver around half of the actual need presented in the SHMA.

With the likely introduction of the new Community Infrastructure Levy (CIL) in late 2017/early 2018, the evidence robustly demonstrates that affordable housing targets can viably be met whilst also meeting the requirements of the CIL, it must be noted that where CIL will be fixed, affordable housing will remain subject to negotiation. Therefore it is reasonable to assume that there will be at least some challenge from the development industry where the affordable housing targets face scrutiny and pressure specifically in parts of the district where values are lower or where the viability gap is known to be tighter.

This inability to meet affordable housing need through the planning process alone is not exclusive to West Lindsey, nor indeed to the Central Lincolnshire sub-region, and is in fact reflective of a country-wide issue that is well evidenced and a common challenge for nearly all local authorities.

¹² Peter Brett Associates Whole Plan Viability Study 2015 p50

The challenge for West Lindsey will be to deliver additional affordable housing to help mitigate the known undersupply that is likely in coming years that the planning system alone can deliver. This issue will be a concern in all parts of the district. An undersupply of additional affordable homes to meet housing need will not only occur in areas where there is less delivery across all tenures but will also occur in areas where the housing market is more buoyant such as the villages on the Lincoln fringe. The evidenced need for affordable homes will only be met where additional intervention takes place using alternative and innovative approaches.

Coupled with this the shift in government policy to focus on home ownership will undoubtedly generate opportunities to support households into home ownership across the district it is likely to result in fewer homes being developed for affordable and social rent. This creates further challenges for the council in relation to how we plan to meet the needs of those for whom home ownership is not a viable housing solution.

A key challenge for us is to understand how many households will be able to afford low cost home ownership products – for some, this will present a new opportunity however for others and in some parts of the district, this will not be a viable solution.

As an enabling authority we aim to continue to work in a flexible manner so that supply can adapt as the housing market and demand for homes changes ensuring that the places where we want development to happen are both viable and attractive.

Theme 2: Improving Homes and Transforming Places

Challenges and Opportunities

Improving the existing housing stock and the resulting benefits to residents, and communities is a key priority for the council. Whilst we do not own or manage any housing stock we wish to work with others to achieve a number of outcomes including raising housing standards, addressing energy efficiency and reducing fuel poverty. Reducing the number of empty homes in the district will also be addressed under this theme.

As it has grown in size, the private rented sector in West Lindsey has become increasingly more important. A healthy high quality private rented sector helps to support economic and social mobility, and can provide an affordable housing option for those households on lower incomes. As well as encouraging the development of more homes for owner occupation, we are keen to support and encourage the continued growth of the private rented sector where the accommodation (and management services) meets the required standards.

The quality of housing within this sector has however not always kept pace with the demands of the market and so in places, it detracts from our vision for a thriving and prosperous district. Nowhere is this more evident than in parts of Gainsborough and in the former MoD estates. To address this we want to raise standards and competition within the sector by increasing the quantity of new good quality homes for

rent. We want private landlords to raise their game and in doing so provide homes and the residential environments that meet aspirations. Where private landlords either cannot or choose not to respond to these challenges, we will provide advice, assistance and where necessary utilise our statutory powers to ensure standards are improved.

We recognise that the majority of landlords provide a good standard of accommodation and service to their tenants. The council will therefore continue to support these landlords through a range of assistance and advice based services. Our advice will be focussed on ensuring that landlords understand their legal obligations and are signposted to the appropriate resources and advice to enable them to manage their properties effectively and to a high standard.

The Council, in partnership with other agencies will actively seek out rogue and criminal landlords and will utilise its statutory powers to deal with them. The Council has already introduced a selective licensing scheme in the South West Ward of Gainsborough to address issues such as anti-social behaviour and low housing demand. This approach is in line with the Government's increased regulation for the sector and is an approach that may be required across other parts of the district. The move towards increased regulation in the sector is seen as a positive step and the approach to dealing with poor housing standards is in line with this.

We also recognise the impact that empty properties can have upon all neighbours and wider neighbourhoods. As well as a wasted resource and potential blight within a community, empty properties can present a health risk, can become a focus for unwanted or anti-social activity and can adversely impact upon the image and values within a neighbourhood.

We have a strong track record of identifying and working with owners to help them bring these properties back into use. Where owners are either unable or unwilling to take the necessary steps to re-use their properties, again we are able to utilise and deploy a range of powers to aide this process.

Theme 3: A Partnership Approach to support Choice, Wellbeing and Independence

Challenges and Opportunities

Housing is about more than the built environment – it is about people and communities. We will only be successful in our ambition if the provision of housing and housing related services helps to meet the wider needs and aspirations of all of our residents and communities as recognised by the 'People First' and 'Partnership' themes of our Corporate Plan.

We want our neighbourhoods and communities to be mixed and inclusive. To achieve this we need to ensure greater equality, resilience and stability through improvements in the amount, mix and quality of our homes. Therefore whilst much of the early focus

of this strategy prioritises the delivery of new homes and physical improvements to existing properties, we need to balance this against the need to ensure that housing in West Lindsey provides a foundation upon which people can build happy and successful lives, promoting stability, independence, health and wellbeing.

This means that we and our partners become more than landlords and service providers but take a more proactive approach to helping residents find and keep a home and by working together with them improve their health, education, skills and employment prospects and maintain their independence.

At its most extreme the very real issues of rising homelessness and decreasing access to housing mean that there needs to be a focus on early intervention, prevention and enabling access to housing. Whilst we already place emphasis on homelessness prevention, the new duties associated with the Homelessness Reduction Act (HRA) will enhance our responsibilities to prevent homelessness for a much broader cohort of customers. The HRA is likely to significantly increase the prevention outcomes we achieve whilst reducing the number of applicants that require a full homeless duty. The duties and changes to the assessment journey for customers will require some adjustment to roles and processes for receiving and managing caseloads. The work required at the initial assessment and advice stage of the revised process will be substantial. There will also be a need to enhance capacity in terms of monitoring and reporting on our homelessness prevention performance.

Moving forward we will continue to shift resources to tackle the causes of problems rather than just treating the symptoms. This focus upon intervention aims to reduce the number of specialist interventions and prevent crisis. In order to achieve this, we will focus on working in partnership to bring resources together in order to maximise the impact of any interventions. Additionally, we must consider a number of challenges that are likely to impact heavily upon those who are vulnerable to experiencing homelessness. These challenges include changes to government policy where careful management of the possible impacts are required, a continuous demand on resources in the face of tightening budgetary pressures, a fragile national economic picture and various policy areas that have the potential to impact on preventing and tackling homelessness but are not necessarily coordinated. Alongside our ambitions for growth we must place emphasis on preventing homelessness and developing a range of housing and support options to assist us to do so.

Homelessness is a complex issue that cuts across many policy areas. Over the past four years Lincolnshire has experienced both an increase in homelessness, alongside an increase in the complexity of the needs of individuals and households affected by homelessness. Now more than ever we need to work together to respond to an environment of rapid change.

The potential impact of a wide range of policy changes on people vulnerable to experiencing homelessness cannot be underestimated. Of particular concern is the affordability of housing for younger people – we will need to explore, in partnership, options to enable access to good quality, affordable accommodation for all.

Local Authorities are reliant on social housing stock to meet housing need and prevent homelessness. A decrease in the supply of new social housing has the potential to

significantly impact on our ability to meet our statutory duties in relation to homelessness households. A reduction in supply may also limit our ability to utilise social housing to prevent and/or alleviate homelessness before it arises, and also to limit the options available for those in need of independent accommodation (such as those presently residing in supported accommodation). We must seek to ensure that the available supply of affordable rented housing is prioritised for those in greatest need, and that those who can meet their housing needs through alternative tenures, including a good quality affordable homes in the private rented sector are supported to do so.

The loss of private rented accommodation continues to be a leading cause of homelessness in West Lindsey. Similarly, our homelessness prevention activity majors on supporting people to remain in the private rented sector. Ensuring that the private rented offer in West Lindsey is suitable, affordable and well managed and that by seeking to intervene earlier we can prevent the loss of accommodation where possible.

In common with many areas, the population in West Lindsey is also set to witness a significant level of growth amongst older person households. As well as living for longer, many older person households prefer to continue to live in their own homes before seeking specialist accommodation. Support should therefore maintain a focus upon developing the range of services which will help many older people maintain and stay within their own homes.

We do however also recognise that housing choices for older people is often limited so in partnership we need to also consider the appropriateness of more specialist accommodation with support, including retirement housing and extra care models alongside reviewing existing sheltered housing which may no longer be fit for purpose to respond to long term demographic changes and support the future needs of specific groups.

Housing also plays a key role in supporting wellbeing. As a district council, we are well placed to have a leading contributory role in the strategic infrastructure surrounding housing, health and care as key policy areas and their associated interdependencies. Our commitment to improving health and wellbeing outcomes for communities is rooted in our corporate plan and the council has invested in resource to fully understand and maximise the role we can play. Whilst we are increasingly and more actively involved, this agenda is moving rapidly and we need to position ourselves to have a collaborative role at both a strategic and local level for the benefit of residents in West Lindsey. Through this housing strategy we aim to explore the opportunities which will enable us to maximise the role we can play.

Housing is identified as a key priority for Lincolnshire in the Joint Health and Wellbeing Strategy 2013 – 2018. The Lincolnshire Health and Wellbeing Board is one of only 12 (out of 150 across the country) to have identified it as such. Given the necessary focus on and the rapidly moving transition to align housing, health and care to improve wellbeing outcomes, it is considered likely (at the time of drafting) that housing will continue to be a priority for the board. District Councils are currently developing detailed proposals for the introduction of a 'housing and health' focussed sub group of

the health and wellbeing board to develop stronger working relationships and better integrated services, to better meet the needs of residents. Understanding and maximising opportunities to improve health and wellbeing through this housing strategy is important.

Our response to the Challenges

See attached implementation/action plan

Key documents

Central Lincs Local Plan 2012 – 2036

Central Lincs SHMA (2015)

West Lindsey Corporate Plan 2016-2020

Central Lincolnshire Housing Growth Strategy 2016-2021

Peter Brett Associates Whole Plan Viability Study 2015

Joint Health and Wellbeing Strategy 2013 - 2018

Appendix 2 Draft Implementation Plan (work in progress)

Housing Strategy Theme	Action/Project/Recommendation	Link to Corporate Plan	Lead organisation and partner organisations	Resource required	Outcome/measure	Timeframe
1,2 and 3	Promote role of Housing Strategy to ensure linkages between built environment and social wellbeing are fully understood internally and externally <i>and through this ensure the opportunity to influence changes to legislation and policy are maximised</i>	TBC	WLDC	Existing staff resource/time Member time	Member Champion in place Comms plan in place Press releases published Staff development monitored	TBC
1.Driving Housing Growth to meet housing need	1.1 To develop and implement a private rented sector solution to assist with meeting affordable housing need in the district	TBC	WLDC	TBC	Preferred option approved X number homes available for rent	TBC
1.Driving Housing growth to meet housing need	1.2 Attract a variety of high quality developers and housing investment to the district to deliver high quality development and secure the delivery of appropriate housing across all tenures to meet need and demand	TBC	WLDC Housing, Planning and Growth services, Private Developers, Registered Providers, CLLP Partners, Planning agents, Landowners and agents Neighbourhood Plan Groups ParisTBCh Councils	Existing staff resource/time	During CCLP period provision for development of 4435 new homes in Gainsborough. 1540 new homes per annum across CL Private sector and RP investment to deliver a mix of tenures Set up/re engage with CL Developers and Agents Forum Monitor housing completions to ensure variety of homes are delivered to meet demand and need Housing engagement with Neighbourhood Plan Groups Number of neighbourhood plans adopted	TBC
1.Driving Housing growth to meet housing need	1.3 To deliver housing regeneration in Gainsborough and meet the Greater Gainsborough Housing Zone delivery target of a minimum of 750 new homes on brownfield land	TBC	WLDC HCA Landowners Developers	TBC	Development partner procured Delivery strategy in place for Riverside Gateway Starts on site recorded for all Housing Zone sites	TBC

1.Driving Housing growth to meet housing need	1.4 Support the acceleration of delivery Gainsborough Sustainable Urban Extensions (SUE's)	TBC	WLDC Planning, Housing and Growth TSE Developer	TBC	Phase 1 Southern SUE Developer identified Phase 1 Southern SUE submission Reserved Matters Phase 1 Southern SUE Infrastructure delivery commenced Phase 1 southern SUE x homes completed Northern SUE outline planning permission granted for x number dwellings	TBC
1.Driving Housing growth to meet housing need	1.5 Support the wider Gainsborough regeneration Programme through deliver the 'Living over the shop' project	TBC	Market Street Renewal (JV Dransfield properties Ltd and WLDC) WLDC	TBC	X number of additional town centre dwellings Reduce empty properties Increase footfall in town centre	TBC
1.Driving Housing growth to meet housing need	1.6 Assess potential of alternative building methods through custom and self build models to meet need as identified through self build register	TBC	WLDC	Officer time Sites identified	Identification of sites Provision of fully serviced plots to meet need Completion of site prep	TBC
1.Driving Housing growth to meet housing need	1.7 Seek to acquire land off Japan Road/Wilson Street in line with Council's acquisition policy to enable delivery of mixed tenure housing scheme	TBC	WLDC WLDC agent TSE agent Acis	TBC	Land acquired Developer identified Housing delivered with quantum of affordable housing to meet need Contributes to Housing Zone delivery target	TBC
1.Driving Housing growth to meet housing need	1.8 Explore innovative solutions to delivery of ancillary sites within Greater Gainsborough Housing Zone ie Crowd it Built it Gleadell's Wharf	TBC	WLDC Landowner Developer	TBC		TBC
1.Driving Housing growth to meet housing need	1.9 Ensure that intelligence and evidence of housing need within the district is appropriate and up to date	TBC	CLLP Team CLLP Partner Authorities WLDC	TBC	Refresh of Central Lincs SHMA? New housing register system delivered	TBC
2. Improving homes and	2.1 to deliver financial assistance in the PRS to improve property standards, energy efficiency and reduce fuel poverty	TBC	TBC	TBC	TBC	TBC

transforming places						
2. Improving homes and transforming places	2.2 Develop a place based approach to improving deprived and unstable communities	TBC	WLDC	TBC	TBC	TBC
2. Improving homes and transforming places	2.3 Effective use of planning policies to embed health and wellbeing into considerations for growth and development of housing	TBC	WLDC Housing and Planning teams	TBC	Monitor policies LP(and LP10 of Central Lincs Local Plan Building regs M4 (2)?	TBC
3. A partnership approach to ensure choice and independence	3.1 Work in partnership with Registered Providers to enable the delivery of affordable housing options throughout the district including options to meet the needs of specific client groups, those aspiring to own their own homes and to prevent homelessness supporting the provision of the Homelessness reduction Act (2017)	TBC	WLDC External Registered Provider partners Service provider partners	TBC	Number of affordable dwellings completed by type, tenure, client group Land identified for delivery Homelessness measures	TBC
3. A partnership approach to ensure choice and independence	3.2 Undertake detailed review of provision of accommodation for older persons to inform future delivery options	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.3 To develop a policy in line with the Better care Fund objectives which enables independent living and improves health and wellbeing	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.4 To review the existing regulatory and licensing schemes within the district and the impact they have had in the short and long term	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.5 Deliver a sophisticated new housing register system that is fit for purpose, enabling the Council to fulfil its revised legal duties under Homeless Reduction Act	TBC	TBC	TBC	Ability to evidence need for a variety of housing options including low cost home ownership	TBC
3. A partnership approach to ensure choice and independence	3.6 Maximise future role in enabling development and delivery of supported housing to meet the housing needs of diverse and vulnerable households/	TBC	TBC	TBC	TBC	TBC
3. A partnership approach to ensure choice and independence	3.7 Assess impact of welfare reform and develop responses with partners to address	TBC	Health and Wellbeing Service Registered providers Supported Housing providers	TBC	Mitigation against welfare reform changes which may increase risk of homelessness Understand impact on private rented sector tenants	TBC

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**Prosperous Communities
Committee**

Date: 18th July 2017

**Subject: Youth Unemployment: Review of the work undertaken by
Challenge & Improvement Committee and proposed “draft”
Schedule of Work**

Report by:

Strategic Lead: Organisation Transformation and
Senior Project Officer: Employment & Skills

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Purpose / Summary:

To present a report to Members that:

- Sets out the context and purpose of the WL Employment & Skills Partnership.
- Summarises the work that has been undertaken by the Challenge & Improvement Committee on the subject of Youth Unemployment.
- Identifies a proposed schedule of work to be undertaken by West Lindsey Employment & Skills Partnership with support from the Employment & Skills Project Officer, in respect of the identified issues around youth unemployment.
- Offers members of this Committee an opportunity to help support solutions to address some of the issues raised within the report.

RECOMMENDATION(S):

That Members

1. Recognise the work undertaken to date by the Challenge & Improvement Committee - taking note of the issues raised, action to be taken and work currently underway to address the issues.
2. Review the “draft” schedule of work outlined in the report and provide feedback on any omissions or amendments by end August 2017.
3. Recommend that the schedule of work be co-ordinated by the Employment & Skills Project Officer with support from the West Lindsey Employment & Skills Partnership.
4. Nominate a member of committee to “champion” the Employment & Skills Partnership by attending quarterly meetings and to publically represent the Partnership at external meetings and events.

IMPLICATIONS

Legal: None

Financial: FIN/39/18

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:
FIN/EB/17/18 – Operating Budget Request

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

1.1 This report provides Members of the Prosperous Communities Committee with:

- Background into the evolution of the West Lindsey Employment & Skills Partnership and its intended purpose.
- Contextual information relating to youth unemployment – see **Appendix 1**
- A summary of the issues raised by organisations that were interviewed – see **Appendix 2**
- The Employment & Skills priorities required in order to achieve growth & regeneration ambitions within the district.
- Identified issues and associated actions proposed to address these.

- A clearly identifiable schedule of work demonstrating progress to date and future steps to be taken.
- Feedback from an event held with young people to discuss the subject of youth unemployment – See **Appendix 3**

2 Context

2.1 The Greater Lincolnshire Strategic Economic Plan (SEP) sets out the priorities for growth across our region with an ambitious plan to increase the value of the economy by 3.2 billion by 2023. The Employment and Skills Board, working alongside the Greater Lincolnshire LEP have also set out a Skills Strategy that supports the goals set out in the Strategic Economic Plan.

- Supporting progression to higher-level qualifications; providing the best possible opportunities for residents who want to progress to further and higher education and meet growing employer demand.
- Seeking ways to ensure that all businesses, including those in rural areas, have access to good quality and relevant training provision, facilitating partnerships to overcome challenges of cost and accessibility
- Stimulating demand for traineeships, new apprentices and higher-skilled opportunities
- Supporting our SMEs to plan and deliver effective recruitment and induction strategies to create a better transition for young people from learning to the world of work.

The West Lindsey 2014-2034 Economic Growth Strategy, sets out the long-term vision for West Lindsey to become *“a resilient and diverse rural district which has embraced sustainable growth whilst retaining its quality, heritage and character for the benefit of all”*.

2.2 The West Lindsey Employment and Skills Action Plan provides the delivery focus for local partners in terms of the resources and activities required to collectively achieve the overall Vision. It identifies a series of deliverable individual projects, and sets out subordinate activities, together with associated costs, resources, timescales, deliverables, and who is responsible for each, linking back to the objectives in the Economic Growth Strategy.

2.3 Crucially, there is an explicit understanding that, in order to achieve real sustainable economic growth for West Lindsey, the Employment and Skills Action Plan requires a dedicated delivery partnership, which needs to be private sector led. This means a predominance of private sector representation, chaired by a private sector strategic champion, and supported and facilitated by West Lindsey District Council via a named officer, as well as other relevant public sector stakeholders.

- 2.4 The Chair and Strategic Champion for the Employment & Skills Partnership is currently Mike Johnson from LAGAT. The designated supporting Council Officer is Amanda Bouttell, Senior Employment & Skills Project Officer: Amanda.Bouttell@west-lindsey.gov.uk / 01427 676 562).
- 2.5 The overarching purpose of the Employment & Skills Partnership is to act as the designated, time-limited, partnership body responsible for driving, overseeing and promoting all aspects of the delivery of the respective action plan, and achieving associated objectives.
- 2.6 It is also intended that the very process of forging new relations and working closely together to deliver beneficial local outcomes, will in itself lead to new learning, insight and joint initiatives, and provide a useful platform and legacy for future action in its own right, as well as being a good reason to get involved.
- 2.7 In West Lindsey, the partnership is currently made up of 12 organisations that operate within the district. These are outlined below:
- West Lindsey District Council
 - LAGAT Training Services Ltd
 - The EBP
 - DWP
 - ACIS Housing Association
 - No Limits Enterprise
 - The Princes Trust
 - CLIP Community Learning
 - Riverside Training
 - Gainsborough College
 - Voluntary Centre Services
 - B G University

Along with the 12 core partners, there is additional support from key stakeholders including local employers, the County Council and Greater Lincolnshire LEP.

- 2.8 The Partnership have worked together to deliver or contribute to a number of activities and projects across the West Lindsey area and these include:
- Careers event at the Gainsborough Academy that benefited all students and resulted in 100% of Year 11 students with a destination at aged 16 (no NEETS!)

- Disability Confident Event at Gainsborough Old Hall that attracted over 40 employers and provided information and advice about the support available to help them recruit and retain people with disabilities.
- Commissioned two evaluation surveys through the Princes Trust Talent Match programme to obtain feedback from 18-24 years olds that are furthest from the labour market. The first survey focussed on apprenticeships and revealed a number of challenges for young people particularly around low pay and travel costs. The second was specifically about travel and this highlighted the challenges of some young people to access employers in more rural locations.
- The Partnership will be supporting CLIP Community Learning to deliver CareerNet - an ESF funded programme worth £400,000 that is aimed at 18-24 year olds in Gainsborough and Market Rasen with inspiring events and motivational speakers about jobs and careers within the Greater Lincolnshire area.
- An Employment & Skills Partnership event held recently at the Blues Club. This brought together employers, providers and voluntary organisations within Gainsborough to share information and advice on a range of different employment and skills support. The event attracted 180 local people and there were more than 65 job vacancies and Apprenticeship opportunities available. Over 50 people attended employability related workshops and 75% stated that they'd found the event helpful.
- Partners will continue to develop the mentoring scheme within The Gainsborough Academy that has successfully contributed to a positive NEET return and plans are in place to extend this into Gainsborough College.

3 Youth Unemployment

- 3.1 At the Challenge and Improvement Committee meeting of 22nd February 2016, Members received a briefing report on the subject of youth unemployment.

This provided Members with:

- An overview of the issue
- A definition of youth unemployment
- Detail of the then current and historic rates of youth unemployment (both locally and nationally) – **See Appendix 1**
- An analysis of potential contributory factors
- Case studies of interventions taken by other local authorities
- Concluding remarks and potential solutions

- 3.2 Members took on board the content of the paper and determined to set work in motion to take a focused, structured look at the issue.
- 3.3 At the following meeting of the Committee on 5th April 2016, Members received a further report setting out a structured, chronological approach for consideration. This proposed that a series of bodies be invited to the Committee, starting with education through to careers advice (or equivalent), employers' bodies and finally the Department for Work & Pensions and/or supporting job scheme/training partner agencies.
- 3.4 The approach was intended to map the 'journey', interventions and approaches taken at differing stages by agencies to identify and remedy the issues that face the youth of the District in obtaining required qualifications, work skills and experience which support sustainable, rewarding employment.
- 3.5 Members supported the suggestions and work commenced. Hence, over recent committee meetings, Members have received presentations from a number of agencies involved in addressing and affected by the issue of youth unemployment. **See Appendix 2.**
- 3.6 Challenge & Improvement Committee have acknowledged the work that the Employment & Skills Partnership are doing in relation to tackling the issues across the district and through dialogue with these agencies there have been a number of identified actions for both the Partnership and members of West Lindsey District Council to take forward together – specifically around Youth Unemployment.

4 Economic Growth Strategy Priorities:

- 4.1 The table below sets out the Employment & Skills priorities for West Lindsey until 2034. The district requires a balance of higher level skills to address future demand in Growth and Investment whilst recognising the importance of regeneration and upskilling/improving opportunities for all of our residents.
- 4.2 The Employment & Skills Partnership have identified a set of aims and objectives that tell us what individuals and employers across the district need to achieve in order to realise our Growth and Regeneration ambitions:

Category	What are we trying to achieve?	Baseline performance	Desired performance
Strategic	<p>A highly skilled and productive workforce, with local jobs and training options to meet their needs:</p> <ul style="list-style-type: none"> • Improve levels of qualifications • Reduce unemployment • Reduce youth unemployment • % increase in the number of employers reporting growth (workforce) 	Level 3 qualification or above – 51.1%	Level 3 qualification or above – 55% by July 2018
		Claimant Count – 1.8%	Claimant Count – maintain at 1.6%-1.9% but no increase.
		Youth Unemployment – 4.0%	Youth Unemployment – 3.2% by July 2018
		Obtain result from 6-10 key local businesses	TBA
AIM 1	<p>All learners within education or training are given the opportunity to develop their knowledge, understanding, skills and attitudes regardless of social background, race, gender or ability. Furthermore they will have access to the information advice and guidance they need to make informed choices about their learning or development along with visible and specific skills pathways, available at the point of need, to enable them to enter and progress in work.</p>		
Objectives	<ol style="list-style-type: none"> 1. Ensure that all individuals across West Lindsey that are unemployed, low paid or low skilled have access to targeted and relevant provision focused on enabling them to move into or to progress in sustainable employment. 2. Increase the number of pre-16 learners attaining 5 or more GCSE's including Maths, English and ICT and ensure there is sufficient provision and capacity to improve literacy, numeracy and digital skills within pre/post-16 education and training. 3. Improve the Ofsted rating of all West Lindsey education and skills provision to "good" or above so that our young people have access to an equal standard of education and training no matter where they live. 4. Increase the number of 16-18 year olds completing level 3 qualifications through education, employment and training and significantly reducing the "drop out" rate within this specific age group. 5. Learners should understand industry, future employment opportunities and be motivated to achieve the "employability skills" required by employers. 6. Reduce the number of existing NEETs and those young people aged 16-24 becoming NEET. 7. Increase the number of higher level Apprenticeships (Level 3 and above) on offer and ensure a better "yield" of Apprenticeship successes. 		

AIM 2	Employers are able to articulate their skills needs clearly to providers and other stakeholders and for providers to offer accessible "output" data that demonstrates they are responsive to those needs. This will give employers the confidence to support workforce development, invest in their people and the broader skills system.
Objectives	<ol style="list-style-type: none"> 1. Facilitate a better transfer of information about local industry so that all providers understand what the labour market needs, and they are incentivised to provide innovative solutions that responds to that need. 2. Education providers must have up to date knowledge and skills to deliver the professional and technical high level training required within our key sectors. 3. Support employers to implement succession planning strategies so they can manage and accommodate a growing, ageing workforce. 4. Gain commitment from employers to offer a range of paid work with training opportunities including Apprenticeships, Traineeships, Internships and Work Experience. 5. Encourage employers to plan and implement recruitment and induction strategies that will enable people to achieve sustainable employment outcomes and progression in work. 6. Ensure that rurality issues such as travel and limited provision does not become a barrier into quality, relevant and flexible learning.

5 Challenge & Improvement: Schedule of Work

- 5.1 Challenge & Improvement committee have identified the key issues and priorities relating to Youth Unemployment identified in the table below. It is proposed that this will form a schedule of work to support the Growth & Regeneration agenda and be co-ordinated by the Employment & Skills Project Officer with support from the West Lindsey Employment & Skills Partnership and appointed members from West Lindsey District Council.
- 5.2 It is important to note that some of the work below is already underway within the wider Employment & Skills context and that to achieve the overall aims and objectives outlined previously the Schedule of Work must remain a "fluid" document that is subject to change and re-prioritisation.

Issue		Action	Priority	Progress to Date	Next Steps
Fragmentation		Facilitate, or undertake the role of a brokerage/hub approach to bringing schools, colleges and employers together	High	West Lindsey Employment & Skills Partnership comprise 12 x organisations. They have been working on the WL Skills Action Plan for around 18 months.	<ul style="list-style-type: none"> E & S Project Officer will continue to provide facilitation and admin support to the Partnership in order to deliver 4 x Quarterly Meetings and an AGM.
Data Sharing/Tracking of NEETS		Provide expertise in this area e.g. advice on data sharing agreements	Medium	Feasibility project underway to assess the appetite for a Public Service Hub. Recommendations to be published within 12 weeks.	<ul style="list-style-type: none"> E & S Project Officer to help co-ordinate the key stakeholders and to continue as the point of contact for the appointed Consultants during outline and detailed feasibility phase.
Mismatch between skills required and skills available	Suitable employment	Ensure we are communicating up to date local labour market information/skills analyses that is qualitative and helps Members become community careers champions for local employers, large and small.	High	Progress in place to align with the GLLEP skills strategy to provide better quality LMI. Events, information booklets, video clips are currently being planned and developed.	<ul style="list-style-type: none"> E & S Partnership to deliver an Employer skills event before end 2017 to highlight the importance of local employers promoting their business to local people and students. E & S Partnership to ensure promotion of the LMI produced by the GLLEP
		Perhaps a couple of Member representatives on the West Lindsey Skills Partnership – more specifically non Gainsborough?	High		<ul style="list-style-type: none"> Members to agree a representative to attend future E & S Partnership meetings and feedback progress to Committee where applicable.
		Use procurement procedures to tackle youth unemployment by placing	High		<ul style="list-style-type: none"> Ensure that the skills statement is adopted for all new planning applications and developments

		employment and skills obligations on contractors			delivered through the Gainsborough Developer Partnership. This requires all new contractors to commit to using local labour and to taking on Apprentices in both construction and development phases.
Page 117	Poor quality of work experience, apprentice and training opportunities	Pledge to make best use of apprentices	High	WL Skills Partnership have organised events to promote “disability” confident employers. This will help target and tackle the hardest to reach and most vulnerable people within the community and offer reassurance within the workplace	<ul style="list-style-type: none"> E & S Project Officer to work with HR team at WLDC to maximise the impact of the Apprenticeship Levy.
		Encourage employers to participate/sign up to youth friendly schemes	Medium	The GLLEP have commissioned the development of an “employer champions” website that employers will be able to sign up to.	<ul style="list-style-type: none"> E & S Project Officer and the E & S Partnership will provide input to GLLEP employer champion’s project. Partners will each engage with at least one local business and nurture them to become a local employer champion
		Provide inspirational work experience and on-going commitment	High		<ul style="list-style-type: none"> TBC
Focus on academic attainment	Lobby government for a more proportionate emphasis be placed on vocational attainment	High	West Lindsey District Council are represented on the GLLEP Skills Board as observers are also practically involved through the Skills Officers Group. WLDC recently submitted a report to the	<ul style="list-style-type: none"> E & S Project Officer to continue to represent West Lindsey at Employment & Skills Board meetings. Provide timely update/briefing for Skills Partners, members and the 	

				LEP Board on CEIAG which highlighted issues around Careers Guidance in Schools.	Public Sector Compact. <ul style="list-style-type: none"> Use the Growth Team e-brief to inform and encourage feedback from employers regarding vocational skills needs.
Work Readiness	Lack of role models, aspiration and support	Pro-active engagement with the new sponsor of Gainsborough Academy; Wickersley Academy Trust.	High	Employment & Skills Officer has been working with the Senior Leadership Team at the Gainsborough Academy for almost 2 years. Outcomes include: a mentoring scheme, a Business Champions event that brought a range of local employers into the school, a Careers Day, introduction of initiatives such as Project Lumen, Young Enterprise and NCS.	<ul style="list-style-type: none"> Initiate a meeting with the Acting Principal – Anna Leng. Propose that a nominated member attend the meeting. Propose a timetable of support that could be delivered by the E & S Project Officer and the E & S partnership during the academic year Sept 2017-Sept 2018. Encourage the school to appoint a representative to attend Partnership quarterly meetings.
		Hold careers fairs and fund transport to ensure schools can attend	Medium	As above – the Careers events were held in the school and prevented the need to provide/fund transport.	<ul style="list-style-type: none"> E & S Partnership will propose to deliver a Careers Fair at either QEHS of Gainsborough Academy. Pupils from both schools will have access to this event. E & S Partnership will propose to deliver a Business Champions event at either QEHS or Gainsborough Academy by engaging local employers to deliver inspirational careers advice to pupils.

		More mentors – to work within the schools and Colleges that impact the district. (Cllr Sheila Bibb currently the only member that is mentoring.)	Medium	The existing mentoring scheme has stalled due to changes at the Academy and a drop out of volunteer mentors. However around 30 pupils at TGA have engaged with mentoring since the scheme started 18 months ago.	<ul style="list-style-type: none"> E & S Project Officer will continue to engage in dialogue with the new Acting principal of the Gainsborough Academy to explore the most effective way to develop the mentoring programme.
		Democracy Working Group progress implementation of Youth Council	Medium	WLDC hosted a “young persons” event at Trinity Arts Centre with a focus on Youth Unemployment. Members learnt about the issues facing young people when trying to seek job opportunities.	<ul style="list-style-type: none"> E & S Project Officer to work with senior leaders and members to scope out a framework for a Youth Council.
Linkages/engagement with Business Page 119		Support with the promotion of Employment & Skills activities to rural areas where there may be hidden NEETS (those not claiming JSA or other types of income support)	High		<ul style="list-style-type: none"> E & S Project Officer and the Skills Partnership will work closely with members to identify hidden NEETS. The Partnership will provide honest brokerage to ensure “person-centred” support is provided on a needs basis.
		Support the town of Gainsborough to become a focal point for apprenticeships specifically in key sectors such as manufacturing, engineering, construction and the visitor economy.	High		<ul style="list-style-type: none"> E & S Project Officer and the E & S Partnership Employer will co-ordinate an employer event that will promote Apprenticeships and will be hosted in Gainsborough before the end of 2017.
Funding		Support a proposal for an operational budget that will provide assurance that we	High	Budget proposal for £10k has been scoped and will be presented to Entrepreneurial	<ul style="list-style-type: none"> E & S Project Officer and the E & S Partnership will utilise the budget to match fund activities and

	can deliver the activities outlined in the Employment & Skills Partnership action plan		Board on 3 rd July 2017 for £10k.	events outlined in this plan. <ul style="list-style-type: none"> Develop a “brand” and marketing materials that will help promote the activities of the Partnership to external organisations.
Reduced number of programmes on offer	Council partake in and offer meaningful apprenticeship and training programmes	High	The Council is utilising the Levy and currently recruiting Apprentices and Higher Level Apprenticeships where appropriate.	<ul style="list-style-type: none"> Assist the HR team to source providers of Apprenticeships – particularly those offering higher level
Lack of funding, capacity and awareness on the part of schools to deliver effective careers advice	Provide a source of expertise and liaison in this area	High	Through joint work with the GLLEP the E & S Officer developed a research paper around CEIAG. The report recommends the appointment of a funded Employer Co-ordinator to work with Lincolnshire schools and bridge the gaps between schools and employers.	<ul style="list-style-type: none"> E & S Project Officer to lobby the GLLEP to recruit an Employment Co-ordinator through the Careers & Enterprise Company. This is a national initiative not yet implemented by GLLEP but is available in all other LEP areas.
Travel costs for young people	<ul style="list-style-type: none"> Support rural transport initiatives. 	Medium	WLDC have explored the opportunity to develop Lea Road Station – working with partners to create an attractive gateway and transport interchange facility, which will serve Gainsborough’s growing population and business community.	<ul style="list-style-type: none"> E & S Project Officer will progress the Lea Road Station Project. Work with Grant White to explore funding options around travel for young people

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ENDS

Appendix 1: Youth Unemployment – Data & Statistics

1.1 West Lindsey generally has an above average employment rate at almost 80% and individuals with higher level qualifications are also above the regional average. However, these figures mask a recurring issue within our key market towns.

1.2 Youth unemployment affects young people aged between 18 and 24. The data supplied below shows that during the period April 2016 to May 2017, the rate of youth unemployment has fallen in the District by 1.1% points to 4.0%. This compares favourably with no change in rates for England and the East Midlands. However the rate of unemployment remains significantly above the figures for both England and the East Midlands, where rates of 2.7% and 2.4% prevail.

Unemployment Rates (18-24)				
Region	Apr 2016	Jan 2017	May 2017	% pt Change
England	2.7%	2.5%	2.7%	0.0%
East Midlands	2.4%	2.2%	2.4%	0.0%
West Lindsey	5.1%	4.1%	4.0%	-1.1%

1.3 The West Lindsey related data has been broken down to show absolute numbers by Ward. This shows that as at May 2017, across the District, there were 70 fewer unemployed young people than in April 2016. This represents a decrease of 21%.

1.4 However, of the overall total, 160 (62%) reside in the three Gainsborough Wards; emphasising the particular issues Gainsborough faces.

18-24 Claimant Count	Apr-16	Jan-17	May-17	Change
Bardney	10	5	5	-5
Caistor and Yarborough	10	10	5	-5
Cherry Willingham	10	15	10	0
Dunholme and Welton	15	5	10	-5
Gainsborough East	75	45	55	-20
Gainsborough North	55	55	50	-5
Gainsborough South-West	65	50	55	-10
Hemswell	10	5	5	-5
Kelsey Wold	5	5	0	-5

Lea	0	5	5	+5
Market Rasen	20	20	15	-5
Nettleham	0	5	5	+5
Saxilby	5	10	5	0
Scampton	5	5	5	0
Scotter and Blyton	15	5	10	-5
Stow	5	5	5	0
Sudbrooke	5	5	5	0
Torksey	5	10	5	0
Waddingham and Spital	5	5	0	-5
Wold View	10	5	5	-5
Total	330	265	260	-70

Source: Nomis

1.5 A note of caution has to be applied to the data supplied as it only relates to official statistics i.e. those recorded as unemployed. Hence there may be an element of under-recording due to the unidentified numbers of young people termed NEETS (young people not in education, employment or training) and are not captured in official statistics.

Appendix 2: Issues raised by representative from the Careers, Employment & Skills Sector

1.1 Members of the Challenge & Improvement Committee heard a number of common threads from the attendees, which exacerbate the issue and hinder agencies in their attempts to provide support and remedies for the individuals affected. These included:

1.2 **Careers Service** – this presentation was offered against the backdrop of the cessation of the Lincolnshire County Council Careers guidance service from September 2016. Issues raised included the uncertainty over future provision and the general lack of quality and appealing apprenticeship/training places across the County. Due to reduced public funding there has been a reduction in the number of programmes on offer. A general lack of aspiration on the part of some young people was also regarded as a contributory factor. Inadequate data tracking and information sharing, so as to reduce the incidence of NEETS who ‘disappear’ from official records, results in an under-recording of the numbers affected.

1.3 **Schools** – Capacity and funding issues to effectively support careers advice were a common thread. There is a general lack of awareness within schools of the external provision and support that is available; along with the means to access and implement it. The focus on academic as opposed to vocational attainment, results in significant numbers of young people not being adequately prepared for the world of work. The absence of suitable employment and effective linkages to the employment market and employers in the local area was raised as problematic, along with lack of family support and role models. Travel costs for young people and the limited subsidies available were believed to have an adverse impact on peoples’ choices.

1.4 **Colleges/Training Providers** – Many of the issues raised by the schools were repeated. Additionally a fragmented approach was reported by the colleges/training providers who recognise the need for a brokerage service to match young people with suitable providers. The quality of careers advice provided by schools was questioned and the level of engagement and relationships with local employers were considered poor. Issues in tracking the onward journeys of young people and data sharing implications were also referred to.

1.5 **Employers** - A mismatch was reported between the skills available locally and those that employers require. Work experience was deemed to be of poor quality and not extensive enough. Young people lack a clear idea of their preferred form of employment or career and seem to lack even a rudimentary understanding of the content of real jobs. In recent years apprenticeships have proved to be less successful than previously was the case.

1.6 **DWP** – Welfare reform changes with reviews of entitlement conditions and the continuing roll-out of Universal Credit (with full implementation due across West Lindsey by May 2018), form the backdrop against which the DWP support young unemployed people. A poor state of work readiness was reported as a significant issue, as was the problem of identifying ‘hidden’ NEETS who fall through gaps in provision, or are not adequately tracked.

2. Summary of Issues

2.1 The table below provides a read across of all issues raised and the bod(ies) that raised them. This illustrates the cross-cutting nature of many of the issues.

Issue	Careers	Schools	Colleges/Training Providers	Employers	DWP
Lack of funding, capacity and awareness on the part of schools to deliver effective careers advice	√	√	√	√	√
Fragmentation	√	√	√		
Travel Costs for young people	√	√	√		
Data Sharing/Tracking of NEETS	√	√	√		√
Work readiness				√	√
Linkages and engagement with Business	√	√	√	√	√
Lack of role models, aspiration and support	√	√	√	√	√
Mismatch between skills required and skills available				√	
Focus on academic attainment	√	√	√	√	
Suitable employment	√	√	√		√
Poor quality of work experience, apprentice and training opportunities		√	√		
Reduced number of programmes on offer	√	√	√		

2.2 The key messages that are conveyed by the work undertaken with the various bodies that have made representations is that the problem of youth unemployment is multi-faceted and plays out on both a macro and micro scale. A number of cross-cutting issues have been raised and the Council must determine which it can most readily influence and identify those which require the Council to play alternative roles.

2.3 The recent changes in the provision of Career's Advice are a major concern due to potential issues surrounding the capacity and ability for schools to effectively deliver such advice to young people in a consistent manner across the District.

2.4 Within the education sector, the keen focus on academic attainment as opposed to vocational attainment is also regarded as a major issue. This results in a

significant number of young people not experiencing the world of work while in education and therefore they are not work ready when they formally enter the employment market.

2.5 Effective linkages between all agencies and business are essential to support young people in determining their career aspirations and to ensure the skills available match those required by the labour market and the employment available becomes more suitable. A more holistic approach should provide some remedy to the issue surrounding the poor quality of work experience, apprentice and training opportunities. Use of meaningful data is also key to this and the Council can support via facilitating the production and sharing of appropriate market analyses.

2.6 Poor role modelling and the raising of aspirations on the part of young people are substantial issues and were raised by all bodies.

2.7 Additionally, data sharing to track the onward destinations of young people, is also problematic. This leads to young people 'falling of the radar' and contributes to the unquantified number of NEETS.

Appendix 3: Feedback from young people

1.1 To conclude the study into youth unemployment, it was considered worthwhile to hear the direct experiences of young people, via the holding of an informal event attended by a mixture of young people that are currently in education (school/college), undertaking training/apprenticeships, or experiencing unemployment.

1.2 The event was held at Trinity Arts Centre on 14th June and was attended by a number representatives from Talent Match (Princes Trust), individuals on work experience, LAGAT Training Services Ltd and Queen Elizabeth High School. The Chair of the Challenge & Improvement Committee and the Chair and a Vice-Chair of the Prosperous Communities Committee also attended.

1.3 The discussions that ensued (based on three questions designed to draw out their experiences, issues they face and opinions on the assistance provided for them, in their efforts to identify career paths and secure rewarding, sustainable employment) was lively. It provided officers and Members with a good insight into the issues faced by the attendees.

1.4 The issues raised concurred with those identified via the previous work of the Committee. Of main concern were:

- I. The issue of fragmentation (many providers offering similar schemes; all chasing the same client group)
- II. Inflexibility on the part of the DWP (rigid, rules based system operated on a seemingly tick-box policy)
- III. Availability and quality of work experience opportunities in the District
- IV. Future debts accrued following university
- V. Availability and quality of school's based careers advice

8.5 Attendees welcomed the opportunity to discuss their issues and experiences and were appreciative of the interest the Council had taken in the subject matter.



**Prosperous Communities
Committee**

Date: 18th July 2017

Subject: Health Commission six month position update – Recommendations from Challenge and Improvement Committee

Report by:

Chief Operating Officer

Contact Officer:

Michelle Howard
Home Choices Team Manager
01427 676609
michelle.howard@west-lindsey.gov.uk

Purpose / Summary:

To present to Prosperous Communities Committee, recommendations agreed at Challenge and Improvement Committee on 27th June 2017 further to a position update on the activity of the health commission since January 2017

The position update presented to Challenge and Improvement Committee is included at Appendix 1 of this report

RECOMMENDATION(S):

Members of Prosperous Communities Committee are asked to agree the following recommendations supported by Challenge and Improvement Committee on 27th June 2017:

- 1. To formally request additional district council representation at the Lincolnshire health and wellbeing board and determine whether;**
 - a. A formal request will be made by WLDC in isolation, via a letter from the chair of the Prosperous Communities Committee and Health Commission or;**
 - b. The Chair of Prosperous Communities Committee and Health Commission should seek the collective support of the other six district councils to write to the Health and Wellbeing Board collectively**

2. Agree to continue the work of the health commission, and to recommend a review every six months to determine the progress, outcomes and future need and remit of the Health Commission

IMPLICATIONS

Legal: None arising from this report

Financial: FIN/42/18

None arising from this report.

Staffing: None arising from this report

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

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:

Report presented to Challenge and Improvement Committee on 27th June 2017 – ‘Health Commission, 6 month position update’. Attached at Appendix 1.

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

End of Report



Report Number:

Committee: Challenge and Improvement Committee

Date: 27th June 2017

Subject: Health Commission – Six Month Position Update

Report by:

Chief Operating Officer

Contact Officer:

Michelle Howard
Home Choices Team Manager
01427 676609
michelle.howard@west-lindsey.gov.uk

Purpose / Summary:

To present a position update on the activity of the health commission since January 2017

RECOMMENDATION(S):

Members of Challenge and Improvement Committee are asked to:

- 1. Consider including 'Neighbourhood Networks' as an item for the C&I workplan over the coming year as part of the review of the Health Commissions work which is set out in that work plan**
- 2. Support a recommendation to Prosperous Communities Committee to formally request additional district council representation at the Lincolnshire health and wellbeing board**
- 3. Support a recommendation to Prosperous Communities Committee to continue the work of the health commission, and to recommend a review every six months to determine the progress, outcomes and future need and remit of the Health Commission**

IMPLICATIONS

Legal: None arising from this report

Financial: FIN/34/18

None arising from this report.

Staffing: None arising from this report

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

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:

None

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. Background

- 1.1 Whilst the council does not directly provide health services and this is not a statutory area of work, as a district council we have an important role to play in understanding and improving the health and wellbeing of our residents in our role as a community leader.
- 1.2 Health is determined by many factors other than health care provision. District councils are in a good position to influence many of these factors through their key functions and in their wider role supporting communities and influencing other bodies. Additionally, it is recognised that district councils have an opportunity to be better integrated into health and social care policy in order to improve outcomes for local residents
- 1.3 The Council has recognised this important role within its Corporate Plan 2016-2020 as part of its commitment to 'people first', noting that *"ensuring that we understand and meet the needs of our residents is what the Council is all about...from enabling convenient and appropriate access to services; joined up where appropriate, providing cultural, leisure and arts facilities, working to provide suitable housing across the District and promoting and supporting wellbeing, healthy lifestyles and safe, vibrant communities"* (WLDC Corporate Plan 2016 – 2020)
- 1.4 In 2016, and primarily following feedback from communities and GP's, elected members became aware of a number of concerns about health, wellbeing and health care provision affecting West Lindsey residents. Subsequently, members led the development of the West Lindsey Health Commission. The Health Commission seeks to be part of the solution to improving the health and wellbeing of communities in West Lindsey.
- 1.5 The Health Commission was established in December 2016 and has been actively working to achieve in line with the agreed scope and Terms of Reference since January 2017. A link to the terms of reference can be found below.



WLDC Health
Commission ToR.pdf

- 1.6 In line with the agreed scope and the thematic areas agreed by members, the Health Commission continues to coordinate member led activity for the purposes of achieving the following outcomes:
- Better Council understanding of health and wellbeing issues and the role we can play to address them
 - Recommendations to various bodies including the Council on future policy and action, particularly partnership opportunities with health services and the community to particularly improve community action, housing, leisure and well being
- 1.7 The Health Commission is supported by and has been working closely alongside the council's Health Coordinator and Home Choices Team Manager.
- 1.8 The Health Commission has now been operational for six months. The Health Commission is working well, with individual members leading on the thematic areas

as agreed and reporting back to the Commission. There is an opportunity to increase the membership of the health commission if that is required by members.

2. Health Commission Position Update

2.1 This report provides a position update on progress and achievements to date.

2.2 It builds on the information previously included within the Annual Report to Council, within which it was reported that:

2.2.1 *“In the short time that the health commission have been established, there has been an emphasis on working with partners to improve health and wellbeing outcomes for residents of West Lindsey. Building those relationships and establishing the health commission has been the primary focus to date”*

2.3 The key activities of the Health Commission since its inception are set out below.

2.3.1 Engaging Key Stakeholders – Roundtable Event

A roundtable event held in April 2017 brought together Chief Officers from each of the Health Trusts; the Vice-Chairman of the Health & Wellbeing Board; representatives from the South West Clinical Commissioning Group (CCG); Healthwatch, Ken Woolley and other representatives of the NHS as well as the members of the Health Commission.

The level of interest and engagement in this event demonstrated the value placed on West Lindsey’s role in improving health and wellbeing outcomes. Achieving this representation is a considerable achievement and followed continued positive work with senior health colleagues to support their shifting mind set to one of prevention and engagement with a wider range of stakeholders outside of the health sector.

The event allowed members and officers to set the context for the council’s role in health and wellbeing. Within this event was a lively exchange of comments and ideas and enabled each stakeholder to better understand the role that we as a district council can play and allows a focus on how we can be better integrated and involved; particularly emphasising the role we can play in prevention and early intervention.

This meeting identified a series of actions to be undertaken by those present and it was agreed that a further meeting in September to follow-up would be beneficial.

A number of the actions agreed are in progress, with many of these forming part of the work plan for the Health Coordinator, working closely with members of the Health Commission.

2.3.2 Supporting Development of the Gainsborough Locality Neighbourhood Team

The development of a neighbourhood team (multi-disciplinary approach to improving health outcomes) is actively underway in West Lindsey, for the Gainsborough locality. Following the roundtable event, we are actively involved in the development of this key programme of work for Gainsborough. A number of pilot projects are planned as part of this work including a social prescribing pilot (which encourages GP’s to prescribe ‘non-medical’ interventions) and ‘project Gainsborough’ which seeks to layer the various data sets held by health

and other stakeholders to enable targeting of resources to best meet the health needs of the local population.

It is recommended that the neighbourhood team development would be a valuable subject area for the Challenge and Improvement Committee workplan over the next 12 months as part of the general review of the work of the Commission which is already part of the Committees work plan for this year.

2.3.3 Member and Officer Collaboration and Support

A key strength of the work of the health commission is the collaborative approach between officers and members.

Having the health commission as a mechanism to guide and shape key projects, for example; the wellbeing service procurement, is much appreciated by officers. Approval at Prosperous Communities Committee in March 2017 for the Health Commission to provide guidance to officers in respect of the development of this project has proven to be valuable. Officers consider that this guidance and the engagement of the Commission with stakeholders to understand the health and wellbeing needs of the district strengthened the subsequent initial bid.

Similarly, the role of Health Coordinator has been described by the health commission as invaluable.

2.3.4 Rural Weighting Allowance

A motion passed by [Full Council on 23rd January 2017](#) in respect of lobbying for a rural weighting allowance for GP's and seeking support from other local authorities has been well received nationally and taken up by authorities as diverse as Torrington in Devon, and Battle in East Sussex. It has also received support from the Rural Services Network and Cllr. Owen Bierley continues to work with the RSN nationally to promote fresh approaches to the provision of health services in rural areas.

2.3.5 Health and Wellbeing Board

There has been a lot of work by officers and members to ensure that relationships and engagement with the Health and Wellbeing Board (HWBB) is developed.

Currently, the district councils are represented at the HWBB by a single elected member from across the seven district councils. Whilst all districts engage with a 'pre-meet' to work through the agenda, reports and to discuss our respective positions with the representative member before each meeting, members of the Health Commission are concerned that having a single representative does not allow for local needs to be truly understood or represented. This view is shared by district council colleagues across Lincolnshire.

It is recommended that Challenge & Improvement Committee support a recommendation to the Prosperous Communities Committee to progress a formal request to the Health & Wellbeing Board for additional district council (elected member) representation on the board.

The Health and Wellbeing Board has agreed to establish a housing, health and care sub group which will be key to driving forward this agenda. It is recommended that further information in respect of this sub group is presented to the Health Commission to ensure that WLDC is fully aware of and is able to play a role in shaping this work and associated outcomes.

The next Lincolnshire Health and Wellbeing Strategy is currently in development, following the finalisation of the Joint Strategic Needs Assessment for Lincolnshire. A number of consultation events to determine the priorities for the new strategy are planned by health colleagues. Details of these sessions can be provided, should members wish to attend.

2.3.6 Lincolnshire Health Scrutiny Committee

Cllr. Paul Howitt-Cowan is WLDC's representative on this, providing a direct link between the main scrutiny committee and the Health Commission with regular updates and a flow of information.

2.3.7 Embedding Health and Wellbeing Considerations in WLDC Services

One area of concern identified is the need within the council to raise the level of awareness regarding social and environmental issues affecting health and wellbeing and for the various departments within the Authority to use health as a lens when considering actions.

Examples are the role of health and wellbeing which are covered in the Central Lincolnshire Local Plan, Neighbourhood Plans, as well as the work currently being done regarding Green Spaces within the District, and the development of Leisure facilities.

This action is being progressed by the councils Health Coordinator who has started to engage with relevant departments to explore this.

3. Summary

3.1 The role of the Health Commission is continually evolving and is gaining both momentum and positive reputation. The district council profile and role in developing and support the health and care agenda is important and presents significant opportunity to improve health and wellbeing outcomes for West Lindsey residents.

3.2 It is considered important to discuss the longevity of the health commission at this stage so that it is not constrained by its status as a 'task and finish' group but can extend beyond the currently agreed period so that it can properly understand longer term needs and ensure that WLDC is integrated positively and effectively in the housing, health and care agenda that is developing in Lincolnshire.

3.3 Challenge and Improvement Committee is asked to support a recommendation to Prosperous Communities Committee to extend the Health Commission beyond its currently agreed period.

Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Prosperous Communities Committee.

Recommendation:

1. That members note the schedule of reports.

Prosperous Communities Committee			
Active/Closed	Active		
Date	Title	Lead Officer	Purpose of the report
12/09/2017	Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen
	Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity
	market proposals - after call-in	Ady Selby	to receive further proposals on the future operation of Gainsborough Market
	scotter NP	Daniel Evans	TO approve the plan for referendum and formally 'make' the neighbourhood development plan
	fiskerton NP	Oliver Fytche-Taylor	to approve the plan for referendum at pc and for adoption at council
	Lea NP	Daniel Evans	TO approve the plan for referendum and adoption at council
	Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.

	Potential Land Acquisition - Gainsborough	Elaine Poon	Confidential
	selective licensing progress report	Andy Gray	to provide a further report to cttee one year after implementation
	Planning Fees and Charges	Oliver Fytche-Taylor	To inform members of the 20% increase in statutory planning fees (subject to Government approval after election), the revenue impact
	CIL - Inspectors Report - Recommendations made	Rachael Hughes	Update PCC on the Inspectors report recommendations and the implications for infrastructure funding (recommendation to proceed to adoption, subject to accepting the inspectors recommendations.
	Adoption of the CIL for West Lindsey	Rachael Hughes	recommendation that PCC support the progression of CIL Charging Schedule for adoption at Full Council
	Brownfield Land Register	Diane Krochmal	To update on changes in legislation and impact on the wider picture. The Town and Country Planning (Register of previously Developed Land) Regulations came into force on 16th April 2017 initiating the requirement for councils to prepare and maintain a register of brownfield land suitable for residential development.
	Broadband Future Provision	Ian Knowles	following a report to cttee in june 16 to present further detailed options as directed by the committee

	commercial project	Karen Whitfield	to consider concept design prior to submission of plg application
	Property disposal and acquisition	Elaine Poon	Regarding Gainsborough Marina
	Housing Infrastructure Fund	Joanna Walker	To inform Members about this new funding opportunity and to outline the content of a proposed bid for funding to support the Gainsborough Growth Programme.
12/09/2017 Total			
24/10/2017	Gainsborough Growth Fund Review	Marina Di Salvatore	to present a Review and Re-launch paper with a dedicated Town Centre Scheme
	Quality Customer Service	Mark Sturgess	To set out the new procedures
	P AND D PERIOD 2	Mark Sturgess	To present p and d progress as at end of quarter 2
	Fees and Charges - Prosperous Communities	Tracey Bircumshaw	To consider and recommend to CP&R 2018/19 the Committee's fees and charges
	affordable housing contributions held	Rachael Hughes	to set out current monies held by the authority for affordable housing through s106 monies and any applicable time limits as requested by PC cttee in june 17
24/10/2017 Total			
30/01/2018	p and d period 3	Mark Sturgess	to present p and d position as at end of q3

	Draft Revenue Budget - Prosperous Communities	Tracey Bircumshaw	To review and recommend to C&R the Committee's revenue budgets
30/01/2018 Total			
01/05/2018	p and d - period 4	Mark Sturgess	to present the year end position for p and d
01/05/2018 Total			
Grand Total			

PLEASE NOTE THERE ARE MEETINGS SCHEDULED FOR DECEMBER 5 2017, AND MARCH 20 2018 WHICH CURRENTLY HAVE NO BUSINESS SCHEDULED.

Future Workplan Items still being scoped /no definitive timeline set: -

- Council Depot Rationalisation
- A15 Growth
- Show Ground MasterPlan
- Riseholme
- RAF Scampton
- Review of Wolds AONB Joint Working
- Syrian Refugees
- Lincolnshire Spatial Planning / Strategic Infrastructure Review
- Central Lincolnshire Local Plan Monitoring
- Trading Company – Policy Approval
- Closer to the Customer Programme
- Service Review – Stage 1 approvals

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