

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

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

Corporate Policy and Resources Committee

Thursday, 4th May, 2017 at 6.30 pm

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

Members: Councillor Jeff Summers (Chairman)
Councillor Mrs Anne Welburn (Vice-Chairman)
Councillor Owen Bierley
Councillor Matthew Boles
Councillor David Cotton
Councillor Michael Devine
Councillor Adam Duguid
Councillor Steve England
Councillor Ian Fleetwood
Councillor John McNeill
Councillor Tom Regis
Councillor Reg Shore

1. Apologies for Absence

2. Public Participation Period

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

3. Minutes of Previous Meeting/s

To confirm as a correct record the Minutes of the previous meeting.

a) For Approval

Corporate Policy and Resources Committee meeting 13 April 2017 (PAGES 1 - 12)

b) For Noting

Joint Staff Consultative Committee meeting on 30 March 2017 (PAGES 13 - 20)

4. **Declarations of Interest**

Members may make declarations of Interest at this point or may make them at any point in the meeting.

5. **Matters Arising Schedule**

(PAGES 21 - 22)

Setting out current position of previously agreed actions as at 25 April 2017

6. **Public Reports for Approval:**

a) Rural Transport Programme

(PAGES 23 - 46)

b) Revised Committee Timetables

(PAGES 47 - 52)

c) Budget and Treasury Management Monitoring Quarter 4

(PAGES 53 - 98)

d) Progress and Delivery Report Quarter 4

(PAGES 99 - 136)

e) Committee Work Plan

(PAGES 137 - 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

8. **Exempt report**

a) Development Loan

M Gill
Chief Executive
The Guildhall
Gainsborough

Tuesday, 25 April 2017

Corporate Policy and Resources Committee- 13 April 2017
Subject to Call-in. Call-in will expire at 5pm on

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 13 April 2017 commencing at 6.30 pm.

Present: Councillor Jeff Summers (Chairman)
Councillor Mrs Anne Welburn (Vice-Chairman)

Councillor Owen Bierley
Councillor Matthew Boles
Councillor Michael Devine
Councillor Adam Duguid
Councillor Steve England
Councillor Ian Fleetwood
Councillor Tom Regis

In Attendance:

Manjeet Gill	Chief Executive
Ian Knowles	Director of Resources and S151 Officer
Alan Robinson	SL - Democratic and Business Support
Steve Anderson	
Manjeet Gill	Chief Executive
Gary Reeve	Team manager Property & Assets
Jo Walker	Team Manager Projects and Growth
Karen Whitfield	Leisure and Cultural Services Team Manager

Apologies: Councillor David Cotton

Membership: There were no substitutions

111 PUBLIC PARTICIPATION PERIOD

There was no Public Participation.

112 MINUTES OF PREVIOUS MEETING/S

- a) **RESOLVED:** That the minutes of the Corporate Policy and Resources Committee meeting of 9 February 2017 and the Special Meeting on 28 February be approved as a correct record.
- b) **RESOLVED:** That the minutes of the Joint Staff Consultative Committee meetings of 19 January and 2 March 2017 be noted.

113 DECLARATIONS OF INTEREST

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

114 MATTERS ARISING SCHEDULE

The Director of Resources gave a verbal update on the green item which had requested further confirmation that agency staff were not replacing permanent jobs, this had been discussed with the SureStaff Board and it was affirmed that no Council positions were being replaced by agency staff, but that there was no control over the private sector.

Regarding the dates of the Planning Training sessions scheduled for next year, a Member noted that the first session on CIL had not included invitations to Parish Councils and this was felt to be at odds with the West Lindsey priority of engagement, and would this please be reconsidered.

RESOLVED that the Matters Arising Schedule be noted.

115 FIXED TERM CONTRACT PROCEDURE

The report was outlined by the Strategic Lead for Democratic and Business Support.

The council employed some staff on temporary or fixed term contracts and as such it was good practice to have a policy and procedure document in place to ensure that guidance was given to managers and that the council met the legislative requirements that were in place.

The document applied to all staff employed on fixed-term or temporary contracts with the exception of: Apprentices; Placement students; and Agency Workers.

Feedback has been sought on the policy and it had been considered by the Joint Staff Consultative Committee on 30 March 2017 and was fully supported by Members, Unison and Staff Representatives. The policy would be made available to view on the Minerva site and hard copies available at the depots once formally agreed, and a clear communication will be sent to Managers to make them aware that the policy had been reviewed and to update them on their responsibilities.

A Member asked which posts would be most likely to be filled by a fixed term contract. It was affirmed that this did not apply to consultants, but would be to cover sickness or maternity leave, or for specialist knowledge for a particular project.

The recommendations were moved and seconded and on being voted upon it was:

RESOLVED that:

- a) the Fixed Term and Temporary Contract Policy and Procedure be approved and the policy be adopted for all employees of the council; and

- b) delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairmen of the Corporate Policy and Resources committee and Joint Staff Consultative Committee.

116 BULLYING AND HARASSMENT POLICY

The report was outlined by the Strategic Lead for Democratic and Business Support.

The council had a Bullying and Harassment Policy in place, however due to updates in legislation, changes to the ACAS definition and incorporating best practice a review was required to provide employees with the most up to date information.

The council recognised the importance of providing staff and managers with accurate information and guidance when navigating through the bullying and harassment legislation and requirements and had therefore fully reviewed the policy and proposed implementing a new updated policy.

The policy applied to all staff including employees, contractors, casual and agency staff and volunteers of the organisation for matters relating to issues of bullying or harassment and directs staff to resolve matters through an informal as well as a formal process.

The policy covered all situations both within the workplace and in any work related setting outside the workplace, including for example, business trips, conferences and work-related social events.

The old policy had been reviewed and, rather than making amendments, a new policy had been written to ensure a robust policy and procedure was in place for the council, its staff and managers.

Feedback has been sought on the policy and it had been considered by the Joint Staff Consultative Committee and was fully supported by Members, Unison and Staff Representatives. Some amendments were made following a request from Unison at JSCC and this has been incorporated into the proposed policy for the Corporate Policy and Resources Committee.

The policy would be made available to view on the Minerva site and hard copies available at the depots once formally agreed, and a clear communication would be sent to Managers to make them aware that the policy had been reviewed and to update them on their responsibilities, and training had already been rolled out to managers to raise awareness of their responsibilities with regard to this matter.

An e-learning awareness module would be rolled out to all staff.

The report was moved and seconded without discussion and on being voted upon it was:

RESOLVED that:

- a) the Bullying and Harassment Policy be approved and the policy be adopted for all employees of the council; and
- b) delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairmen of the Corporate Policy and Resources committee and Joint Staff Consultative Committee.

117 REVIEW OF INFORMATION GOVERNANCE POLICIES (2)

The Information Governance Officer presented the report stating that there was a requirement to review and maintain policies on a regular basis to comply with legislation. The report presented the next twelve of a range of policies to be reviewed (the first five having been approved at the previous meeting), these being:-

This report covered the 12 documents detailed below:

- a. Data Protection Breach Policy (Appendix 1)
- b. Freedom of Information and Environmental Information Policy (Appendix 2)
- c. Records Management Policy (Appendix 3)
- d. IT Infrastructure Security Policy (Appendix 4)
- e. Removable Media Policy (Appendix 5)
- f. Computer, Telephone, and Desk-Use Policy (Appendix 6)
- g. Email Policy (Appendix 7)
- h. Email Policy for ActiveSync Users (Appendix 8)
- i. Information Security Incident Management Policy (Appendix 9)
- j. Internet Acceptable Use Policy (Appendix 10)
- k. Mobile Device Policy (Appendix 11)
- l. Public Service Network Acceptable Use Policy (Appendix 12)

The report did not include the Bring Your Own Device Policy which had been reviewed and left unchanged. A reassessment of the IT technical infrastructure which supported user-owned devices was being carried out and was likely to require a major update of this Policy.

The changes made to each policy were set out at the end of the report and the policies themselves at appendices 1-12.

The reviewed policies had been considered by the Council's Management Team and the Joint Staff Consultative Committee and recommended to the Corporate Policy and Resources Committee for approval.

The report was moved and seconded without discussion, and on being voted upon it was:

RESOLVED that:

- a) the information policies as attached to the report be approved for implementation to all staff, elected members, and partners where appropriate; and
- b) delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in

consultation with the chairmen of the Corporate Policy and Resources Committee and Joint Staff Consultative Committee.

118 IMPLEMENTATION OF PCI-DSS SECURITY POLICY

The report was introduced by the Information Governance Officer.

Payment Card Industry Data Security Standard (PCI DSS) was a worldwide standard that was set up to help businesses process card payments securely and reduce card fraud. It did this through tight controls surrounding the storage, transmission and processing of cardholder data that businesses handled. PCI DSS was intended to protect sensitive cardholder data. If an organisation lost card data and was not PCI DSS compliant then there was the potential for financial penalties.

Requirement 12 of the Standard required all organisations who took card payments to maintain a strong security policy, as set out in the report. The report therefore presented a new policy to comply with Requirement 12. The policy would be a sub-policy of the Council's IT Security Policy and, whilst essentially standalone, must be read and applied in conjunction with other policy documents in the set.

The Policy applied to staff, contractors and third parties who accessed the Council's Cardholder Data Environment (CDE) for the purposes of taking payments or maintaining the payment systems.

It was clarified that the Audit undertaken was by the County Council's auditors and the policy was part of moving from limited to substantial assurance.

The policy was moved for adoption and seconded. On being voted upon it was:

RESOLVED that:

- a) the PCI-DSS Security Policy be approved for formal adoption; and
- b) delegated authority be granted to the Senior Information Risk Owner (SIRO) to make minor house-keeping amendments to the Policy in the future, in consultation with the Chairmen of the Corporate Policy and Resources Committee and the Joint Staff Consultative Committee.

119 MAYFLOWER 400 RESOURCES

The Leisure and Cultural Services Team Manager informed members that 2020 marked the 400th anniversary of the sailing of the Mayflower and it had been nationally recognised that Gainsborough Old Hall had an important part in the story.

Mayflower 400 was a national initiative lead by Plymouth City Council to join up the various locations associated with the story and to promote international tourism opportunities, particularly looking at the American market. In 2015 WLDC signed a Compact signifying their commitment to working to promote and commemorate the

anniversary. Work had continued to support both the national initiative and also at looking what could be done on a local/regional level to optimise the benefit for the local area.

In March 2017 the Prosperous Communities Committee considered a report setting out the national, regional and local opportunities presented by Mayflower 400 and agreed the benefits of adopting a regional approach to the initiative and resourcing this accordingly. This approach avoided the risk of duplication of effort across neighbouring authorities, strengthened the case for funding and provided efficiencies in terms of financial commitment. Work had already commenced to secure appropriate levels of funding from other Districts including Doncaster, Bassetlaw and Lincolnshire County Council.

The Prosperous Communities Committee had acknowledged the need for West Lindsey District Council funding to be secured and recommended that this be brought before Corporate Policy and Resources Committee for approval. The suggested level of financial contribution from West Lindsey District Council was £30,000 per year for three years, as detailed in the report.

Members agreed that this was an exciting project. Workshops had been attended by some, and there was great potential across a wide area. The recommendations in the report were moved, seconded and voted upon.

RESOLVED that, as recommended by Prosperous Communities, it be agreed that a total budget of £30,000 per year for three years be set aside to support Mayflower 400.

120 GAINSBOROUGH TRANSPORT AND DEVELOPMENT STUDY

The Team Manager Projects and Growth presented the report seeking support for the procurement of a strategic transport model in the Gainsborough urban area for the purpose of promoting sustainable growth through improving traffic flows within the town whilst also maintaining connectivity from Nottinghamshire and South Yorkshire into the District safeguarding the economic benefits to West Lindsey of the primary routes to Scunthorpe, Lincoln and the coast.

The Council's regeneration plans for Gainsborough and wider area were predicated on housing led economic growth which was formalised through statutory obligations to seek to deliver the emerging Local Plan. Due to the position of Gainsborough and its relationship with the Trent Bridge it was important to consider the impact of any growth in the town on the wider District. The river crossing was considered a key gateway providing access routes across the area.

In February 2016 members approved a Regeneration Delivery Plan for Gainsborough, this included an outline project for infrastructure delivery. The Homes and Communities Agency had also funded an infrastructure study for the town. As part of this regeneration programme Mouchel were commissioned by ALTAS (Part of the Homes and Communities Agency) and West Lindsey District Council to produce the Gainsborough Infrastructure and Planning Delivery Strategy (GIPDS).

As a partner of Lincolnshire County Council, Mouchel had been invited to provide a proposal, including a methodology and fee structure to undertake a more detailed study of a number of development related transport issues in Gainsborough with a view to safeguarding the gateway routes from South Yorkshire and Nottinghamshire into the District of West Lindsey, focussing specifically on connectivity and traffic flows.

The context behind the project along with the Study Objectives and Project Approach were set out in the report, along with the timescales for the project plan.

The Authority had successfully secured grant funding from the Greater Lincolnshire Local Enterprise Partnership for the Housing Unlocking fund for £4million as part of the Gainsborough Growth Programme. £1.85 million of this was earmarked to accelerate the delivery, specifically in relation to infrastructure. This allocation would be used to fund this study removing any cost liability to the authority. Along with the grant funding, negotiation had been undertaken with Lincolnshire County Council for them to help client this work, with a view to providing specialist knowledge to support the project management element of this study. This in kind benefit provided approximately £5,000 worth of consultancy fees.

The Ward Councillor for Gainsborough noted that the project was exactly what was needed for the area, and questioned if Members would be able to feed into specific issues. The Developer Contribution Officer noted that she would feed that back to the Consultants to ensure that this be part of the brief.

It was questioned how the value of the survey had been benchmarked, and whether this had been to tender. The response was that guidance had been given by the County Council as the highways authority and that its consultant Mouchel had been used. It was hoped that further funding could be levered in, and that an evidence base would be needed to support applications. The opportunity to work with the County Council highways department to improve the road infrastructure was welcomed. There would be two forms of governance, as the LEP was the ultimate accountable body it had its own assurance process.

The recommendations in the report were moved, seconded and voted upon.

RESOLVED that:

- a) the need for the Strategic Transport Model and Development Study be acknowledged, and its procurement be agreed;
- b) the Single Growth Fund 3 Grant award be accepted and the Director of Resources be delegated to accept the Terms and Conditions of the grant once known; and
- c) the release of £271,000 of the grant, to fund this study, be approved.

121 COMMERCIAL DELIVERY PLAN 12 MONTH UPDATE

The report was introduced by the Chief Executive and presented the annual review

of the Commercial Delivery Plan agreed in November 2015 by Council. It also summarised future themes as a result of reviews in December 2016, when the Commercial Director role was discontinued to focus management roles and therefore resources, on delivery themes now that the Commercial Plan and future business plans had been established over 2016. Those themes were, External Funding, Commercial Investments Portfolio, Commercial Community Projects (such as Leisure Provision), Growth and Regeneration, and continued development of Commercial capability.

The Commercial Delivery Plan for 2016/17 was appended to the report and outlined future themes and governance arrangements. A list of achievements and progress was also highlighted. The Commercial Delivery Plan for the year was approved in November 2015 by Council as part of its annual process of delivery for the Commercial Plan, and a Commercial Member Steering Group was established to provide advice, challenge and steer to shape key decisions that come to Committee. Examples of achievements were listed.

The Terms of Reference need to be reviewed by Committee and recommendations made, taking into account the overall direction for Commercial Plan priorities and governance matters such as risk management and Member conflict.

Independent advice had been deployed to provide assessments of proposed decisions for projects such as the hotel, town centre, joint venture procurement etc. A review of governance of programmes, roles and procedures, would be the subject of a future report as relevant, once those reviews had identified further improvements needed. The report sought to assure the Committee that the Chief Executive was undertaking the second line of assurance as part of her duties to inform Council's third line of assurance, Members and External Audit.

The future themes were based on the key delivery priorities and business cases decided in the Council's Commercial Plan. The proposed themes had now been organised based on individual strategic responsibilities at an officer level and for assurance to Committee and Council on the resource allocation and roles to ensure delivery.

The report set out the Key themes, Strategic Manager Trading and Environmental Operations.

Trading included services such as: Trade Waste; Surestaff – agency staff for seasonal work; Leisure Centres and Trinity Arts.

The key Community Commercial Projects were set out as being Leisure Centre Services Procurement and future provision at nil subsidy by Council and Community projects that had social as well as commercial benefits as the basis for the business case decision.

Key programmes of Growth and Regeneration work are, the Gainsborough Regeneration programme that included:

- Housing Zone Sites
- Urban extensions

- Town Centre Joint Venture
- Hotel Development
- Heritage and Public Realm
- The Gateway site

The Commercial Investment Portfolio focussed on increasing the Council's Commercial Land and Property portfolio in order to generate a return (revenue) that would address reductions in overall revenue budget due to cuts in Government grants.

Members welcomed the report and noted that it was good to have a Direction of Travel, as in the future it was important to have more responsibility for the Council's own funding instead of reliance on the government. Members felt that the Commercial Member Steering Group was a useful forum even though not a decision making body, and that it was good to have regular reports to both policy committees.

The Chief Executive highlighted the thorough risk assessment within the report and emphasised that whilst this was a considered proposal it was not without commercial risk. This was recognised by Cllrs Regis and Duguid but supported as a necessary action to support the Authority's revenue budget.

The paragraph numbering in recommendation 2 was corrected, and Members felt that paragraph 6 of the Terms of Reference should be clarified as Cllr Kinch had been appointed for his expertise rather than that he was a member of the Challenge and Improvement Committee. Any references within the Terms of Reference to the Commercial Director would be updated to the Director of Economic and Commercial Growth.

The recommendations within the report were moved, seconded and voted upon.

RESOLVED that:

- a) the Commercial Delivery Plan review be approved;
- b) having given consideration to the future governance as outlined in Section 4.3 and 4.4 of the report, the Chief Executive be delegated to work with the Chairman of Corporate Policy and Resources Committee and Councillor Bierley, on reviewing the Terms of Reference; and
- c) the future delivery themes as outlined in the report be approved.

122 COMMITTEE WORK PLAN

RESOLVED: that the Committee Work Plan be noted.

123 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.

124 COMMERCIAL INVESTMENT PORTFOLIO

The report was introduced by the Director of Resources and sought to approve the strategy for the investment property portfolio and delegation of decisions to the Director of Resources in consultation with the Chair of Corporate Policy and Resources.

As part of the Commercial Strategy agreed in 2015 the Council agreed to develop an investment portfolio that would deliver a minimum of 3% net return with a maximum expenditure of £20m.

The report set out a proposed strategy for the acquisition of additional properties to be managed alongside existing commercial assets. WLDC currently managed a mixed portfolio of freehold and leasehold properties totalling 54 lettable units with a rental income and Service Charge contributions. The objective was for WLDC to increase the size of this portfolio by making a further investment in commercial property over the next four years to generate a target net income.

Working with the commercial property consultant, Cushman & Wakefield, officers had developed an investment strategy for the Council that aimed to balance risk across the portfolio whilst achieving the target returns required. The key recommendations and proposals were contained within the Cushman & Wakefield report, appended to the report.

The report from Cushman & Wakefield set out the current market assessment and indicated that it was still possible for WLDC to make investments based on current borrowing rates and provide additional income to support the Council's medium term financial position. The use of borrowing costs as part of the business case allowed the Council to borrow, where that was necessary, and ensure a prudent approach to managing the risk of market volatility through providing at an appropriate level for property value variations.

Members sought clarification on the legal status of loans and investments and it was noted that it was not allowed to borrow money to invest, however to obtain a loan to purchase property or commercial establishments in order to generate revenue was acceptable. Other Councils were taking this route, and whilst the risks were acknowledged it was acknowledged that such projects were long term investments.

The recommendations as set out in the report were moved, seconded and on being voted upon it was:

RESOLVED that:

- a) the strategy, scoring criteria and the minimum score for property acquisitions, attached to the report, be agreed;
- b) a Capital Budget of £20m be released for investment and this be financed by Prudential Borrowing, be agreed;

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- c) decisions to acquire assets in accordance with the recommendations within the strategy and with a total cost not exceeding £20m be delegated to the Director of Resources in consultation with the Chairman of Corporate Policy and Resources;
- d) the Director of Resources provide an annual report to Corporate Policy and Resources Committee on the Investment Property Portfolio; and
- e) a Valuation Risk Reserve be created.

The meeting concluded at 7.49 pm.

Chairman

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WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held in the Ancholme meeting room at the Guildhall, Gainsborough on Thursday 30 March 2017 commencing at 4.00pm.

Present: Councillor Jackie Brockway
Councillor Jessie Milne

Representatives of Union members: Karen Lond (Vice-Chairman) (In the Chair)

Representatives of Non-union staff: Kate Hearn
Rachel Parkin

In attendance:
Emma Redwood Team Manager – People and Organisational Development
Steve Anderson Information Governance Officer
Katie Coughlan Governance and Civic Officer
Jana Randle Governance and Civic Officer
Kim Leith Health and Safety Co-ordinator

Also in Attendance: Dawn Bushnell (UNISON – Regional Organiser)

Apologies: Councillor David Cotton (Chairman)
Ian Knowles (Director of Resources)
Alan Robinson (Monitoring Officer)

55 MATTERS ARISING SCHEDULE (JSCC.38 16/17)

There were none to report.

Note: Agenda order was varied – report JSCC.40 16/17 dealt with first.

56 BOMB THREAT AND SUSPICIOUS PACKAGE PROCEDURE (JSCC.40 16/17)

The Committee were provided with information on the Bomb Threat and Suspicious Package Procedure which is a review of an old procedure following HR updating documents and the receipt of a suspicious package in Planning in September 2016.

The Procedure set out in the report was brought to the attention of the Committee highlighting the training received from a Counter terrorism awareness adviser on suspicious packages, bomb threats and suspicious packages coming into the premises as well as advice on post room security. A draft procedure document was also provided as part of the training and utilised in the report.

The Procedure sets out responsibilities for all, including What to look for, What to try and record, and Who to inform as well as detailing the Evacuation and Search procedure.

A Representative of Union members inquired about how the instructions and meeting place/assembly points would be notified to staff in case of a threat being identified. It was explained that a notification would be made through Customer Services over the tannoy/loud speaker system and that the meeting place, which will vary depending on the type of device, would also be notified at the same time.

A verbal amendment to page 9 of the report was proposed. Page 9 heading 'Unattended packages found by Operational Services' sentence 4 reads: 'The police will advise accordingly and contact your Manager/Supervisor'. This should read: 'The Police will advise accordingly. *Then you should* contact your Manager/ supervisor'.

It was:-

RESOLVED that the Bomb Threat and Suspect Package Procedure be supported and noted subject to the Amendment detailed above being incorporated.

Note: Kim Leith leaves the meeting at this point.

57 IMPLEMENTATION OF PCI-DSS SECURITY POLICY REVIEW (JSCC.41 16/17)

The Committee were asked to give consideration to The Payment Card Industry Data Security Standard Policy (PCI DSS) report.

The purpose of this report was to introduce a new Council policy to comply with the worldwide PCI-DSS standard which was set up to help businesses process card payments securely and reduce card fraud as well as avoid the potential for financial penalties being imposed due to loss of data, fraud losses and bank operational costs associated with replacing the affected accounts.

It was highlighted that the Council takes a substantial number of payments by card (21,153 between Apr 2016 and Nov 2016).

This new Policy is a sub-policy of the Council's overall IT Security Policy introduced to comply with Requirement 12 and, while essentially stand-alone, must be read and applied in conjunction with other policy documents in the set. The need to introduce

this new policy to comply with the above standard was picked up during an internal audit.

Appendix 1 of the Policy provides information on the card readers in use in the Council to enable staff to inspect the devices for tampering or damage.

Members asked a number of questions in relation to the new Policy relating to potential security breaches resulting in data loss and money loss.

It was:-

RESOLVED that:

- (a) The PCI-DSS Policy be supported, noted and **RECOMMENDED** to the Corporate Policy and Resources Committee for approval and formal adoption; and
- (b) delegated authority be granted to the SIRO to make minor house-keeping amendments to the Policy in the future, in consultation with the Chairpersons of the Joint Staff Consultative Committee and the Corporate Policy and Resources Committee.

58 INFORMATION GOVERNANCE POLICY REVIEW (PART 3) (JSCC.42 16/17)

The Committee were asked to give consideration to the next/final series of reports covering a complete review of the Council's information policies. The following eight policies were reviewed:

- Computer, Telephone and Desk Use Policy
- Email Policy,
- Email Policy For Active Sync Users,
- Information Security Incident management Policy and Procedure,
- Internet Acceptable Usage Policy,
- Mobile Device Policy,
- PSN Acceptable Usage Policy & Personal Commitment Statement, and
- Bring Your Own Device Policy.

It was reported that no change was made to the 'Bring Your Own Device Policy' following the review and the Policy was therefore not included.

The purpose of each Policy was briefly summarised to the Committee and was set out in the report, along with the main revisions which had been made to each policy and the reasons for any changes.

In respect of the Email policy, Members highlighted the need for caution regarding the content of each email when sending messages, including private email, and the importance of double-checking details of the person the message is being addressed to once any message is composed.

In relation to the Computer, Telephone, and Desk-Use Policy (Appendix 1) Union members pointed out that there had been a change to the way private calls were being billed. The committee were of a view that this Appendix should be amended to reflect the current practice (Appendix 1, page 9 refers). It was therefore agreed that the responsible officer would re-word this Appendix prior to its submission to the Corporate Policy and Resources Committee.

Members sought assurance in relation to Copyright linked to any creative work done by an employee being covered by a Policy. It was confirmed that there was a separate policy in existence to deal with Copyright and Intellectual Property issues.

There were no questions regarding the remaining Policies.

On that basis it was:-

RESOLVED that:-

- (a) it be **RECOMMENDED** to the Corporate Policy and Resources Committee that, subject to the above mentioned amendment to page 9 Appendix 1 of the Computer, Telephone, and Desk-Use Policy, the eight Information Governance Policies, namely: -
- Computer, Telephone and Desk Use Policy,
 - Email Policy,
 - Email Policy For Active Sync Users,
 - Information Security Incident management Policy and Procedure,
 - Internet Acceptable Usage Policy,
 - Mobile Device Policy,
 - PSN Acceptable Usage Policy & Personal Commitment Statement, and
 - Bring Your Own Device Policy
- be approved for formal adoption; and
- (b) delegated authority be granted to the Director of Resources to make minor house-keeping amendments to the Policy in the future, in consultation with the Chairmen of the Corporate Policy and Resources Committee and Joint Staff Consultative Committee.

Note: Steve Anderson leaves the meeting at this point.

59 ABSENCE REPORT (JSCC.39 16/17)

The Committee were asked to give consideration to Sickness Absence Update April 2016 to February 2017 report.

The purpose of this report was to provide an update on levels of sickness absence for West Lindsey District Council up to the end of February. This is an update report only, with a full report to be brought to committee finalising the end of year absence.

The tables in the report show cumulative absence figures compared with figures from previous years showing a figure of 8.74 days per FTE at the end of February. The table shows a peak in September. It was pointed out that the higher absence figures were linked to a number of long term absences which have now been resolved. The Cumulative Total 16/17, which will include March figures, will be covered in the June report.

Members asked questions relating to the higher absence figures from September as well as clarification of the reasons for the long term absences no longer being an issue. It was confirmed that the relevant staff member(s) left the organisation due to significant health issues and were no longer employed by the Council. It was pointed out that the January/February figures were at the more usual levels as a result.

It was:-

RESOLVED that the Committee note the levels of absence for the year to date, April 2016 to February 2017.

60 INTRODUCE A FIXED TERM CONTRACT PROCEDURE (JSCC.43 16/17)

The Committee were asked to give consideration to the introduction of the Fixed Term and Temporary Contract Policy and Procedure report which is being put in place to ensure a consistent approach and provide guidance to managers and staff in relation to council staff on fixed term and temporary contracts.

The policy and procedure document sets out to adhere to legislation requirements.

Representatives of Union members felt that the policy was very clear from the recruitment point of view. Sections 4 and 9 of the report needed contained highlighted areas for completion. Officers confirmed that the policy should read as follows:

Section 4 – see section 11; section 9 should read see section 2 and undertook to make these amendments prior to submission.

Members raised a question regarding redundancy payments for staff on fixed term and temporary contracts and it was confirmed that their rights were the same.

It was:-

RESOLVED that, subject to the above mentioned minor amendments, it be **RECOMMENDED** that:-

- (a) Members, unions and staff representatives support and approve the introduction of the Fixed Term and Temporary Contract Policy and Procedure and recommend to the Policy and Resources committee for adoption.

- (b) Delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

Note: Ian Knowles joined the meeting during consideration of the above item.

61 REVIEW DISCIPLINARY RULES PROCEDURE (JSCC.44 16/17)

The Committee were asked to give consideration to the Disciplinary Rules Procedure document which is being reviewed in line with good practice and to capture internal learning.

The purpose of the review is to provide staff and managers with clear guidance and standards of behaviour expected by the council and the policy is to apply to all employees within the council.

The document presented to the Committee shows tracked changes. The tracking was left in to allow an easier discussion around the main changes. Some were minor formatting changes and some were actual changes.

Representative of Union members questioned the current definition of misconduct and gross misconduct, stating that the examples appeared excessive around what is gross misconduct and what is misconduct. It was pointed out that individual circumstances would need to be considered to better distinguish between the two as it was not always a black and white matter and could vary depending on the employee's role and level of training given. It was discussed that the definitions should not be too prescriptive and the examples could be simplified to find the right balance. It was acknowledged that Human resources and Union representatives had not had an opportunity to work on the document together prior to the meeting. It was therefore proposed that the paper be deferred to the next meeting to allow such work to be undertaken.

Members asked questions relating to criminal conduct outside of the workplace which reflects adversely upon the council and questions relating to misuse of drugs as opposed to the possibility of being incapacitated due to side effects of prescription drugs. Officers gave assurance that individual cases would be looked at individually and that such scenarios were covered in more detail by the Alcohol and Drugs Policy.

On that basis, it was:-

RESOLVED that the Disciplinary Rules Procedure Review be deferred to the June meeting.

62 WORK PLAN (JSCC.45 16/17)

Members gave consideration to their future work plan as set out in report JSCC.45 16/17.

It was highlighted that the Disciplinary Rules Procedure Review was to be added to the work plan as detailed above and that the Annual review of Absences had also been added to the June meeting.

RESOLVED that the Work Plan, as set out in report JSCC.45 16/17, subject to the above verbal amendments given to the meeting, be received and noted.

63 TO NOTE THE DATE OF THE NEXT MEETING

- 01 June 2017 at 4.00 pm.

64 CLOSING REMARKS

The Vice-Chairman wished to put on record her well wishes to Chairman Councillor Cotton and expressed thanks to all those who have contributed to the committee throughout the Civic year.

The meeting closed at 4.50pm.

Chairman

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Corporate Policy & Resources Committee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

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

Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	Surestaff Business Plan	Minute extract 090217 There was no evidence that agency staff were replacing permanent jobs, however as a shareholder (IK) would raise this with the board.	Verbal update to be given at 13/04 meeting	31/03/17	Ian Knowles
Green	Planning Training	Minute Extract 13/04/17 Regarding the dates of the Planning Training sessions scheduled for next year, a Member noted that the first session on CIL had not included invitations to Parish Councils and this was felt to be at odds with the West Lindsey priority of engagement, and would this please be reconsidered.		04/05/17	Mark Sturgess

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Corporate Policy and
Resources Committee

4th May 2017

Subject: Rural Transport Programme

Report by:

Chief Executive

Contact Officer:

Grant White
Enterprise & Community Services Manager
Tel: 01427 675145
E-mail: grant.white@west-lindsey.gov.uk

Purpose / Summary:

To accept recommendations from Prosperous Communities to approve spend on Rural Transport programme.

RECOMMENDATION(S):

1. That Member note the recommendations from Prosperous Communities Committee
2. That Members approve spend on Rural Transport project 1.1 Transport Publicity Programme
3. That Members approve spend on Rural Transport project 2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator
4. That Members approve spend on Rural Transport project 3.1 Call Connect – North of Lincoln expansion pilot
5. That Members approve spend on Rural Transport project 3.2 Access to Transport Fund
6. That Members approve to amend the Capital Programme for 2017-2018

IMPLICATIONS

Legal: Appropriate procurement procedures must be followed and set criteria will be required for managing and monitoring certain activity we may decide to deliver.

Financial : FIN/13/18

In 2014-2015 the Council approved the earmarking of £300k for supporting Rural Transport as part of its Medium Term financial plan. To date £18.5k has been spent and therefore a balance of £281.5k remains.

The Rural Transport proposals contained within the body of the report equate to an estimated cost of delivery of £237.5k (Revenue £215k, Capital £22.5k).

The remaining forecast balance on the Connectivity Fund Earmarked Reserve is £44k at the end of 3 years (2017-2018 to 2019-2020).

As stated under Theme 2.2 Lincoln Area Dial-a-Ride there may be a requirement for possible future funding to help establish a new scheme. This would be subject to a further report to this Committee.

A summary of the financial implications is provided at **APPENDIX B**.

Staffing : A virtual team of officers will deliver the Rural Transport work. Close working arrangements have also been developed with Lincolnshire County Council and transport officers. Clear project leads will be identified for each specific project or activity being delivered.

Equality and Diversity including Human Rights : Any projects or initiatives will be delivered in a way to ensure fair and unrestricted access to all residents.

Risk Assessment : This programme of work has a number of risks to delivery and management. Risks have been identified and actions or measures put in place to mitigate or control. A full breakdown of risks is contained in the Risk Assessment for this programme of work **APPENDIX C**.

Climate Related Risks and Opportunities : N/A

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

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Background

- 1.1 In 2014-2015 the Council agreed to allocate £300,000 from reserve funds to go towards making improvements and/or tackling issues with rural transport in West Lindsey. As a large rural district, lack of or gaps in transport and connectivity is often seen as a barrier to accessing services and ease of mobility. £18,500 was spent in 2015-2016 on consultancy work therefore £281,500 remains in the earmarked reserve.
- 1.2 Lincolnshire County Council (LCC) as the upper tier local authority has the responsibility for transport. LCC provide a wide range of transport initiatives that combined with services provided by the private sector transport companies, gives Lincolnshire a comprehensive coverage. In effect all parts of West Lindsey are connected by public transport but to different levels.
- 1.3 Following research work and collaboration with external partners including Lincolnshire County Council and transport providers, we now have a selection of projects and actions for delivery. This projects and actions have been developed to respond to need and be achievable to deliver and sustain.
- 1.4 The methodology and decision making process for any project activity was agreed by the Prosperous Communities Committee on 29th October 2015 and a Rural Transport Member Working Group was established. The Council's Project Board process will approve and oversee any project activity.
- 1.5 The Rural Transport Programme including identified projects and initiatives was approved by the Prosperous Communities Committee on 21st March 2017. A copy of this report is attached as **APPENDIX A**.

2. Corporate Plan Themes

- 2.1 All activity delivered as part of the Rural Transport programme will help support our six main priority areas within the Council's Corporate Plan 2016-2020:
 - Open for Business
 - People First
 - Asset Management

- Partnership/Devolution
- Central Lincolnshire Local Plan
- Excellent Value for Money Services

3. Financial Summary

3.1 The financial summary is attached as **APPENDIX B**.

4. Recommendation(s)

4.1 That Member note recommendations from Prosperous Communities Committee

4.2 That Members approve spend on Rural Transport project 1.1 Transport Publicity Programme

4.3 That Members approve spend on Rural Transport project 2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator

4.4 That Members approve spend on Rural Transport project 3.1 Call Connect – North of Lincoln expansion pilot

4.5 That Members approve spend on Rural Transport project 3.2 Access to Transport Fund

4.6 That Members approve to amend the Capital Programme for 2017-2018



Report Number

Prosperous Communities

21st March 2017

Subject: Rural Transport – Programme Update

Please insert ✓ or N/A to verify this report has been cleared by:-

Finance	Legal	HR	Head of Service	Leaders Panel	CMT

To be removed by Committee Admin immediately prior to agenda despatch

Report to be with Committee Admin no later than 5 working days before Chair’s briefing and final report no later than 6 working days before Committee.

Report by:

Chief Executive

Contact Officer:

Enterprise & Community Services Manager
01427 675145

Purpose / Summary:

To update the committee on the Rural Transport programme and proposed projects for delivery.

RECOMMENDATION(S):

1. That Members note this update on the Rural Transport programme.
2. That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 1.1 Transport Publicity Programme
3. That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator
4. That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 3.1 Call Connect – North of Lincoln expansion pilot

5. That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 3.2 Access to Transport Fund

6. That Members recommend to Corporate Policy & Resources Committee for approval to amend the Capital Programme for 2017-2018.

IMPLICATIONS

Legal: Appropriate procurement procedures must be followed and set criteria will be required for managing and monitoring certain activity we may decide to deliver.

Financial : FIN/139/17

In 2014-2015 the Council approved the earmarking of £300k for supporting Rural Transport as part of its Medium Term financial plan. To date £18.5k has been spent and therefore a balance of £281.5k remains.

The Rural Transport proposals contained within the body of the report equate to an estimated cost of delivery of £237.5k (Revenue £215k, Capital £22.5k).

The remaining forecast balance on the Connectivity Fund Earmarked Reserve is £44k at the end of 3 years (2017-2018 to 2019-2020).

As stated under Theme 2.2 Lincoln Area Dial-a-Ride there may be a requirement for possible future funding to help establish a new scheme. This would be subject to a further report to this Committee.

A summary of the financial implications is provided at Appendix A.

Staffing : A virtual team of officers will deliver the Rural Transport work. Close working arrangements have also been developed with Lincolnshire County Council and transport officers. Clear project leads will be identified for each specific project or activity being delivered.

Equality and Diversity including Human Rights : Any projects or initiatives will be delivered in a way to ensure fair and unrestricted access to all residents.

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:

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Background

- 1.1 In 2014-2015 the Council agreed to allocate £300,000 from reserve funds to go towards making improvements and/or tackling issues with rural transport in West Lindsey. As a large rural district, lack of or gaps in transport and connectivity is often seen as a barrier to accessing services and ease of mobility. £18,500 was spent in 2015-2016 on consultancy work therefore £281,500 remains in the earmarked reserve.
- 1.2 Lincolnshire County Council (LCC) as the upper tier local authority has the responsibility for transport. LCC provide a wide range of transport initiatives that combined with services provided by the private sector transport companies, gives Lincolnshire a comprehensive coverage. In effect all parts of West Lindsey are connected by public transport but to different levels.
- 1.3 Following research work and collaboration with external partners including Lincolnshire County Council and transport providers, we now have a selection of projects and actions for delivery. This projects and actions have been developed to respond to need and be achievable to deliver and sustain.
- 1.4 The methodology and decision making process for any project activity was agreed by the Prosperous Communities Committee on 29th October 2015 and a Rural Transport Member Working Group was established. The Council's Project Board process will approve and oversee any project activity.

2. Corporate Plan Themes

- 2.1 All activity delivered as part of the Rural Transport programme will help support our six main priority areas within the Council's Corporate Plan 2016-2020:
 - Open for Business
 - People First
 - Asset Management
 - Partnership/Devolution
 - Central Lincolnshire Local Plan
 - Excellent Value for Money Services

3. Programme Update – Proposed projects and actions

- 3.1 For the Rural Transport programme we have identified 5 core themes. Under each theme we have developed and continue to develop a range of projects and actions to make improvements to rural transport.

These are detailed below in the action plan:

Theme 1: Communication and Information

1.1 Transport Publicity Programme 2017-2020

We will deliver coordinated publicity and promotion of existing transport services. A communication plan will detail all specific forms of publicity and communication we shall undertake.

This work will be completed in-house by existing Community Officers and Communications Officers. It will include the following:

- New content about public transport on WLDC website
- Social media promotion of transport services
- Distribute transport posters to all Parish Councils (once per year)
- Other promotional and publicity materials to promote transport options

Project Status: Started delivery. Communications Plan being finalised ready for April 2017.

Financial Impact: A £5,000 revenue budget over 3 years.

Progress Reporting: Progress will be reported to the Member Working Group and in any updates to Committee.

Theme 2: Community Transport

2.1 Community Car Schemes

We are working with LCC to identify existing schemes and communities that would like to have a scheme where none currently operates. Communities that show an interest in setting a scheme up will be given further advice and support from LCC and WLDC officers.

This work will be completed in-house by existing Community Officers working in partnership with LCC officers. It will include the following:

- Promote benefits of Community Car Schemes to areas with no coverage
- Provide advice and support with scheme set up and funding

Project Status: Started delivery. WLDC and LCC officers working to support existing and possible new schemes.

Financial Impact: Possible future funding requirement to help a new scheme establish. Would be eligible to apply to Access to Transport Fund as detailed in Theme 3.2.

Progress Reporting: Progress will be reported to the Member Working Group and in any updates to Committee.

2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator

Lincoln Area Dial-a-Ride has launched a new community car scheme service which operates in West Lindsey. Whilst the Dial-a-Ride services are limited to a 6 mile radius of Lincoln, the car scheme is only limited by volunteer driver availability.

This project will provide a Volunteer Co-ordinator post to help drive volunteer recruitment, training and retention. The ability to recruit and maintain a strong volunteer base will enable this community car scheme to expand and provide greater cover in West Lindsey.

This work will be delivered by Lincoln Area Dial-a-Ride and be managed through a grant funding agreement. It will include the following:

- Grant funding to part-fund the Volunteer Co-ordinator post for 2 years (West Lindsey work only)
- Provision of dedicated volunteer coordination to expand service in West Lindsey

Project Status: Grant agreement and project scope being finalised agreement by end March 2017.

Financial Impact: A £20,000 revenue grant agreement over 2 years (£10k per year)

Progress Reporting: On-going grant monitoring by officers. Progress will be reported to the Member Working Group and in any updates to Committee.

2.3 North Notts and Lincs Community Rail Partnership

The Council continues to support a new Community Rail Partnership that has been formed in our area. The partnership is an unincorporated association of local government, public transport operators and community groups.

The Partnership aims to bring together representatives of the local transport authority, local planning authorities, train operating companies, infrastructure operator and wide range of local community groups, with the objective of securing the future of the Lincoln to Sheffield, Lincoln to Doncaster, Lincoln to Grimsby and Sheffield to Cleethorpes via Brigg railway line through increased patronage and revenue through the eleven stations in the area of the NNLCRP.

The first meeting of the Partnership was held on Friday 10th February 2017. The constitution was agreed and an initial action plan for the Partnership is currently in development.

We have played a key role in communication and co-ordination with Local Authorities in the area. We will continue to provide representation and officer support for the Partnership. A new website is currently in development.

The following image shows the geographical coverage of the Partnership:



Theme 3: Commercial Opportunities

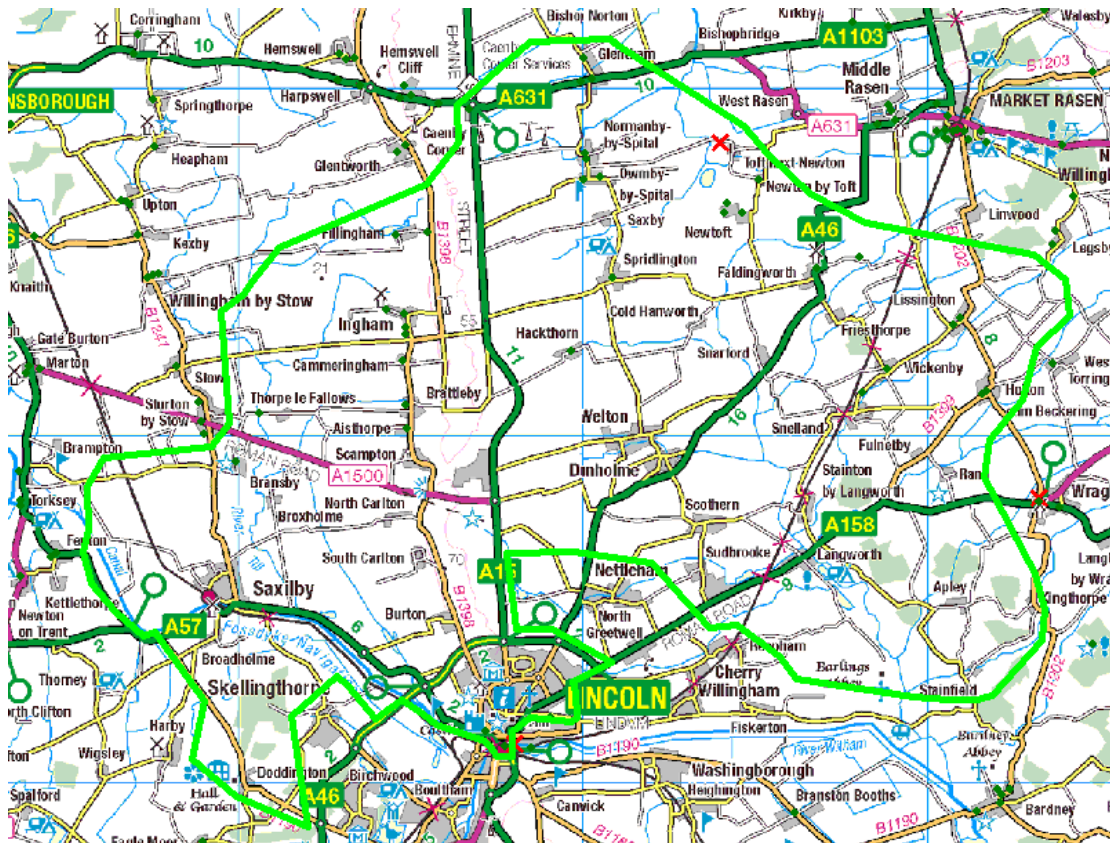
3.1 Call Connect – North of Lincoln expansion pilot

Call Connect currently has a gap in provision impacting villages north of Lincoln. The proposed service will be operated using a 14 seat minibus serving West Lindsey rural settlements to the north and east of Lincoln. This will greatly improve transport options for journeys to Lincoln and for location to location journeys within West Lindsey. For example to medical facilities at Welton. The service will be a flexible demand responsive service with the option of a fixed route at peak time.

Most rural services of this nature require ongoing subsidy and will never be commercially sustainable. However the aim is to ensure services are sustainable in terms of value for money and patronage. To achieve this the service will be marketed and promoted to residents and shared use will be encouraged (for example community groups, education, social groups etc.)

It is also envisaged that the service could be part of a 'Total Transport' trial in the Lincoln and West Lindsey area. Total Transport will trial the shared use of Call Connect/LCC services with Non-Emergency Patient Transport which is funded by the CCG's. This could generate extra income by carrying Health Passengers on the Call Connect bus and increase service capacity by utilising availability/downtime of Non-Emergency vehicles for West Lindsey residents.

The map below shows the coverage of this new service:



This work will be delivered by Lincolnshire County Council and be managed through a grant funding agreement. It will include the following:

- Grant funding to part fund (50/50) a pilot of new service for 2 years

Project Status: Grant agreement and project scope being finalised for Entrepreneurial Board approval.

Financial Impact:

- **Capital** – minibus cost £35,000 to £45,000
 - WLDC contribution £17,500 to £22,500
 - LCC contribution £17,500 to £22,500
- **Revenue** – Until we go out to tender we can only give indicative revenue costs but it is likely to be in the region of £90,000 pa or £180,000 for the 2 year pilot
 - WLDC contribution £90,000
 - LCC contribution £90,000

WLDC total contribution: £107,500 to £112,500

LCC total contribution: £107,500 to £112,500

Following this 2 year pilot an on-going source of funding will be required to ensure the service continues. A full service assessment will take place during the pilot to demonstrate the need and demand.

Progress Reporting: On-going grant monitoring by officers. Progress will be reported to the Member Working Group and in any updates to Committee.

3.2 Access to Transport Fund

The Access to Transport Fund will provide funding to deliver local projects that improve awareness and/or access to public transport. Funding can be used to support Council led improvements and be applied for by other organisations including Town and Parish Councils.

The aim of the fund is to enable small to medium projects to be delivered at a local level. Local community led projects will help increase and/or maintain access to public transport. The fund will empower local communities to develop enhancements and solutions.

This fund will be delivered in-house with advice and support from LCC as required. We shall seek match funding opportunities where possible to further enhance local projects and secure leverage of funding into the District. Examples of what the fund could support include:

- New bus shelters
- Bus stop signage
- Footpath improvements
- Local transport promotion
- Feasibility and research for transport improvements
- Transport projects identified through Neighbourhood Planning

Project Status: Fund guidance notes and application process being finalised for Entrepreneurial Board approval.

Financial Impact: A £100,000 fund with ability to support revenue and capital. Fund amount can be increased if other projects do not proceed and/or to respond to identified need. The fund will initially run for 3 years and can be extended if funds are remaining.

Progress Reporting: On-going fund administration and monitoring by officers. Funding decisions shall be made by the Member Working Group and programme officers. Progress will be reported to the Member Working Group and in any updates to Committee.

Theme 4: Transport Planning

4.1 Transport Planning Tools

Lincolnshire County Council has launched a new online bus journey planning tool. It is supported by a telephone based journey helpline.

The online tool and helpline shall be promoted as part of our communication work for this programme.

The website address is: www.lincsbus.info

4.2 Neighbourhood Plans – Transport

As part of the Council's approach to supporting the development of Neighbourhood Plans, advice and support is being provided to ensure local transport is adequately reflected. WLDC and LCC officers continue to provide advice to ensure new Neighbourhood Plans consider and identify transport needs as part of the wider planning process.

Theme 5: Total Transport

No specific projects have been developed under this theme. Currently awaiting further progress and decisions to be made by Lincolnshire County Council who are leading on this work. The North of Lincoln Call Connect pilot in Theme 3 may lead to a Total Transport trial.

4. Financial Summary

See Appendix A.

5. Recommendation(s)

- 5.1 That Members note this update on the Rural Transport programme.
- 5.2 That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 1.1 Transport Publicity Programme
- 5.3 That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator
- 5.4 That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 3.1 Call Connect – North of Lincoln expansion pilot
- 5.5 That Members recommend to Corporate Policy & Resources Committee for approval to spend on Rural Transport project 3.2 Access to Transport Fund
- 5.6 That Members recommend to Corporate Policy & Resources Committee for approval to amend the Capital Programme for 2017-2018.

APPENDIX A

Rural Transport Proposals - Financial Summary:

	Revenue / Capital	2017-2018	2018-2019	2019-2020	Notes
Theme 1: Communication and Information	R	5,000	0	0	Spend over 3 years.
Theme 2: Community Transport:					
2.1. Community Car Schemes		0	0	0	Possible future funding requirement to help to establish a new scheme.
2.2 Lincoln Area Dial-a-Ride Car Scheme	R	10,000	10,000	0	
2.3 North Notts and Lincs Community Rail Partnership					
Theme 3: Commercial Opportunities:					
3.1 Call Connect-North of Lincoln Expansion Pilot	C	22,500	0	0	
3.1 Call Connect-North of Lincoln Expansion Pilot	R	45,000	45,000	0	
3.2 Access to Transport Fund	R	100,000	0	0	Funds available over 3 years 17-18 to 19-20-extension subject to balance of remaining funds. To support revenue and capital spend.
Theme 4: Transport Planning		0	0	0	
Theme 5: Total Transport		0	0	0	
Total Costs:		182,500	55,000	0	

Total Capital and Revenue Cost of Rural Transport Proposals	237,500
<i>Revenue</i>	<i>215,000</i>
<i>Capital</i>	<i>22,500</i>

Earmarked Reserve balance -Connectivity Fund	281,500
-----------------------------------------------------	----------------

Remaining balance of Earmarked Reserve (Connectivity Fund)	44,000
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APPENDIX B

Rural Transport Proposals - Financial Summary:

	Revenue / Capital	2017-2018	2018-2019	2019-2020	Notes
Theme 1: Communication and Information	R	5,000	0	0	Spend over 3 years.
Theme 2: Community Transport:					
2.1. Community Car Schemes		0	0	0	Possible future funding requirement to help to establish a new scheme.
2.2 Lincoln Area Dial-a-Ride Car Scheme	R	10,000	10,000	0	
2.3 North Notts and Lincs Community Rail Partnership					
Theme 3: Commercial Opportunities:					
3.1 Call Connect-North of Lincoln Expansion Pilot	C	22,500	0	0	
3.1 Call Connect-North of Lincoln Expansion Pilot	R	45,000	45,000	0	
3.2 Access to Transport Fund	R	100,000	0	0	Funds available over 3 years 17-18 to 19-20-extension subject to balance of remaining funds. To support revenue and capital spend.
Theme 4: Transport Planning		0	0	0	
Theme 5: Total Transport		0	0	0	
Total Costs:		182,500	55,000	0	

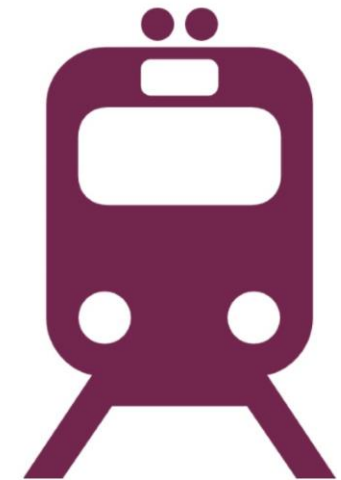
Total Capital and Revenue Cost of Rural Transport Proposals	237,500
<i>Revenue</i>	215,000
<i>Capital</i>	22,500

Earmarked Reserve balance -Connectivity Fund	281,500
----------------------------------------------	---------

Remaining balance of Earmarked Reserve (Connectivity Fund)	44,000
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Rural Transport Programme

2017-2020



“Supporting community transport in West Lindsey”

Risk Assessment

1. Introduction

In 2014-2015 the Council agreed to allocate £300,000 from reserve funds to go towards making improvements and/or tackling issues with rural transport in West Lindsey. As a large rural district, lack of or gaps in transport and connectivity is often seen as a barrier to accessing services and ease of mobility.

Following research work and collaboration with external partners including Lincolnshire County Council and transport providers, we now have a selection of projects and actions for delivery. This projects and actions have been developed to respond to need and be achievable to deliver and sustain.

As part of our planning and delivery of this programme we actively maintain this Risk Assessment document. We identify risks to the delivery of this programme and have clear methods of control or measures we can take.

This programme will help support our six main priority areas within the Council's Corporate Plan 2016-2020:

- **Open for Business**
- **Partnership/Devolution**
- **People First**
- **Central Lincolnshire Local Plan**
- **Asset Management**
- **Excellent Value for Money Services**

The Rural Transport programme consists of the following themes:

- 1. Communication and Information**
- 2. Community Transport**
- 3. Commercial Opportunities**
- 4. Transport Planning**
- 5. Total Transport**

2. Contact Details

For more information about the Rural Transport programme please visit: www.west-lindsey.gov.uk/transport

For queries about the programme please contact us via e-mail: transport@west-lindsey.gov.uk

3. Risk Assessment

ID	Risk	Who will be impacted	Theme impacted	Likelihood	Impact	BRAG	Control/Measures
1.	Low take up of new services	Residents Council Suppliers	All themes	2	5	Amber	Effective promotion of new services through various channels including County News.
2.	Need for continued funding support for new and existing services	Residents Council Suppliers VCS Orgs Charities	All themes	4	3	Amber	Smart use of available resources to achieve best value. Identify opportunities for other funding from commercial or grant. Evidence based proposals to make case for appropriate budget and investment.
3.	Council funding not used as intended	Residents Council Suppliers VCS Orgs Charities	All themes	1	2	Green	Robust funding arrangements used to ensure correct spend and transparency. Grant funding agreements in place for all funded activity and regular monitoring and evaluation.

ID	Risk	Who will be impacted	Theme impacted	Likelihood	Impact	BRAG	Control/Measures
4.	Funded projects not delivered	Residents Council Suppliers VCS Orgs Charities	All themes	1	2	Green	Robust funding arrangements used to ensure project delivery. Regular monitoring and evaluation to ensure project delivery on track. Active recovery of Council funds where necessary.
5.	Capacity to deliver the programme	Council	All themes	2	2	Green	Clear identified responsibilities within the programme. Shared work load amongst key officers. Active partnership working to share responsibilities and delivery.
6.	Capital investment in a vehicles for Call Connect service	Residents Council Suppliers	Theme 3	2	3	Amber	Robust funding agreements in place to ensure Council's capital investment is protected and provides a full return on investment.

ID	Risk	Who will be impacted	Theme impacted	Likelihood	Impact	BRAG	Control/Measures
7.	Residents not aware of new transport services	Residents Council Suppliers	All themes	2	2	Green	Active publicity and promotion of services as part of Theme 1. Wider engagement with partners and local organisations including: <ul style="list-style-type: none"> • Posters • E-mail to Parish & Town Councils • Website content • Social media • Press releases • User stories
8.	Lack of Member involvement and engagement with the programme	Council Members	All themes	2	3	Amber	Continue the Member Working Group for Transport. Regular updates to Members of programme delivery and outcomes. Engagement with Members on specific issues at a ward level. Great involvement from Transport Member Champion.

ID	Risk	Who will be impacted	Theme impacted	Likelihood	Impact	BRAG	Control/Measures
9.	LCC reduction of support to Call Connect	Residents Council Suppliers	Theme 3	4	3	Amber	Continue dialogue and partnership working with LCC. Early notice of potential changes and evaluate impact and options.

Likelihood rating: 1 to 5 (Low to High)

Impact rating: 1 to 5 (Low to High)

BRAG rating: Black/Red/Amber/Green

		Impact				
Likelihood	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Severe	
5. Almost Certain						
4. Likely			R2 R9			
3. Possible						
2. Unlikely		R5 R7	R6 R8		R1	
1. Rare		R3 R4				

The above RAG chart displays the risk rating for all risks identified in this assessment.



**Corporate Policy and
Resources Committee**

4 May 2017

Subject: Revised Committee Timetables 2017-2019

Report by:

Ian Knowles
Director of Resources

Contact Officer:

Alan Robinson
Strategic Lead for Democratic & Business Support
Tel 01427 676509
Alan.robinson@west-lindsey.gov.uk

Purpose / Summary:

For Members to consider revised timetables for the 2017-18 and 2018-19 municipal years to better fit with statutory business.

RECOMMENDATION(S): That Members agree the revised committee timetables for the following two years.

IMPLICATIONS

Legal: None directly arising as a result of this report

Financial : None directly arising as a result of this report

Staffing : None directly arising as a result of this report

Equality and Diversity including Human Rights : N/A

Risk Assessment : None directly arising as a result of this report

Climate Related Risks and Opportunities : None directly arising as a result of this report

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

Call in and Urgency:

Is the decision one which Rule 14.7 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 The Committee Timetables for 2015/16 to 2018/19 were approved by Policy and Resources Committee on 10 November 2015.

1.2 The timetable follows the rules as set out in the Constitution:

There have to be convenient Council meetings to

- set the Council Tax base before 31 January
- set the Council Tax on the first Monday in March

There has to be a convenient Governance and Audit Committee meeting to adopt the Statement of Accounts by 31 July.

1.3 It was agreed that there be the following number of meetings:

- six meetings of Council plus the annual meeting
- four meetings of the Licensing and Regulatory Committee
- four weekly Planning Committee meetings
- regular meetings of each of the other Committees dictated by statutory business

Meetings of the Standards Sub-Committee, Taxi and General Licensing Sub-Committee and the Licensing Sub-Committee are arranged as and when required.

1.4 Work had been undertaken in 2015 to review the statutory and regular business that Committees consider throughout the year, and to design options for an alternative timetable, where:

- the progress and delivery process is streamlined and timely;
- decisions can be brought through the governance system to committee by the quickest route (supporting our commercial approach);
- decisions can be taken at the right time when the right information is available (for example quarterly business or deadlined decisions on statutory business)

1.5 The report in November 2015 stated that “Should it transpire that further changes become necessary the timetables will be brought back to the Corporate Policy and Resources Committee for further amendments”.

1.6 In order to facilitate the presentation of Quarter 4 Monitoring reports (Progress and Delivery and Treasury Management) prior to the end of the Municipal year, before Annual Council, it is suggested that further Corporate Policy and Resources meetings be scheduled towards the end of April/beginning of May. In order, therefore to not have as many Corporate Policy and Resources meetings it is suggested that the October meeting be removed from the timetable.

1.7 The Challenge and Improvement Committee had requested that they not have a scheduled meeting during Christmas week, therefore this has been moved into January.

1.8 Following the calling of the General Election on 8 June 2017, it will also be necessary to move the date of the Licensing/Regulatory meeting, Monday 19 June 2017 is proposed.

2. Recommendations

2.1 That Members agree the revised committee timetables for the following two years.

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE

2017

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
MAY	MON BH	TUE PC	WED PL	THU CPR	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED PL	
JUN	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED LR	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED LS	THU LS	FRI	SAT	SUN	MON	TUE CI	WED PL	THU	FRI	X	
JUL	SAT	SUN	MON CL	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	
AUG	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	
SEP	FRI	SAT	SUN	MON CL	TUE CI	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED	THU GA	FRI	SAT	SUN	MON	TUE LR	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	X
OCT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	
NOV	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON CL	TUE CI	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED	THU	X	
DEC	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE LR	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE BH	WED	THU	FRI	SAT	SUN	

2018

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED
FEB	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON	TUE	WED	X	X	X
MAR	THU	FRI	SAT	SUN	MON CL	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU LR	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI BH	SAT
APR	SUN	MON BH	TUE CI	WED PL	THU	FRI	SAT	SUN	MON CL	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	X

MAY	TUE PC	WED PL	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU CPR	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED PL	THU JSCC
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KEY

AC	ANNUAL COUNCIL	L&R	LICENSING & REGULATORY	LS	LINCOLNSHIRE SHOW
CL	COUNCIL	C&I	CHALLENGE & IMPROVEMENT	JSCC	JOINT STAFF CONSULTATIVE
CP&R	CORPORATE POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2018

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MAY	TUE PC	WED PL	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU CPR	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED PL	THU JSCC
JUN	FRI	SAT	SUN	MON	TUE PC	WED	THU LR	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED LS	THU LS	FRI	SAT	SUN	MON	TUE CI	WED PL	THU	FRI	SAT	X
JUL	SUN	MON CL	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE
AUG	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	FRI
SEP	SAT	SUN	MON CL	TUE CI	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED	THU GA	FRI	SAT	SUN	MON	TUE LR	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	X
OCT	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED
NOV	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON CL	TUE CI	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	X
DEC	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE LR	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE BH	WED BH	THU	FRI	SAT	SUN	MON

2019

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN	TUE BH	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU
FEB	FRI	SAT	SUN	MON	TUE	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE CI	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	X	X	X
MAR	FRI	SAT	SUN	MON CL	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU LR	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN
APR	MON	TUE CI	WED PL	THU	FRI	SAT	SUN	MON CL	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI BH	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL

KEY

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PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		



**Corporate Policy and
Resources Committee**

4th May 2017

Subject: Budget and Treasury Management Monitoring – Period 4 2016/17

Report by:

Director of Resources (S151)
Ian Knowles

Contact Officer:

Tracey Bircumshaw
Financial Services Manager (Deputy S151)
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Purpose / Summary:

This report sets out the revenue, capital and treasury management activity from 1 April 2016 to 31 March 2017

RECOMMENDATION(S):

- a) That Members accept the draft out-turn position of a £1,059k surplus as at 31 March 2017. (1.1).
- b) That Members note the Revenue budget carry forwards of £524k approved in year (Appendix D).
- c) That Members approve £450k of the surplus to be carried forward to support the development of business cases for Invest to Save, Invest to Earn and Invest to Grow projects
- d) Members agree that any further surplus variances be transferred to the Business Rates Volatility Reserve.
- e) Members note the use of Earmarked Reserves during the quarter approved by the Director of Resources using Delegated powers (2.1).
- f) Members approve the Capital budget carry forwards of £6,919k (12.3) and they accept the Capital out turn position of £2,579k.
- g) Members accept the Commercial Income position.
- h) Members approve the amendments to Licensing and Planning fees and charges detailed within Appendix C.
- i) That Members accept the Treasury position to 31 March 2017.

IMPLICATIONS

Legal: None arising as a result of this report.

Financial FIN/7/18

The draft revenue forecast out-turn position for 2016/17 is currently reflecting a surplus of £1,059k as at 31 March 2017, this is net of previously approved carry forwards of £524k detailed at Appendix D. We have yet to finalise the accounting for Business Rates and it is proposed any variance to budget will be transferred to the Business Rates Volatility Reserve.

The items with significant variances are contained within this report at 1.2.

It is proposed that from this surplus the following Earmarked Reserves are increased;
Invest to Earn Commercial Returns £150k
Invest to Save £150k
Investment for Growth £150k

The remaining surplus balance of £609k be returned to the General Fund balance.

The capital out-turn position for 2016/17 is £2,579k with outturn surplus variance against the capital programme revised budget of £7,040k. Of this balance £6,919k has been requested as capital budget carry forwards into next year, and £100k has been requested as capital clawbacks. The remaining £221k has been identified as in year savings.

The Treasury Management activities during the reporting period are disclosed in the body of this report. We achieved investment in come interest of £263k against a budget of £210k at an average rate of 1.16%.

There have been no breaches of Treasury or Prudential Indicators to report and we again out-perform our benchmark in relation to investment yields.

Staffing: None arising as a result of this report.

Equality and Diversity including Human Rights: None arising as a result of this report.

Risk Assessment: This is a monitoring report only.

Climate Related Risks and Opportunities: This is a monitoring report only.

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

Executive Summary

1. REVENUE BUDGET MONITORING – Forecast out turn for 2016/17

- 1.1 The draft Revenue Budget out-turn for the 2016/17 financial year is a surplus position of £1,059k this is after taking account of approved carry forwards of £524k (detailed at Appendix D), this surplus is comparable to the Period 3 of £798k with significant movements since that period being
- Increased Planning Fee Income – £84k
 - Refund of Legal Shared Service surplus 2016/17 £71k
 - Year-end accounting adjustments of £131k
 - Additional Government Grant income £106k
 - Net of Employee costs £96k

The overall gross surplus is currently £1,583k.

Note: We have yet to finalise the Collection Fund accounting for Business Rates (NNDR), which will result in a change to the figures provided. Any budget variance at final out turn will be transferred to the Business Rates Volatility Reserve. The final position will be provided at the meeting.

Draft Outturn Data by Cluster

CLUSTER	2016/17 up to 31st March 2017 Budget £	2016/17 up to 31st March 2017 Actual £	2016/17 up to 31st March 2017 Variance £
Corporate Management	587,300	605,129	17,829
Commercial Development	2,534,900	2,527,249	(7,651)
Customer First	1,662,700	1,531,766	(130,934)
Democratic and Business Support	2,947,700	2,550,667	(397,033)
Economic Development and Neighbourhoods	2,254,771	1,849,108	(405,663)
Housing and Regeneration	1,284,100	1,121,657	(162,443)
Organisational Transformation	1,250,000	1,041,182	(208,818)
Controllable Total	12,521,471	11,226,758	(1,294,713)
Corporate Accounting Total	2,211,050	1,892,481	(318,569)
Statutory Accounting Total	4,806,300	1,398,305	(3,407,995)
Movement in Reserves Total	(4,622,786)	(544,236)	4,078,550
Net Revenue Expenditure	14,916,035	13,973,308	(942,727)
Funding Total	(15,331,035)	(15,446,829)	(115,794)
(SURPLUS)/DEFICIT FOR THE YEAR	(415,000)	(1,473,521)	(1,058,521)

1.2 The significant variances are detailed below;

EXPENDITURE	£000	Direction of Travel
BUDGET UNDERSPENDS		
Salary savings.	-£61	↓
Corporate Training postponed in year.	-£26	new
Reduction in Pension Deficit payable to Pension fund due to overpayment during 2015/16.	-£171	↔
Fuel - Waste Collection vehicles.	-£44	new
Vehicle Repairs and Maintenance.	-£17	new
Housing Strategy - no further payments to other agencies due.	-£15	↔
Base budget review after actual outturn savings.	-£53	↔
Car Parks - NNDR estimate identified through Car Parking Strategy higher than actuals, plus reduction on maintenance costs due to capital works.	-£13	new
Leisure Centre - unplanned maintenance budget underspent.	-£16	new
Tree work - less tree work required in year than budgeted for.	-£12	new
Land Charges - Accrual for legal case invoice not realised.	-£33	new
Corporate Governance - reduced cost of renewal contracts.	-£19	↑
Corporate Governance - software support & maintenance saving.	-£31	↑
PRESSURES		
HMRC underpayment relating to 2013/2014	£34	↔
Chair Replacement project-approved spend from in year savings.	£36	new
Trade Waste - tipping charges.	£42	new
Windfarm appeal costs - offset by costs recovered to date.	£63	↑
Various forecast outturn variances <£10k	-£86	↑
	-£422	

INCOME	£000	Direction of Travel
BUDGETED INCOME EXCEEDED		
Planning Application fees exceeded budget for year - to offset increased staffing costs to meet demand. Plus S106 legal fee refund from LCC.	-£294	↑
Guildhall commercial - One off in 16/17 - receipt of backdated rent owed (£37k). Increased service charge and NNDR contributions (£81k).	-£118	↑
Corporate/Financial Services - write offs and accounting adjustments.	-£56	new
Waste Collection - sale of obsolete vehicles and other income.	-£19	new
Land charge personal searches provision back to service as cases all settled.	-£74	new
Government and Non-Specific Grant income received above budget.	-£106	new
County refund for legal services.	-£71	new
Safeguarding officer recharge to LCC (one off in 16/17).	-£18	new
Bulky Waste collections - income target exceeded.	-£14	new
Housing Renewal Activity - enforcement costs reclaimed.	-£12	↓
Trade Waste income increased demand for service.	-£45	↑
Investment Interest receivable.	-£59	↑
BUDGETED INCOME NOT ACHIEVED		
Licence income reduced due to anticipated reduction in applications (Hackney Carriage licences £8k).	£10	↔
Housing Strategy - S106 fees income not achieved.	£15	↔
Housing Benefits - pressure attributable to rent allowance recovery offset by DHP Discretionary Payments Grant and FERIS Grant.	£30	↑
Local Land Charges - Law Society change - no longer charge for CON290.	£20	↑
Corporate Fraud - no definite external work confirmed at this point.	£30	↔
Projected rental income from purchase of investment properties not yet realised.	£75	↔
Car Park income pressure due to loss of income from Market Rasen, offset by increased income in Gainsborough.	£56	↑
Market stallage income has not met budgeted target based on current take up-review of market service in progress.	£13	↑
	-£637	
TOTAL VARIANCE		-£1,059

- 1.3 Included within the draft surplus of £1,059k is £170.8k which relates to overpaid employer contributions during 2015/16 which have been treated as an early payment of the Pension Deficit due in 2016/17, as agreed with the Lincolnshire Pension Fund. This committee agreed to this one-off surplus being returned to the General Fund balance at its meeting on 28 July 2016.
- 1.4 Also included within the forecast surplus are Base Budget Review savings of £52.7k the ongoing impact is £147.5k across all services and has been built into the Medium Term Financial Plan 2017-18, thus reducing the Council's saving target.

2. Use and Contribution to Reserves

£323.5k of Community Grants have been awarded and a further £156.7k has been transferred from the Community Grant Scheme reserve. The balance of the reserve now stands at £361k to be issued as grants over the remaining 2 years of the scheme.

2.1 2016/17 Use of Reserves

The Director of Resources has used delegated powers to approve the use of earmarked reserves under £50k, new delegated decisions totalled £130.8k;

- £17.2k from Members Initiative Fund reserve. To match the final outturn position. £14.2k already moved during mid-year review - £108k approved over 3 years from 16/17 to 18/19. Approved by CP&R 12.05.16 FIN/12/17. The remaining balance on the reserve is £76.6k.
- £8.4k from Elections reserve. To cover the cost of the by-election at Cherry Willingham.
- £25.9k from Neighbourhood Planning Grant reserve. To meet costs of consultation, examination and other project costs.
- £29.3k from Invest to Earn Reserve. To meet revenue costs of Invest to Earn projects and business case development.
- £50k from Invest to Earn Reserve. To meet the salary budget shortfall for the Interim Strategic Lead Commercial post during 2016/17.

2.2 2017/18 Use of Reserves

The Director of Resources has used delegated powers to approve the use of earmarked reserves under £50k, new delegated decisions totalled £45.5k;

- £7.4k from the Community Grant Scheme Reserve. To cover the cost of installation of 7 defibrillators at the locations on the reserves list. Approved by Prosperous Communities Committee 21/03/17 (FIN/143/17).
- £38.1k from the Invest to Earn Reserve. Budget to fund Fixed Term Senior Programme Officer for 2 years from 18/04/17. Total use of EMR £77.4k, £39.3k

in 18/19 will be built into the MTFP. Approved by GCLT 20/12/16 (FIN/VAC/38/17).

3. Grants

As at 1st April 2016 we had an amount of £420k relating to grants received which had yet to be expended. Budget provision has been created throughout the financial year as required to deliver projects in accordance with grant terms. The balance of unapplied grants as at 31st March 2017 is £435k, these monies will be expended in future years.

3.1 Successful Grant Bids and new Grant determinations

3.1a 2016/17

- £0.1k – DCLG funding to enforce the letting agents' redress and transparency requirements determination.
- £9.9k – Home Office Prevent Duty implementation grant.
- £155k – HCA grant towards delivering large sites and Housing Zones capacity funding
- £15k – DCLG Self and Customer Build Housing

3.1b 2017/18

- £40k – DCLG Social Impact Bond – Joint project with LCC. WLDC will create a project manager post (temp 1 year).
- £41k – DWP New Burdens funding and Universal Credit funding.
- £43k – DCLG Flexible Homeless support grant which is ring-fenced for prevention services for homelessness. The grant will also continue into 18/19 at £46k.
- £14.7k – DCLG New Brownfield register
- £30k – DCLG Self and Custom Build Housing
- £4m – Greater Lincolnshire Enterprise Partnership – Gainsborough Growth Programme
- £1.5m – Greater Lincolnshire Enterprise Partnership - Food Enterprise Zone

4. Other Items for information

4.1 Planning Appeals

In period 4 2016/17 there were 12 appeals determined, as follows;
January 2017: 6 appeals – 1 withdrawn, 4 dismissed, 1 allowed

February 2017: 3 appeals – 2 dismissed, 1 allowed
March 2017: 3 appeals – 3 dismissed

No costs have been awarded this quarter.

5. Fees and Charges

Members were presented with the 2016/17 Fees and Charges report on 17 December 2015. It was agreed that in future, budget monitoring would incorporate monitoring income reporting on volume and price variances.

The data for Period 4 is included in this report at Appendix B.

5.1 Adjustment to Fees and Charges for Licensing

As a result of a European Court of Justice ruling in November 2016, we now need to change the way in which we set our fees for licensing functions which are within scope of the EU Services Directive 2006/123/EC which is given effect by the Provision of Service Regulations (SI 2009/2999). Transport (Taxis & Private Hire) & Gambling are specifically out of scope and all of the alcohol licence fees are currently set by statute.

Full details of the adjustment is contained within the report at Appendix C.

For the avoidance of doubt the total fees in this area to be charged is not increased, it is just split to separate the administration and compliance elements, broadly speaking.

5.2 Adjustment to Fees and Charges for Planning Applications

We have been made aware that some of the Planning fees and charges set by Government are different to those originally brought before CP&R in the fees and charge report on 15th December 2016.

The amended fees are highlighted in the updated table at Appendix C.

6. CAPITAL BUDGET MONITORING - The final out turn for 2016/17

- 6.1 The capital programme spend for the year is £2,579k, which is a surplus variance against revised budget of £7,040k.

Of this £7,040k, £6,920k is requested to be carried forward and represents slippage and multi-year spend on approved schemes. £101k is capital clawback requests. The details of the capital carry forward and capital clawback requests are detailed at (12.3). The remaining £221k has been identified as in year savings.

6.2 Capital Programme 2016/17 - Update

Cash flow loans to support subsidiary companies, WLDC Staffing Services and Sure Staff Lincs Ltd of £15k each have been advanced to support the cash flows

due to the transfer of staff between the two companies upon WLDC Staffing Services becoming operational in February 2017. This Committee previously approved up to £100k for cash flow loan funding. Surestaff Lincs Ltd were initially advanced £5k upon set-up and this was fully repaid within 6 months.

7. TREASURY MANAGEMENT UPDATE 2016/17

There have been no breaches of Prudential Indicators.

Interest received has been in excess of the 7 day libid benchmark (0.24%) with an average yield of 1.16% totalling £263k.

Prudential Borrowing of £30k has been undertaken during the financial year in funding capital expenditure.

No external borrowing was required.

The Annual Treasury Management report is scheduled for this Committee in June.

BUDGET AND TREASURY MONITORING Q4 REPORT

8. REVENUE BUDGET MONITORING - INTRODUCTION

- 8.1 This is the last in a series of reports for the financial year 2016/17 that gives Members information on differences between the approved budgets and forecast outturn income and expenditure for the year ended 31 March 2017. The financial information has been presented in an income and expenditure layout.
- 8.2 The capital programme is presented within the body of the report.
- 8.3 Compared to the approved budget for 2016/17 the Council's draft out turn revenue position as at 31 March 2017 is a surplus of £1,059k, including approved carry forwards of £524k (Appendix D).

9. REVENUE FORECAST OUT-TURN (April 2016 to March 2017)

- 9.1 The forecast revenue out-turn as at 31 March 2017 income and expenditure variances are shown in the table below.
- 9.2 The forecast revenue out-turn as at 31 March 2017 variances by Strategic Clusters of Services are shown in the table AT 1.1. Further analysis by Business Unit is included in this report at Appendix A.

Revenue Budget Monitoring Q4 April 2016 - March 2017

		2016/17 Original Budget £	2016/17 Revised Budget £	2016/17 Actual To 31 March £	2016/17 Variance to Budget £
INCOME					
	Government Grants	0	0	(82,235)	(82,235)
	Service Specific Government Grants	(23,429,100)	(23,979,683)	(23,548,720)	430,963
	Other Grants and Contributions	(622,200)	(48,700)	(93,357)	(44,657)
	Customer and Client Receipts	(2,985,400)	(4,335,020)	(4,783,684)	(448,664)
Total Income		(27,036,700)	(28,363,403)	(28,507,995)	(144,592)
EXPENDITURE					
	Employees	9,666,100	9,903,950	9,765,405	(138,545)
	Premises	1,010,100	1,073,400	766,526	(306,874)
	Transport	919,100	902,600	826,398	(76,202)
	Supplies and Services	1,857,900	3,182,230	3,261,093	78,863
	Third Party Payments	1,595,000	2,196,994	1,786,948	(410,046)
	Transfer Payments	23,213,400	23,625,700	23,328,383	(297,317)
Total Expenditure		38,261,600	40,884,874	39,734,753	(1,150,121)
BUSINESS UNITS TOTAL (Surplus)/Deficit		11,224,900	12,521,471	11,226,758	(1,294,713)
CORPORATE ACCOUNTING					
	Interest and Investment Income	(214,500)	(228,500)	(291,809)	(63,309)
	Interest Payable	192,500	192,500	17,493	(175,007)
	Parish Precepts	1,610,050	1,610,050	1,610,050	(0)
	Drainage Board Precept	338,300	338,300	338,902	602
	Statutory MRP	298,700	298,700	217,845	(80,855)
STATUTORY ACCOUNTING					
	Capital Expenditure Charged to General Fund	2,888,700	4,806,300	1,398,305	(3,407,995)
MOVEMENT IN RESERVES					
	Transfer To / (From) General Fund	(408,315)	(536,492)	65,008	601,500
	Transfer To / (From) Specific Reserves	(706,100)	(4,086,294)	(609,244)	3,477,050
NET REVENUE EXPENDITURE		15,224,235	14,916,035	13,973,308	(942,727)
FUNDED BY					
	Revenue Support Grant	(1,387,300)	(1,387,300)	(1,387,345)	(45)
	Capital Grants and Contributions	0	(106,800)	(126,587)	(19,787)
	Other Government Grants	(565,900)	(565,900)	(651,892)	(85,992)
	Business Rate Retention Scheme	(3,309,700)	(3,309,700)	(3,313,342)	(3,642)
	New Homes Bonus	(2,480,600)	(2,480,600)	(2,486,928)	(6,328)
	Council Tax	(5,668,602)	(5,668,602)	(5,668,602)	0
	Parish Council Tax Requirement	(1,610,050)	(1,610,050)	(1,610,050)	0
	Collection Fund Surplus-Council Tax	(202,083)	(202,083)	(202,083)	0
TOTAL FUNDED BY		(15,224,235)	(15,331,035)	(15,446,829)	(115,794)
		0			0
(SURPLUS) / DEFICIT FOR THE YEAR		0	(415,000)	(1,473,521)	(1,058,521)

9.3 The major variances of note are detailed below.

- a) Purchase of Investment Properties – completion of purchase of investment properties was estimated at July 2016/17, compared to budgeted forecast this results in a net pressure of £75k during 2016/17. Work continues to identify appropriate investment opportunities with an acceptable level of return.
- b) Commercial projects – budgeted income and expenditure built into the MTFP have not been utilised during 2016/17 as the Commercial Investment Strategy was being developed. The forecast shortfall was to be met from reserves, therefore this has resulted in an increase in forecast reserves balance of £228k, with no impact on the overall budget position of the Council.
- c) Included within the forecast surplus are Base Budget Review savings of £53k, across several budget lines.

INCOME

Government Grants - £82k surplus

Surplus of £82k attributable to DHP Discretionary Payments grant offset by rent allowance recovery deficit. Overall, taking account of housing benefits paid and grants received there is a deficit of £30k.

Service Specific Government Grants - £431k deficit

Pressure of £321k attributable to rent allowance recovery has been offset by DHP Discretionary Payments grant. Net deficit of £30k across Housing Benefits as detailed above.

The cessation of the Health Initiative schemes has resulted in a pressure of grant income receivable of £135k, which is offset by savings on expenditure lines within these business areas. The net impact on the Council is a surplus of £9k.

The remaining £25k surplus balance consists of small variances across multiple service areas.

Other Grants and Contributions - £45k surplus

£25k received by Planning as refunds or reimbursements.

£15k received by LCC as NNDR contributions for Guildhall tenancy, which was agreed mid-year and therefore had not been budgeted for.

The remaining £5k surplus balance consists of small variances across multiple service areas.

Customer and Client Receipts – £448k surplus

Planning Application fees – exceeded budget for year by £269k due to a rise in the number of major applications.

Surplus of £23k attributable to overpayments and rent allowances recovered (overall net deficit of £30k across Housing Benefits).

Guildhall commercial income – rental income is £101k above budget, due to renegotiated rent backdated (£30k) plus increased service charges.

Trade Waste – increased income of £45k, due to increased demand for the service, offset by LCC tipping fees and other costs – net position £3k surplus.

Land Charges – a provision of £72k has been returned to the service due to a year end accounting adjustment. After the review of the provision for the Land Charges Personal Searches Claims as all claims have now all be settled the remaining provision has been written back to revenue.

Council Property Dwellings - £32k income above budget offset by premises costs. Net position £4k surplus.

Waste Collection have achieved unbudgeted income of £19k for the sale of obsolete vehicles.

Lincolnshire County Council (LCC) have repaid our share of the Shared Service surpluses totalling £71k for legal services, this will be allocated across services as a year-end adjustment.

Income of £18k has been received from LCC, as a one off contribution towards the Safeguarding Officer.

Bulky waste collection income has exceeded budget by £14k.

In year balance write offs and accounting adjustments has resulted in a surplus of £56k.

Housing Renewal – surplus of £38k on the recovery of enforcement costs incurred is offset by increased costs within the premises expenditure line. Net position of £12k surplus for the year.

Taxi Licence Income – a reduction in the number of applications, partly due to recent policy changes, and the impact of a change in Government policy to issue licences for 3 years rather than annually has resulted in a reduction in income of £10k. The profiled budget implications of the policy changes will be built into the MTFP for future years.

Market Stallage Fees – cancelled markets and lower stall numbers has resulted in a forecast reduction in income of £13k. A review of the market service is in progress.

Housing Strategy – pressure of £15k against S106 admin fee income.

Car Park Income – deficit of £56k of which £36k is due to the decision to support the local businesses over the festive season by delaying the charging at Market Rasen, £20k relates to a number of factors, Beaumont Street remaining open, delay in implementing new charges and free after 3 impact, this is offset also by

increased income from sale of season tickets (£12k). It must be noted that the budget was modelled on estimates and assumptions as no data was available at the time.

Corporate Fraud – pressure of £30k against commercial income budgets. The intention to “sell” a corporate fraud service to other Local Authorities is being developed, some work has been commissioned via the Corporate Fraud Partnership. The Services such as Housing Benefits, Housing, Human Resources etc, have saved costs by us retaining a corporate fraud function.

Local Land Charges – due to a Law Society change there is no longer a charge for CON290 work, resulting in a £20k pressure.

Investment Properties – deficit of £209k for projected rental income not realised – see note 9.3a above for net impact on budget position.

Commercial Projects – deficit of £176k for projected rental income not realised – see note 9.3b above for net impact on budget position.

Selective Licencing have approval to carry forward £49k of their income to resource this scheme.

The remaining £170k surplus balance consists of small variances across multiple service areas.

EXPENDITURE

Employees – £139k surplus

Salary costs are £61k less than revised budget, due to vacancies across the structure.

£26k surplus relates to corporate training postponed in year.

£34k has been paid to HMRC in year relating to an underpayment in 2013/14.

£78k of the remaining surplus balance are carry forward requests for temporary resources.

The remaining £8k surplus balance consists of small variances across multiple service areas.

Premises – £307k surplus

Leisure Centre – surplus of £16k unplanned maintenance budget.

£12k surplus due to less tree work required in year than budgeted for.

Car parks NNDR charges are £15k less than budget – this is due to an estimate built in from the car parking strategy but the costs have not been realised in 16/17.

Housing Renewal – additional premises costs of £33k are offset by an increase in the recovery of enforcement costs of £38k. Net position of £12k surplus forecast for the year.

Investment Properties – surplus of £3k premises costs – see note 9.3a above for net impact on budget position.

Commercial Projects – surplus of £277k premises costs – see note 9.3b above for net impact on budget position.

£10k of the remaining surplus balance are carry forward requests.

The remaining £7k surplus balance consists of small variances across multiple service areas.

Transport - £76k surplus

Waste Collection – there is a surplus of £44k on fuel due to a reduction in the price of fuel during the year, compared to the forecast estimate on which the budget provision was based.

Waste Collection – there is a surplus of £17k against vehicle repairs and maintenance budgets, due to the replacement of aging fleet.

The remaining £15k surplus balance consists of small variances across multiple service areas.

Supplies and Services – £79k deficit

Corporate Governance – savings of £19k have been identified for software support and maintenance as there are no major updates anticipated for the remainder of the financial year. A further £31k saving has been achieved on contract renewal negotiations.

Trade Waste –LCC tipping fees and other costs of £42k offset by increased income of £45k – net position £3k surplus.

Health and Safety - Chair replacement project – deficit of £36k. This is approved spend against in year savings.

£87k of the remaining surplus balance are carry forward requests.

The remaining £107k deficit balance consists of small variances across multiple service areas.

Third Party Payments – £410k surplus

The in-year savings of £53k identified through the Base Budget Review process.

Housing Strategy – no further payments to other agencies are due this financial year, resulting in a saving of £15k.

A surplus of £33k has resulted from a legal case invoice which has been accrued for but is no longer required.

Windfarm appeal costs have resulted in a deficit of £63k, this has been offset within the business unit by increased planning fee income.

The cessation of the Health Initiative schemes has resulted in a surplus of £83k, which is offset by pressures on income lines within these business areas. The net impact on the Council is a surplus of £9k.

£300k of the remaining surplus balance are carry forward requests, this includes £146k for approved project slippage, £84k balance of business case development for, invest to grow and business transformation.

The remaining £11k deficit balance consists of small variances across multiple service areas.

Transfer Payments – £297k surplus

Surplus of £317k attributable to rent allowance recovery has been offset by DHP Discretionary Payments grant. Net deficit of £30k across Housing Benefits.

The remaining £20k deficit balance consists of small variances across multiple service areas.

Interest and Investment Income – £63k surplus

Investment interest receivable for the year is £63k above budget, reflective of our investment choices and higher than anticipated cash, due to capital programme slippage.

Interest Payable – £175k surplus

Investment Properties – surplus of £79k – see note 9.3a above for net impact on budget position.

Commercial Projects – surplus of £100k borrowing costs – see note 9.3b above for net impact on budget position.

10. Aged Debt Summary

Aged Debt Summary Period 4 Monitoring Report

At the end of March 2017 there was a total of £317k outstanding debt in the system over 90 days. The majority of this debt was over 150 days old and mainly comprised of:

Property and Assets £157,996
Housing Benefits £72,444
Housing £59,666
Waste £24,555

Month	90 – 119 days	120 – 149 days	150+ days	Total
April	4,746	33,472	219,728	257,946
May	14,558	13,141	240,997	268,697
June	63,058	13,164	234,206	310,428
July	19,957	58,543	237,359	315,859
August	21,777	18,472	283,041	323,290
September	56,795	19,005	287,195	362,996
October	102,889	35,338	188,493	326,720
November	192	(5,426)	453,412	448,178
December	51,902	6,560	276,741	335,203
January	6,247	46,961	189,306	242,514
February	237	(1,463)	328,967	327,741
March	96	(1,766)	318,179	316,509

11. CHANGES TO THE ORGANISATION STRUCTURE

There have been no changes to the establishment made under Corporate Delegation by the Chief Executive and S151 Officer during this period.

12. Capital Programme Forecast Out turn

12.1 The Capital Programme 2016/17 was approved at Council on 3 March 2016 and totalled £15,109k. The actual out turn is £2,579k giving a variance of £7,040k against the revised budget.

12.2 Approval to carry forward £6,919k is now requested, in the main this relates to the Commercial Property Investment budget of £5m. Now a Commercial Investment Strategy has been approved acquisitions will be undertaken in 2017/18 onwards. In addition to capital clawback requests of £101k for schemes commencing earlier than anticipated, this leaves a £221k surplus due to savings on schemes.

12.3 Details of capital carry forward requests and capital clawback requests are included at Appendix E.

12.4 Property Acquisitions to Period 4

There have been no property acquisitions during period 4.

12.5 Capital Receipts to Period 4

There has been a capital receipt of £144k during qtr. 4. Total capital receipts for the year 2016/17 are £322k – including sale of land to the value of £20k.

12.6 The forecast capital out-turn as detailed below assumes that the new carry forward requests are approved by this Committee, the Revised Budget therefore reflects these adjustments. The variances are detailed in the table below;

Capital Investment Programme 2016/17 (page 1 of 2)

Corporate Priority / Scheme	Actuals to 31/10/2016	Original Budget	Revised Budget 2016/17	Forecast Outturn	Over/(Underspend)	Carry Forward & Clawback Requests	Comments
		£	£	£	£	£	
Open for Business							
WLDC Business Loans via crowd funding	0	500,000	0	0	0	0	
Company Purchase	37,900	0	37,500	37,900	400	0	Project completed within budget.
Broadband	0	0	555,000	0	0	(555,000)	Report presented to a PC meeting, scheme delivered 20% saving therefore WLDC negotiating same reduction IK 12.10.2016, full carry forward requested.
People First							
Disabled Facilities Grants	456,117	472,500	468,700	456,117	(12,583)	0	The Council have continued to deliver an efficient and value for money DFG service and have provided assistance to over 90 customers this year using the grant funding available.
Prosperous & Enterprising							
Independent Living	38,142	0	38,100	38,142	42	0	All independent living funding has been allocated and spent in line with the policy. We continue to deliver future proofed schemes via Acis in order to reduce the impact on DFGs in the future.
Strategic Housing - Empty homes	84,238	0	85,100	84,238	0	(862)	This budget has been utilised to finalise the remaining work needed on the Council's empty properties and CPOs as well as provide the final payment for the delivery of the Gainsborough Foyer. Any funding not spend to be c/fwd. into 17/18.
Asset Management							
Capital Enhancements to Council Owned Assets	227,472	655,000	534,200	227,472	0	(306,728)	C/fwd. all underspend - Repairs slippage on the programme due to lack of staff resources, Heapham Road - tenant not found yet and monies to provide infrastructure works as an incentive. Resurfacing car parks works came in overpriced so specification is to be reduced and retendered. £80k saving on Trinity Arts Roof due to successful grant funding.
Carbon Management Plan	0	0	20,000	0	0	(20,000)	Street lighting and carbon management plan investigations are still ongoing regarding suitability of lamps, obtaining quotations (possible framework available) c/fwd. requested. Meeting held with LCC who advised we require a Street Lighting Policy.
Market Place	93,044	150,000	50,000	93,044	0	43,044	Monies already committed (spent) on this project. Contract currently determined subject to structural findings and extended works. This project needs re-tendering.
Hemswell Masterplan	0	250,000	20,000	0	0	(20,000)	Final plans re infrastructure improvements within regeneration programme have been developed in 16/17 but no actual spend. Way forward to be established first quarter 17/18 associated work to then follow, carry forward requested for balance.
Commercial Investment - Property Portfolio	0	5,000,000	5,000,000	0	0	(5,000,000)	Committee agreed on the 13th April to spend the full £20m asap, IK to decide case by case, on borrowings versus reserves to cash flow. Full carry forward requested.
Commercial Investment - Other	30,000	2,165,000	420,000	30,000	0	(390,000)	Loan advance to Surestaff/WLDC Staffing Services for cash flow purposes repayable in 6 months. Carry forward requested for balance.

Capital Investment Programme 2016/17 (page 2 of 2)

Corporate Priority / Scheme	Actuals to 31/10/2016	Original Budget	Revised Budget 2016/17	Forecast Outturn	Over/(Underspend)	Carry Forward & Clawback Requests	Comments
Central Lincolnshire Local Plan							
Gainsborough Growth	0	3,225,000	400,000	0	0	(400,000)	Significant regeneration programme, schemes under development.
Acquisitions	0	1,200,000	155,000	0	(155,000)	0	Approval given for property acquisition.
Gainsborough Growth Fund	238,767	125,000	192,000	238,767	0	46,767	In year 2016/17 the Gainsborough Growth Fund proved quite popular in terms of enquiries and expression of interests.
Food Enterprise Zone infrastructure	85,755	250,000	75,000	85,755	0	10,755	The LDO is currently being developed and in its consultation stage. Whilst this is progressed a Delivery Strategy is also being produced to look at site development options. Part of this work also includes the production of a detailed cost plan for enabling infrastructure in association to a FEZ Phase 1. This has recently been commissioned. The scheme has secured - together with the other two Enterprise Zones in Holbeach and Grimsby – a total investment of £6.5m as part of the Growth Deal 3 submission. the remaining budget to be carried forward into 17/18.
Excellent, VFM Services							
Replacement Refuse Freighters	988,459	930,000	1,069,100	988,459	0	(80,641)	One more second hand refuse truck to be purchased £23k, a street cleansing vehicle £40k plus new lifts to be fitted to second hand vehicles that have been purchased £7,500 each. Full carry forward requested.
Desktop Refresh/SAN and SQL replacement	10,191	10,000	10,000	10,191	191	0	This was purchased slightly over anticipated costs.
Update Job Evaluation System	0	10,000	0	0	0	0	
Replace IDOX Scanner	0	10,000	0	0	0	0	
Meeting Room management software	0	15,000	15,000	0	(15,000)	0	No longer progressing.
CRM System	0	50,000	10,000	0	0	(10,000)	The CRM project has been subsumed into the Closer to the Customer Programme; and has been delayed in order to define the 'reason for change' and to understand the scope of transformation expected under the programme. This work has identified a number of technology improvements required, and the procurement of such technology will now be co-ordinated to ensure that the right solution is procured for the wider transformation technology needs, including our commercial customer management aspirations. As a result, procurement exercises have been delayed until 2017-18 and hence it is requested that the capital allocation is carried forward into 2017/18.
Refurbishment Interior Trinity Arts Centre	27,554	40,000	40,000	27,554	(12,446)	0	All anticipated work is now complete. An element of this was moved to revenue with the appropriate budget rather than capital, hence the underspend.
Website Replacement	8,310	0	38,300	8,310	(19,240)	(10,750)	Project delivered under budget, two invoices still outstanding therefore request that £10,750 is carried forward .
Replacement Building Control/Land Charges/Planning System	37,611	0	153,000	37,611	0	(115,389)	All anticipated costs are to be carried forward due to delays in starting the project, except for 1st milestone payment which was made in October 2016.
CCTV System upgrade	175,991	0	180,000	175,991	(4,009)	0	The upgrade of our CCTV systems has now been completed. New systems are fully operationally in Gainsborough and Market Rasen. Added value has been achieved with upgraded CCTV at Council premises including Trinity Arts Centre and the North Warren Road Depot in Gainsborough. The new technology is now enabling us to begin securing further expansion and commercial opportunities.
Replacement Financial Ledger suite	10,395	0	10,400	10,395	(5)	0	Scheme completed.
Civic Services Investment	29,200	51,000	42,500	29,200	(2,800)	(10,500)	Webcasting project is now complete. Modern.gov is still progressing and may require £10.5k to be carried forward into 17/18.
Total Capital Programme Gross Expenditure	2,579,146	15,108,500	9,618,900	2,579,146	(220,450)	(6,819,304)	

Treasury Management report Quarter 4 April – March 2017 monitoring

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly (TMSS, annual and midyear reports). This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

13. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2016/17, which includes the Annual Investment Strategy, was approved by the Council on 3 March 2016. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield.

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the year.

The average level of funds available for investment purposes during the quarter was £23.2m, (£23.3m Q3, £23.1m Qtr. 2 and £22.5m P1). These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme. The Council holds £21m core cash balances for investment purposes (i.e. funds available for more than one year).

The annualised investment rate for the year is 1.16% against a benchmark 7 day libid of 0.24%, generating £263k of income for the Council.

As at 31.3.2017 £18.6m of Investments were held.

13.1 New Borrowing

No external borrowing was undertaken during this quarter. However £30k of internal borrowing was undertaken to finance the Capital Programme.

Borrowing in advance of need

This Council has not borrowed in advance of need during the quarter ended 31 March 2017.

13.2 Compliance with Treasury and Prudential Limits

The Annual Treasury Management report will include the final Treasury Management performance against the approved Treasury and Prudential Indicators and will be presented to this Committee at its June meeting.

West Lindsey District Council

Monthly Investment Analysis Review

March 2017



West Lindsey District Council

Monthly Economic Summary

General Economy

The UK's exit from the European Union hogged the headlines in March. Theresa May triggered Article 50 on Wednesday 29th March 2017, meaning Britain should officially leave the EU no later than April 2019. This is the start of a long negotiation process which will impact the economic environment of the United Kingdom and, potentially, further afield. The final deal must be approved by a qualified majority of the EU member states and can be vetoed by the European Parliament.

The month began with the release of Purchasing Managers Indices. The first to be released was for the manufacturing sector, which slipped to 54.6 in February from 55.7. This fall was helped by easing inflation pressures, which had been rising at a record pace. A day later the construction sector survey was released, showing that an improvement in activity across civil engineering firms helped edge the index up to 52.5 from 52.2 in January. Services PMI was the last release and, disappointingly, fell to its lowest level since September having dropped to 53.3 in February from 54.5 previously. Despite the improvement in construction, the falls in manufacturing and services PMI's pushed the composite figure down to 53.7 in February, a five month low. Despite the fall, the level was still above 50, which separates expansion from contraction. Overall, the figures provided further evidence that UK economic growth will ease back from the pace seen in previous quarters.

The Bank of England's Monetary Policy Committee (MPC) met in March and continued with the current monetary policy programme. The MPC voted 8-1 in favour of keeping the Bank Rate at 0.25%. While there was one dissenting vote in favour of a rate rise, overall the result showed that the Bank of England are in no immediate hurry to emulate the Federal Reserve, who raised interest rates again this month. The Quantitative Easing programme was also left unchanged at £435bn, as was the corporate bond buying programme.

UK inflation was the surprise of the month as it soared past all forecasts to an annual rate of 2.3% from 1.8% in January. This is the first time inflation has surpassed the Bank of England's 2% inflation target since late 2013. The month-on-month increase was 0.7% an increase from the -0.5% change in January. The fall in the value of the Sterling, due to the Brexit vote has dramatically pushed up import prices, whilst global oil prices have picked up adding to the squeeze on British households. The final estimate for UK Q4 GDP was one of the concluding releases of the month. The quarterly rate remained unchanged at a growth rate of 0.7%, however the annual rate was revised down slightly to 1.9% from 2.0%.

On a more positive note British unemployment rate was at its lowest level in over 40 years, when it dropped to 4.7% in January. There were 1.584 million people out of work in the three months to January as the total amount of people in employment rose to 31.854 million. Unfortunately however, wage growth could not continue the positive trend. The growth in total pay, including bonuses, fell to 2.2% in January from 2.6% in December, adding further pressure onto British households with inflation on the rise. Elsewhere in the UK consumer credit rose by £1.441bn in February, a fall from the £1.609bn increase in January.

Weaker Sterling had a positive effect on exports, helping narrow the trade balance deficit in January. The deficit in the goods balance fell to £10.833bn in January from £10.915bn in December. There was also an improvement in the trade in goods and services balance as this narrowed to £1.966bn, from a downwardly revised £2.026bn in December.

UK Public Finances could not continue the positive trend seen in January as public sector net borrowing recorded a £1.8bn deficit in February, compared with the £9.4bn surplus in January. This was 60.5% lower than the figure recorded in February 2016. Total Public Sector Net Debt stood at £1.669.7 trillion in February.

Retail sales received a positive boost in February as household spending increased. The annual rate rose to 3.7% from 1.0% previously, whilst the monthly rate was recorded at +1.4%, up from -0.5% in January. However, inflation is starting to take its toll on spending. The positive figures this month were not enough to drag up the poor demand seen in the previous few months. Retail sales suffered the largest three monthly drops since 2010 as the growth rate in this period fell to -1.4%, from -0.5% previously. GFK also released their consumer confidence studies, which showed that morale was unchanged at -6 in March. However, this was below the average seen through the second half of 2016.

The European Central Bank also met this month and like the Bank of England maintained the policy status quo. The main refinancing rate and deposit rate remained at 0% and -0.40% respectively. The central bank will also continue to make purchases under its asset programme at the monthly pace of €80bn until the end of March before decreasing the level to €60bn a month until the end of December 2017. Final Q4 GDP growth figures were also released for the Eurozone this month. The quarterly rate remained unchanged from the previous period at 0.4% whilst the annual rate fell slightly to 1.7% in Q4 from 1.8% in Q3. Lithuania recorded the highest quarterly growth rate at 1.4%, whilst at 4.8% Romania had the highest annual growth rate. Elsewhere, unemployment in the Euro Area remained at the lowest level since May 2009, at 9.6% in January. The EU28 had an unemployment rate of 8.1% in January down from 8.2% in the previous month. The Czech Republic had the lowest unemployment rate at 3.4%, whilst Spain had one of the highest at 18.2%.

America under Trump showed positive signs in terms of employment as non-farm payrolls increased by 235,000 with the construction sector recording its largest gain in nearly 10 years. In tandem with this rise the unemployment rate fell to 4.7% from 4.8%. Average hourly earnings increased by 6 cents, but remained at the 0.2% growth rate seen in January. The Federal Reserve met in March, where they decided that the time was right to increase official interest rates again, due to improving labour market conditions and economic activity continuing to expand at a moderate pace. The target rate was increased to 0.75%-1.0%, from the previous range of 0.50%-0.75%. There were positive revisions for US Q4 GDP as the final estimates recorded an annual growth rate of 2.1%, up from previous estimates of 1.9%. However this is still a fall from the 3.5% growth rate recorded in Q3, whilst 2016 as a whole grew at a pace of 1.6%, its worst performance since 2011.

Housing

On the domestic housing front Halifax annual house price growth cooled to 5.1% in February, its weakest rate since 2013. British Bankers' Association data followed suit as mortgage approvals hit a three month low in February. The number of new mortgage approvals fell to 42,613, from a downwardly revised 44,142 in January. The number of re-mortgages fell to 25,414 in February, from 28,088 previously. Nationwide house prices echoed the previous two releases as they fell for the first time in almost two years. The monthly rate was recorded at -0.3% whilst the annual rate was 3.5%, the weakest increase since 2015.

Forecast

Neither Capita Asset Services (CAS) nor Capital Economics (CE) altered their forecasts this month. It is forecasted by CAS that a rate hike to 0.50% will occur in Q2 2019 followed by a further hike to 0.75% in Q4 2019. CE expects a rate hike to 0.50% to occur in Q4 2018 with further hikes forecasted in Q2 2019 to 0.75%, Q4 2019 to 1.00% and in Q2 2020 to 1.25%.

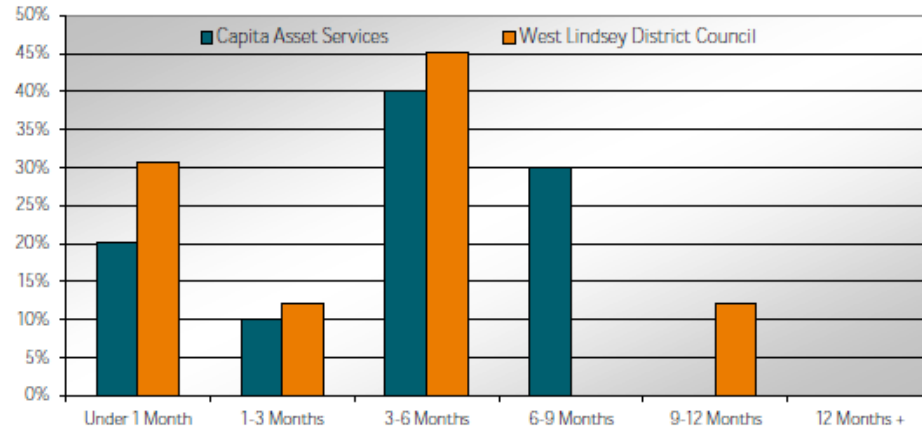
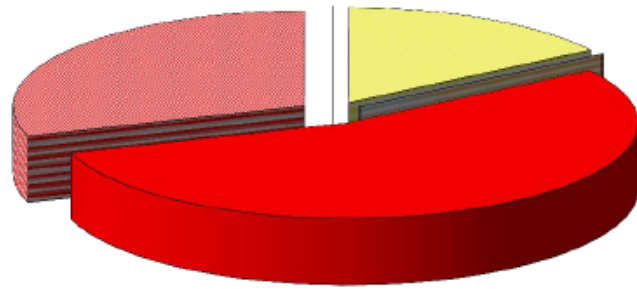
Bank Rate	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%

West Lindsey District Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest Long Term Rating	Historic Risk of Default
MMF LGIM	2,600,000	0.24%		MMF	AAA	0.000%
Goldman Sachs International Bank	1,000,000	0.46%	05/12/2016	05/04/2017	A	0.001%
Goldman Sachs International Bank	1,500,000	0.46%	17/01/2017	18/04/2017	A	0.003%
Lloyds Bank Plc	500,000	0.45%	08/02/2017	08/05/2017	A	0.007%
Goldman Sachs International Bank	1,500,000	0.51%	16/03/2017	16/06/2017	A	0.014%
Lloyds Bank Plc	1,000,000	1.25%	15/07/2016	14/07/2017	A	0.019%
Lloyds Bank Plc	500,000	0.80%	17/10/2016	17/07/2017	A	0.020%
Santander UK Plc	2,000,000	0.80%		Call120	A	0.022%
Lloyds Bank Plc	1,000,000	1.05%	03/08/2016	02/08/2017	A	0.023%
Lloyds Bank Plc	500,000	0.60%	08/02/2017	08/08/2017	A	0.024%
Lloyds Bank Plc	1,000,000	1.00%	19/08/2016	18/08/2017	A	0.026%
Lloyds Bank Plc	500,000	1.00%	12/09/2016	11/09/2017	A	0.030%
Santander UK Plc	1,000,000	0.90%		Call180	A	0.033%
Santander UK Plc	2,000,000	1.05%		Call365	A	0.067%
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date		
LAPF - CCLA	2,000,000					
Total Investments	£18,600,000	0.64%				
Total Investments - excluding Funds	£16,600,000	0.72%				0.021%
Total Investments - Funds Only	£2,000,000	0.00%				

Portfolio Composition by Capita Asset Services' Suggested Lending Criteria



Portfolios weighted average risk number = 4.37

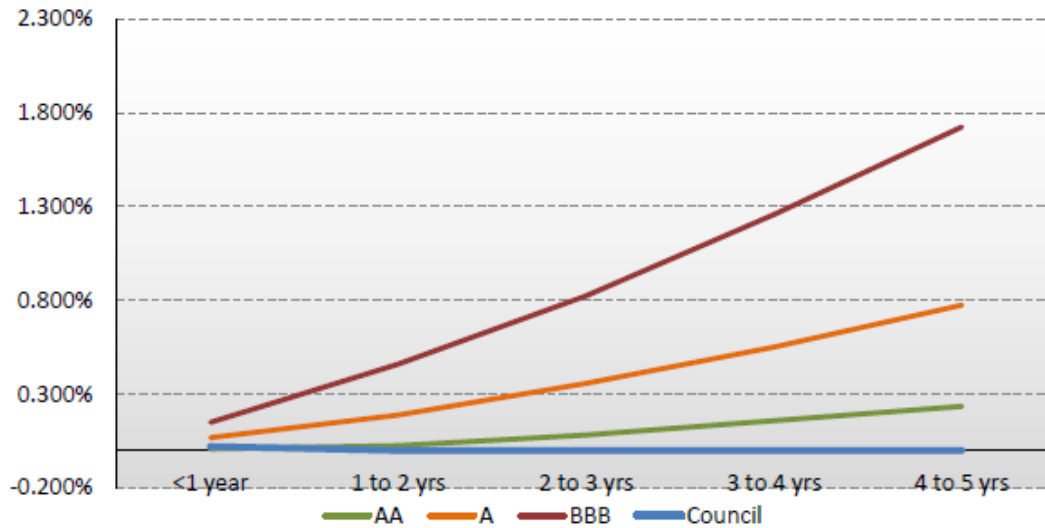
WARoR = Weighted Average Rate of Return
WAM = Weighted Average Time to Maturity

Excluding Calls/MMFs/USDBFs

	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	WAM	WAM at Execution
Yellow	15.66%	£2,600,000	100.00%	£2,600,000	15.66%	0.24%	0	0	0	0
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Blue	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Orange	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Red	84.34%	£14,000,000	35.71%	£5,000,000	30.12%	0.80%	135	221	82	216
Green	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Total	100.00%	£16,600,000	45.78%	£7,600,000	45.78%	0.72%	114	186	82	216

Investment Risk and Rating Exposure

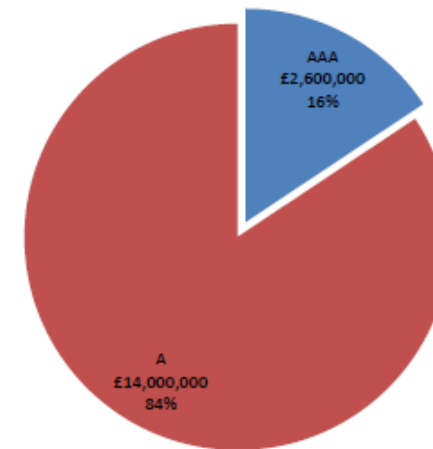
Investment Risk Vs. Rating Categories



Historic Risk of Default

Rating/Years	<1 year	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs
AA	0.007%	0.024%	0.081%	0.158%	0.234%
A	0.067%	0.189%	0.356%	0.551%	0.775%
BBB	0.150%	0.460%	0.824%	1.257%	1.726%
Council	0.021%	0.000%	0.000%	0.000%	0.000%

Rating Exposure



Historic Risk of Default

This is a proxy for the average % risk for each investment based on over 30 years of data provided by Fitch, Moody's and S&P. It simply provides a calculation of the possibility of average default against the historical default rates, adjusted for the time period within each year according to the maturity of the investment.

Chart Relative Risk

This is the authority's risk weightings compared to the average % risk of default for "AA", "A" and "BBB" rated investments.

Rating Exposures

This pie chart provides a clear view of your investment exposures to particular ratings.

West Lindsey District Council

Monthly Credit Rating Changes

FITCH

Date	Update Number	Institution	Country	Rating Action
06/03/2017	1506	Nordea Bank AB	Sweden	Fitch Ratings downgraded the support rating to '5' from '2'.
06/03/2017	1506	Skandinaviska Enskilda Banken AB	Sweden	Fitch Ratings downgraded the support rating to '5' from '2'.
06/03/2017	1506	Swedbank AB	Sweden	Fitch Ratings downgraded the support rating to '5' from '2'.
06/03/2017	1506	Svenska Handelsbanken AB	Sweden	Fitch Ratings downgraded the support rating to '5' from '2'.
13/03/2017	1509	Deutsche Bank AG	Germany	Affirmed Long Term Rating 'A-' and removed from 'Negative Watch' and placed on 'Negative Outlook'. Short Term Rating affirmed at 'F1' and removed from 'Negative Watch'. Viability Rating affirmed at 'a-' and removed from 'Negative Watch'.
21/03/2017	1511	KBC Bank NV	Belgium	Long Term Rating upgraded to 'A' from 'A-'. Outlook changed to 'Stable' from 'Positive'. Viability Rating upgraded to 'a' from 'a-'. Short Term Rating affirmed at 'F1'.
28/03/2017	1512	Norddeutsche Landesbank Girozentrale	Germany	Outlook changed to 'Negative' from 'Stable'. Viability Rating downgraded to 'bb' from 'bb+'. All other ratings were affirmed.

West Lindsey District Council

Monthly Credit Rating Changes

MOODY'S

Date	Update Number	Institution	Country	Rating Action
20/03/2017	1510	ING Bank NV	Netherlands	Outlook changed to 'Positive' from 'Stable'. All other ratings were affirmed.

West Lindsey District Council

Monthly Credit Rating Changes

S&P

Date	Update Number	Institution	Country	Rating Action
06/03/2017	1507	Qatar Sovereign Rating	Qatar	Affirmed the Sovereign Rating at 'AA'. Outlook changed to 'Negative' from 'Stable'
06/03/2017	1508	Qatar National Bank	Qatar	Affirmed the Long Term Rating at 'A+'. Affirmed the Short Term Rating at 'A-1'. Outlook changed to 'Negative' from 'Stable'.
29/03/2017	1513	Commerzbank AG	Germany	Long Term Rating upgraded to 'A-' from 'BBB+', removed from 'Positive Watch' and placed on 'Negative Outlook'. Short Term Rating affirmed at 'A-2' and removed from 'Positive Watch'.
29/03/2017	1513	Deutsche Bank AG	Germany	Long Term Rating upgraded to 'A-' from 'BBB+', removed from 'Positive Watch' and placed on 'Negative Outlook'. Short Term Rating affirmed at 'A-2'.
30/03/2017	1514	Svenska Handelsbanken AB	Sweden	Outlook changed to 'Stable' from 'Negative'. All other ratings were affirmed.

Draft Outturn Data by Cluster and Business Unit

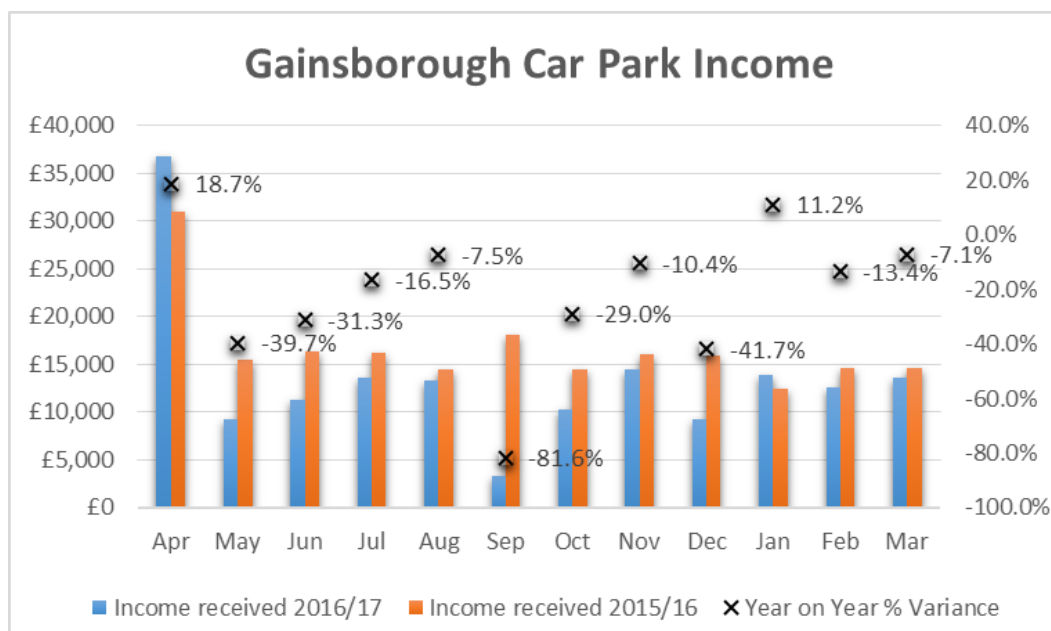
Cluster	Business Unit	2016/17 up to 31st March 2017 Budget £	2016/17 up to 31st March 2017 Actual £	2016/17 up to 31st March 2017 Variance £
Commercial	Commercial Trading	93,800	93,058	(742)
	Public Conveniences	72,500	67,318	(5,182)
	Street Cleansing	509,200	411,129	(98,071)
	Town Centre Markets	72,000	49,774	(22,226)
	Trade Waste	6,100	(24,710)	(30,810)
	Waste Management	1,781,300	1,930,681	149,381
Commercial Total		2,534,900	2,527,249	(7,651)
Corporate Management	Chief Executive	160,000	157,065	(2,935)
	Chief Operating Officer	109,300	110,262	962
	Commercial Director	207,400	225,235	17,835
	Director of Resources	110,600	112,567	1,967
Corporate Management Total		587,300	605,129	17,829
Customer First	Building Control	156,300	143,516	(12,784)
	Customer Services	537,800	484,914	(52,886)
	Debtors	27,200	21,214	(5,986)
	Food Safety	134,500	132,008	(2,492)
	Fraud	15,750	43,291	27,541
	Health and Safety	71,700	69,553	(2,147)
	Housing Benefits Admin	289,750	189,588	(100,162)
	Housing Benefits Payments	(195,300)	(128,348)	66,952
	Housing Benefits Projects	75,800	140,195	64,395
	Land Charges	50,800	(65,084)	(115,884)
	Licences - Community	(23,800)	(19,731)	4,069
	Local Tax Collection	297,700	285,969	(11,731)
	Parish Lighting	56,700	44,792	(11,908)
	Pest and Dog Control	23,700	26,170	2,470
	Pollution Control	115,300	122,712	7,412
	Support Services - Admin	28,800	41,007	12,207
Customer First Total		1,662,700	1,531,766	(130,934)
Democratic and Member Support	Civic Support	0	(709)	(709)
	Communications	122,200	91,810	(30,390)
	Corporate Management - Apprentices	59,800	45,638	(14,162)
	Corporate Management - Finance	856,400	695,800	(160,600)
	Democratic Representation	529,900	499,860	(30,040)
	Elections	8,400	8,396	(4)
	Financial Services	610,200	614,820	4,620
	Human Resources	252,400	241,537	(10,863)
	Legal Services	(200)	(93,554)	(93,354)
	Precepts	177,000	178,107	1,107
	Register of Electors	142,000	109,964	(32,036)
	Support Services - Corporate	189,600	158,998	(30,602)
Democratic & Member Support Total		2,947,700	2,550,667	(397,033)
Economic Development and Neighbourhoods	Community Action & Community Safety	345,800	314,697	(31,103)
	Development Management	(100,800)	(274,227)	(173,427)
	Economic Development	872,271	697,464	(174,807)
	Environmental Initiatives	78,800	75,785	(3,015)
	General Grants etc	675,000	647,428	(27,572)
	Neighbourhood Planning & Local Plans	312,000	311,023	(977)
	Planning Policy - Forward Planning	71,700	76,939	5,239
Economic Development and Neighbourhoods Total		2,254,771	1,849,108	(405,663)
Housing & Regeneration	Admin Buildings	283,100	274,151	(8,949)
	Car Parks	(132,700)	(92,885)	39,815
	Commercial Properties	(324,400)	(362,038)	(37,638)
	Community Action & Community Safety	125,100	143,084	17,984
	Culture, Heritage & Leisure	659,400	591,941	(67,459)
	Emergency Planning	16,000	13,486	(2,514)
	Environmental Initiatives	44,000	44,049	49
	Homelessness/ Housing Advice	330,500	326,233	(4,267)
	Housing Strategy	161,800	79,815	(81,985)
	Other Council Properties	(10,900)	(22,618)	(11,718)
	Private Sector Housing Renewal	(174,300)	(148,070)	26,230
	Property Services	260,800	230,315	(30,485)
	Tourism	45,700	44,195	(1,505)
Housing & Regeneration Total		1,284,100	1,121,657	(162,443)
Organisational Transformation	Business Improvement & Commercial Development	492,300	382,547	(109,753)
	Cemeteries and Churchyards	62,800	58,643	(4,157)
	ICT Services	236,200	242,428	6,228
	Parks & Open Spaces	56,000	26,973	(29,027)
	Systems Development	402,700	330,591	(72,109)
Organisational Transformation Total		1,250,000	1,041,182	(208,818)
BUSINESS UNIT CONTROLLABLE GRAND TOTAL		12,521,471	11,226,758	(1,294,713)

Corporate Accounting Total	2,211,050	1,892,481	(318,569)
Statutory Accounting Total	4,806,300	1,398,305	(3,407,995)
Movement in Reserves Total	(4,622,786)	(544,236)	4,078,550
Net Revenue Expenditure	14,916,035	13,973,308	(942,727)

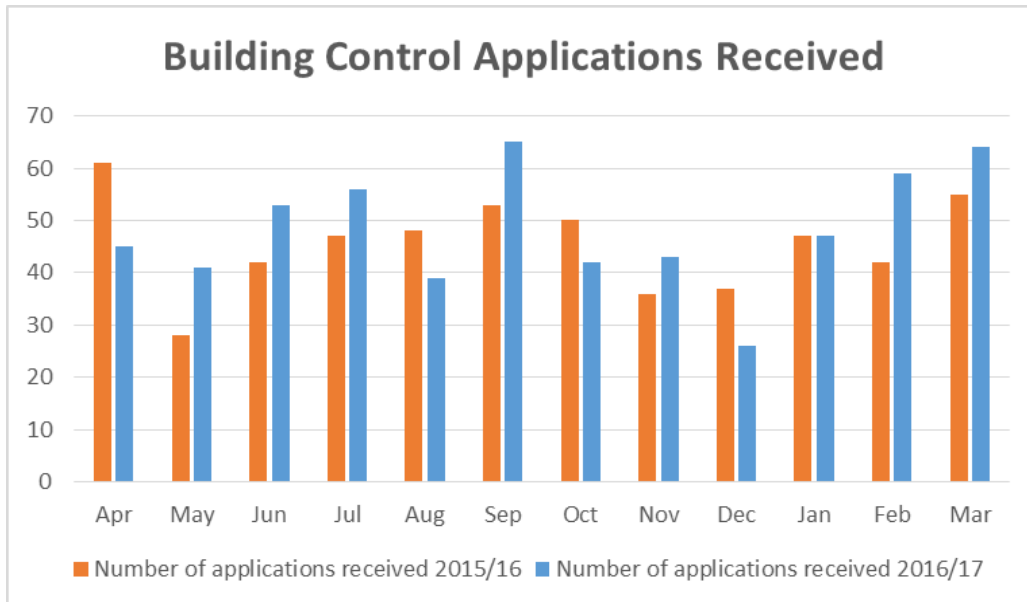
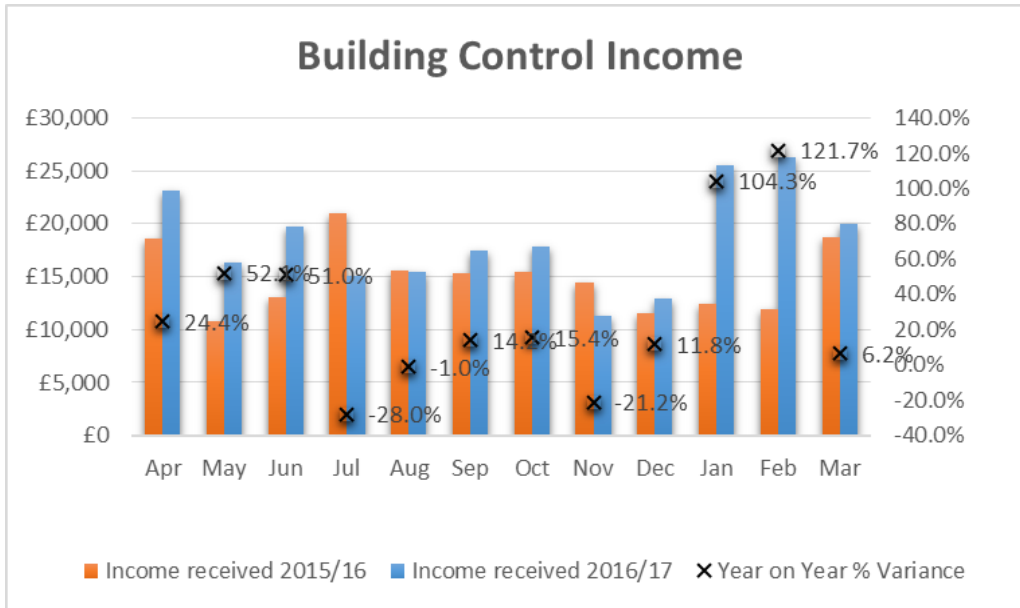
Funding Total	(15,331,035)	(15,446,829)	(115,794)
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(SURPLUS)/DEFICIT FOR THE YEAR	(415,000)	(1,473,521)	(1,058,521)
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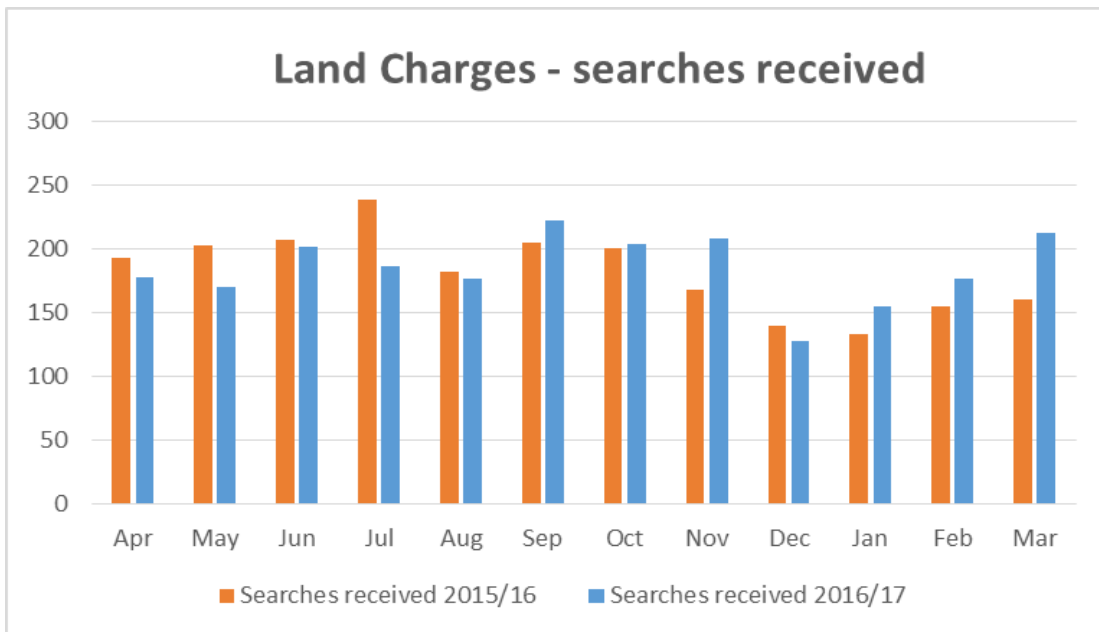
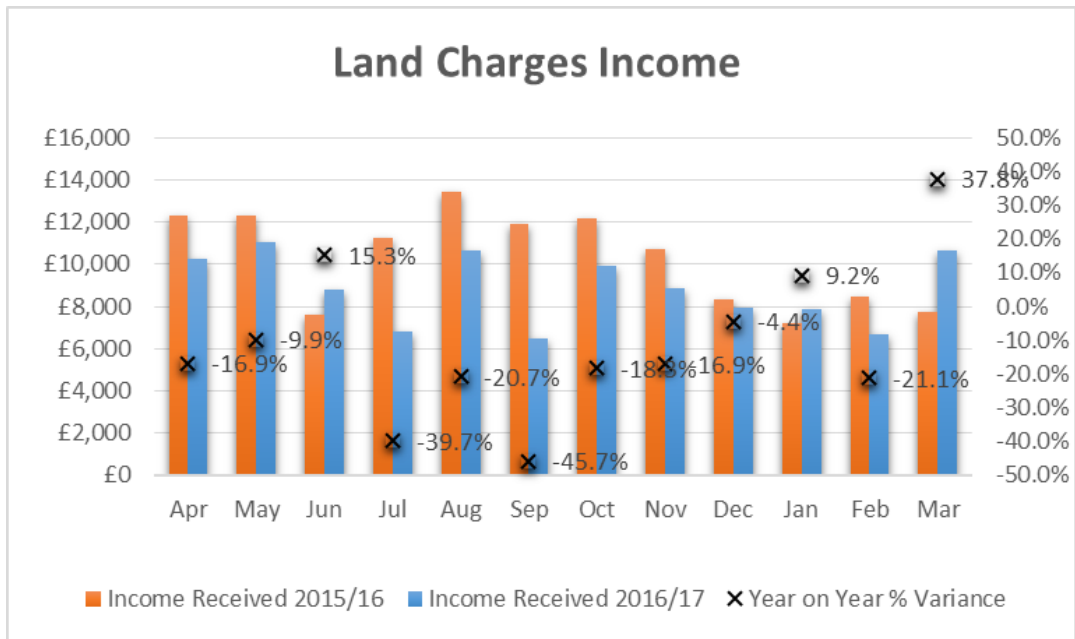
FEEES AND CHARGES ANALYSIS – BY INCOME & VOLUME PER MONTH



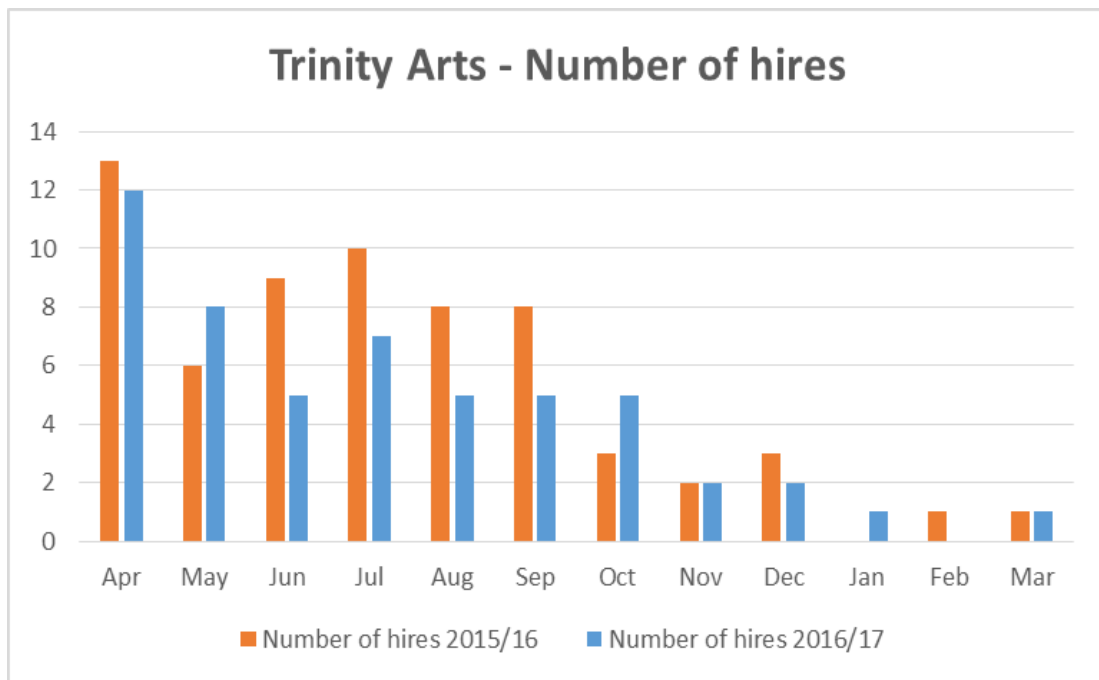
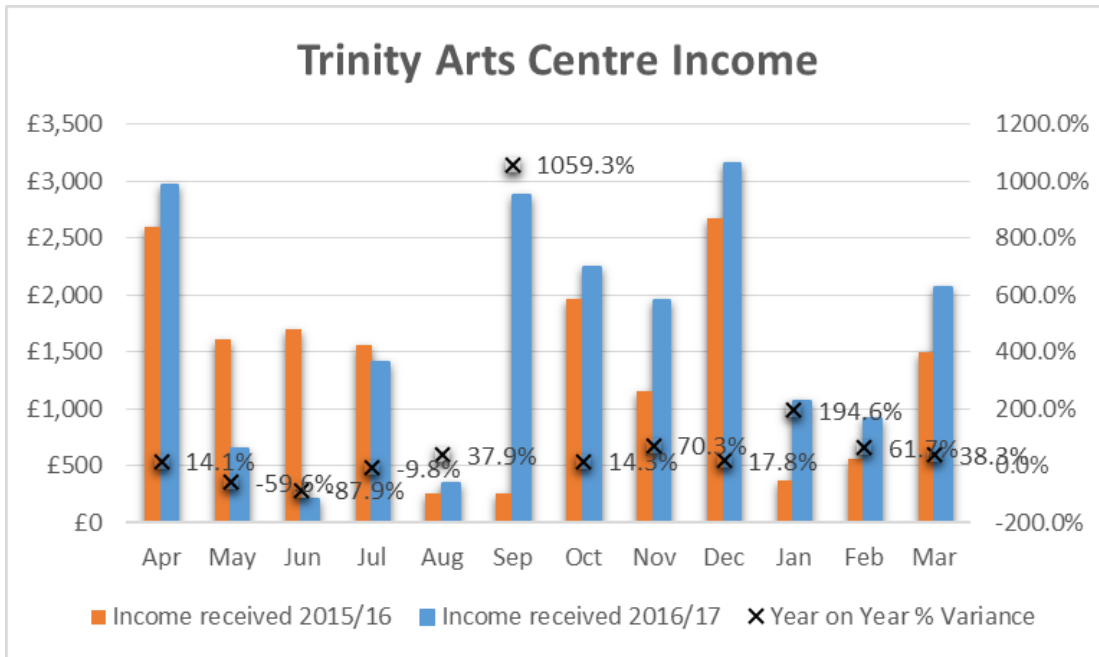
The figures at the start of each year are typically affected by when we receive the first payments for permits, particularly those paid for on a quarterly basis. This drives much of the variance. Overall we would expect the income to be less than 2015/16 as up to July we still had the multi storey car park. Whilst income has reduced across the two years it is actually exceeding the budget indicating that we retained more of the customers than we expected. Further reductions are reflected due to our charging policy change in August this year.



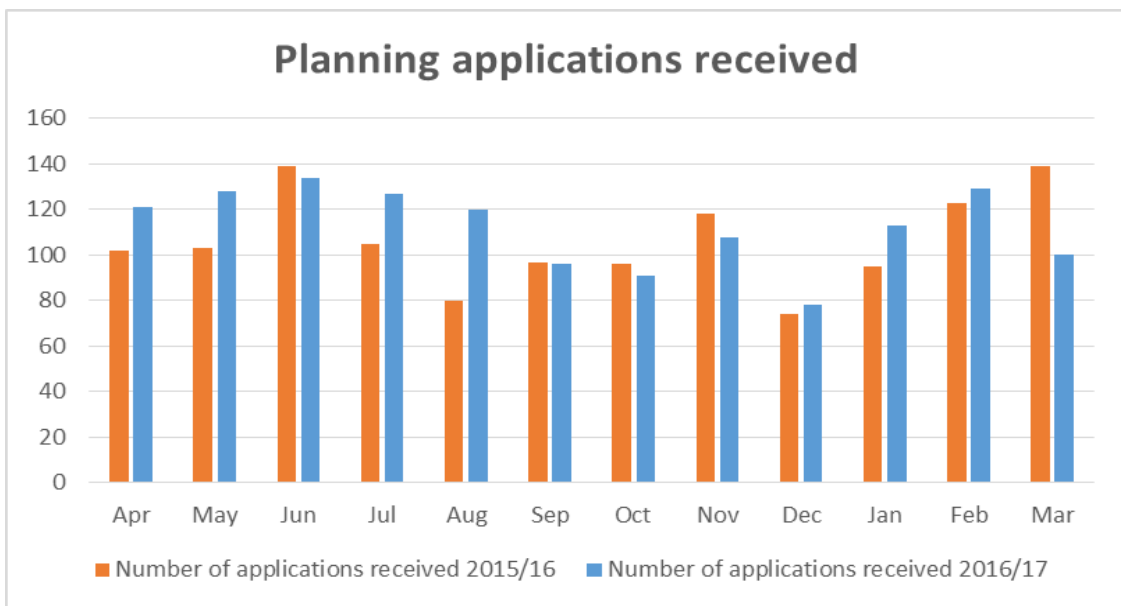
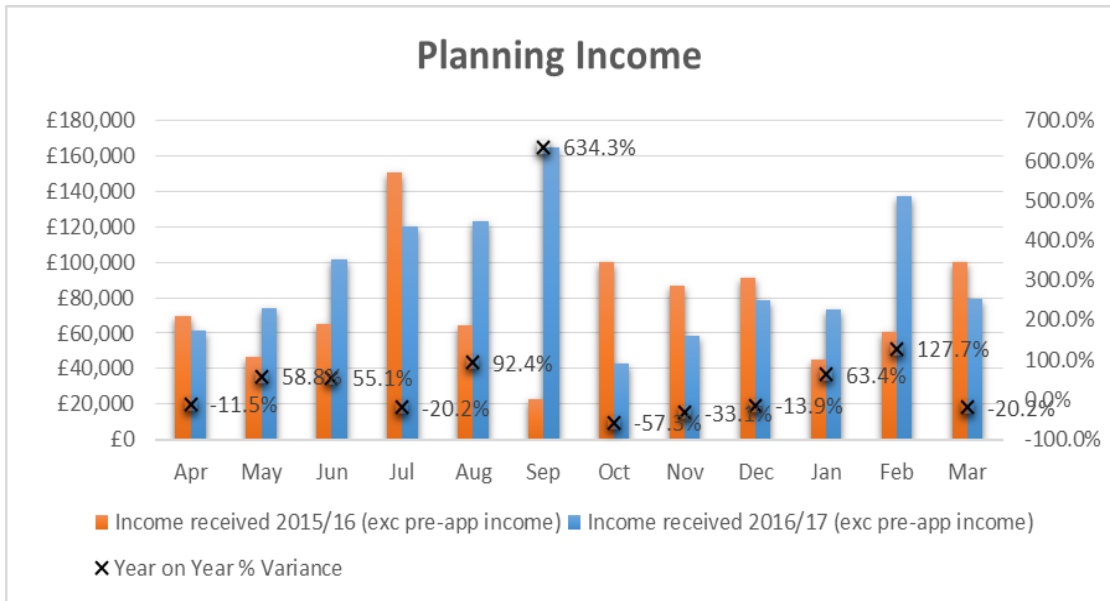
The Council is continuing to make significant investment in the Building Control service to equip the team so it may compete effectively in the wider market over the next 5 years, whereas for the past 3 years West Lindsey Building Control have been focusing on improving & developing its services, through building relationships, improving reputation & raising the profile of the team.



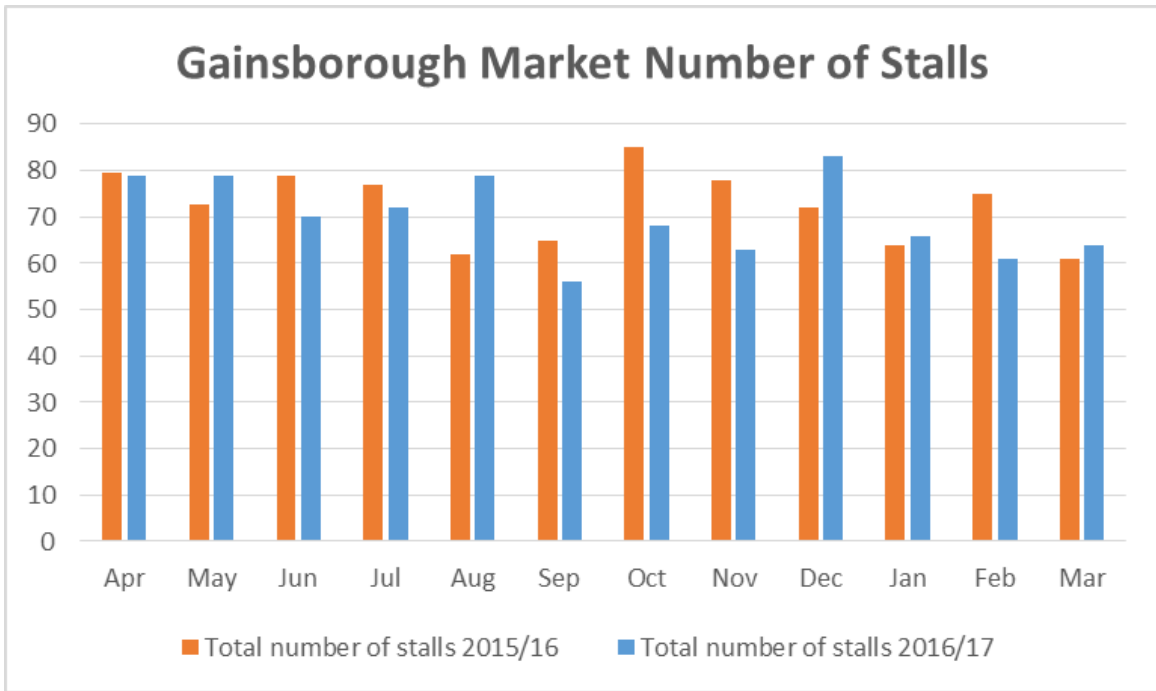
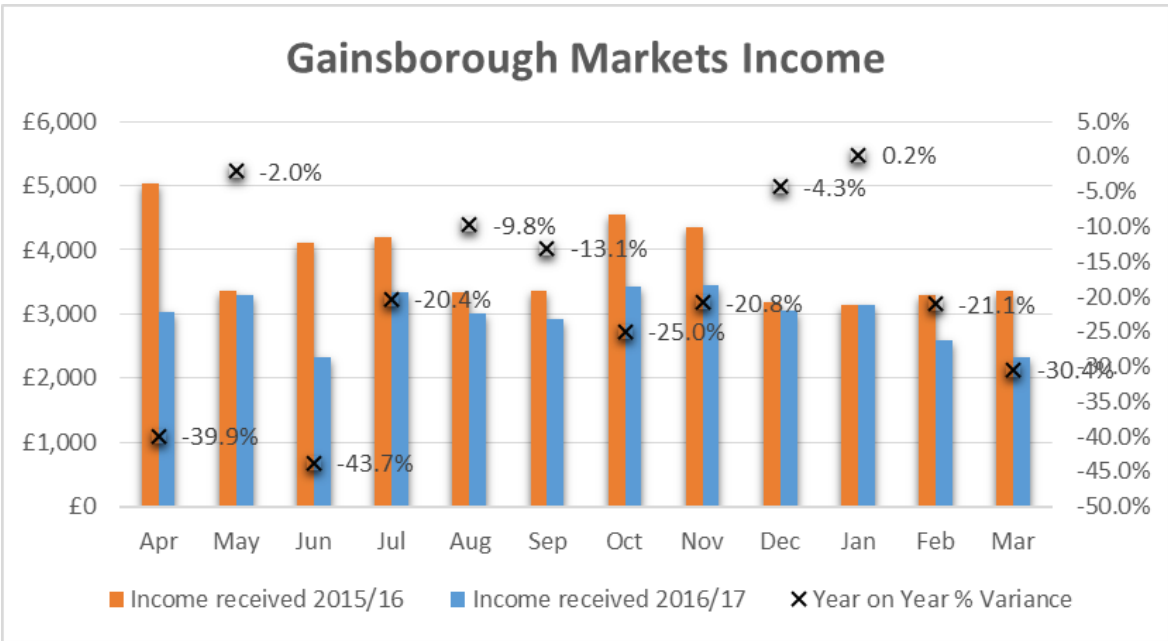
The land charges service is currently going through a major change in the way it delivers the service to customers by implementing an automated system. Transitional arrangements have been made for this process to take place, however whilst the new system is being purchased, the data transferred and the process tested, the time taken to complete searches will take longer due to staff having to focus on both the implementation of the new process whilst simultaneously processing searches on the current system.



This is not a true reflection of the performance of Trinity Arts Centre as the fees and charges element relates to a small percentage of the overall business. Performances are booked on the most advantageous terms possible, sometimes this is on a hire basis and sometimes on a split of income. The programme is put together on the best offer at the time and the important information to collect and monitor is the surplus generated by the performances ensuring a positive effect on the bottom line rather than a loss.



The number of new applications has dipped slightly during quarter 3 but still remains above the longer term average. This is not unexpected as the development industry tends to contract during the winter months and during periods of relative economic uncertainty, such as was experienced in Q3 due to the Autumn Statement. As previously reported the section remains on track to exceed all budget targets and the quantum of new applications received at the start of quarter 4 confirms this trend continues.



Market income down compared with last year in line with trends of recent years. A business case for an in-house improvement plan was approved by Prosperous Communities Committee in September, further work is required before any planned changes made.

Adjustment to Fees and Charges for Licensing

As a result of a European Court of Justice ruling in November 2016, we now need to change the way in which we set our fees for licensing functions which are within scope of the EU Services Directive 2006/123/EC which is given effect by the Provision of Service Regulations (SI 2009/2999). Transport (Taxis & Private Hire) & Gambling are specifically out of scope and all of the alcohol licence fees are currently set by statute.

The court case(s) in relation to this matter is commonly referred to as Hemmings & Others V Westminster City Council, whereby Hemmings challenged the Council on how the fees for sex establishments were levied and what could be justifiably included within the fees? The matter went to the Supreme Court who made their ruling whilst also asking the European Court to clarify how fees should be demanded?

The end result of this case is that basically, we now have to split fees, one payable on application to cover the cost for the administration and formalities of the application, be it grant or renewal. The second fee, is to cover the cost of issuing a licence and the subsequent monitoring to ensure compliance, management and enforcement can be charged and be a condition of grant.

Out of the numerous remaining fees we set, the areas that we consider the split fee system are to be applied to currently, are scrap metal sites and scrap metal collectors.

For the avoidance of doubt the total fees in this area to be charged is not increased, it is just split to separate the administration and compliance elements, broadly speaking.

To retain the current system (and do nothing) would mean that the council would not be complying with the Directive or Regulations.

Please see tables below to show the changes:

Before:

Prosperous Communities Committee		Licensing					
	2016/17 £	Proposed Increase		2017/18 £	VAT Amount £	2017/18 Charge Inc. VAT £	VAT Rate
		% Type	or £				
Scrap Metal							
New Collectors fee - 3 yr	£199.00	0.00%	£0.00	£199.00	£0.00	£199.00	OS
Collectors fee renewal - 3 yr	£199.00	0.00%	£0.00	£199.00	£0.00	£199.00	OS
Change details, name/address	£100.00	0.00%	£0.00	£100.00	£0.00	£100.00	OS
New Site fee - 3 yr	£1,298.00	0.00%	£0.00	£1,298.00	£0.00	£1,298.00	OS
Renewal - 3 yr	£1,298.00	0.00%	£0.00	£1,298.00	£0.00	£1,298.00	OS
Change of site manager	£70.00	0.00%	£0.00	£70.00	£0.00	£70.00	OS

After:

Prosperous Communities Committee		Licensing					
	2016/17 £	Proposed Increase		2017/18 £	VAT Amount £	2017/18 Charge Inc. VAT £	VAT Rate
		% Type	or £				
Scrap Metal							
New/Renewal Collectors fee - 3 yr	£199.00	0.00%	£0.00	Admin/processing of application	£94.00	£94.00	OS
				Document inspection - year 1	£35.00	£35.00	OS
				Document inspection - year 2	£35.00	£35.00	OS
				Document inspection - year 3	£35.00	£35.00	OS
Change details, name/address	£100.00	0.00%	£0.00	£100.00	£0.00	£100.00	OS
New/Renewal Site fee - 3 yr	£1,298.00	0.00%	£0.00	Admin/processing of application + initial	£370.00	£370.00	OS
				Follow up inspection - year 1	£232.00	£232.00	OS
				2 x Annual inspection - year 2	£464.00	£464.00	OS
				Annual inspection - year 3	£232.00	£232.00	OS
Change of site manager	£70.00	0.00%	£0.00	£70.00	£0.00	£70.00	OS

APPENDIX C

Amended Fees and Charges for Planning Applications

The highlighted lines in the following table are set by Government and have been amended to reflect the latest Government charging instructions.

Prosperous Communities Committee		Planning Applications						
		Current Net Charge	Proposed Increase		Proposed Net Charge	VAT Amount	Total Charge Incl VAT	VAT rate included
		2016/17 £	%	or £	2017/18 £	£	2017/18 £	
Outline Applications								
All types of building Per 0.1 ha for sites up to and including 2.5 ha		£385.00			£385.00	£0.00	£385.00	OS
All types of building - for each 0.1 in excess of 2.5, £9527 plus for each additional 0.1 ha to a maximum of £125,000		£115.00			£115.00	£0.00	£115.00	OS
Full Applications and Applications for Approval of Reserved Matters following an Outline Permission								
Alterations/extensions to existing Dwellings		£172.00			£172.00	£0.00	£172.00	OS
Erection of dwelling (up to and including 50)		£385.00			£385.00	£0.00	£385.00	OS
Alterations/extensions to two or more dwellings including works within boundaries		£339.00			£339.00	£0.00	£339.00	OS
Other buildings	Less than 40 m ² floor space created	£195.00			£195.00	£0.00	£195.00	OS
	Between 40 and 75 m ² floor space created	£385.00			£385.00	£0.00	£385.00	OS
	Every additional 75 m ² up to 3750 m ²	£385.00			£385.00	£0.00	£385.00	OS
	Over 3750 m ² , £19,049 plus for each additional 75 m ² (Maximum fee £250,000)	£115.00			£115.00	£0.00	£115.00	OS
Plant or machinery where site does not exceed 5 ha; per 0.1 ha	Over 5 ha £19,049 plus for each additional 0.1 ha (Maximum fee £250,000)	£385.00			£385.00	£0.00	£385.00	OS
		£115.00			£115.00	£0.00	£115.00	OS
Agricultural Buildings								
Less than 465 m ² floor space created		£80.00			£80.00	£0.00	£80.00	OS
Between 465 > 540 m ²		£385.00			£385.00	£0.00	£385.00	OS
Between 540 > 4215 m ² , £385 for the first 540 m ² then per additional 75 m ²		£385.00			£385.00	£0.00	£385.00	OS
Over 4215 m ² , £19,049 then per additional 75 m ² (Maximum fee £250,000)		£115.00			£115.00	£0.00	£115.00	OS
Glasshouses								
No more than 465 sq m floor space created		£80.00			£80.00	£0.00	£80.00	OS
More than 465 sq m floor space created		£2,150.00			£2,150.00	£0.00	£2,150.00	OS
Changes of use								
Buildings or land, including caravan sites		£385.00			£385.00	£0.00	£385.00	OS
A building to more than one dwelling where no. of dwellings 50 or less; per dwelling		£385.00			£385.00	£0.00	£385.00	OS
A building to more than one dwelling where no. of dwellings more than 50; £19,049 then for each dwelling in excess of 50 (Maximum fee of £250,000)		£115.00			£115.00	£0.00	£115.00	OS
Refuse or waste disposal where site area less than 15 ha; per 0.1 ha		£195.00			£195.00	£0.00	£195.00	OS
Refuse or waste disposal where site area exceeds 15 ha, £29,112 then for each 0.1 ha in excess of 15 ha (Maximum Fee £65,000)		£115.00			£115.00	£0.00	£115.00	OS
Other material change of use of building or land		£385.00			£385.00	£0.00	£385.00	OS

APPENDIX C

Amended Fees and Charges for Planning Applications – continued

No Buildings created							
Ancillary to a dwelling	£172.00			£172.00	£0.00	£172.00	OS
Car parks, service roads, accesses at existing developments	£195.00			£195.00	£0.00	£195.00	OS
Exploratory drilling for oil/gas where site area does not exceed 7.5 ha; per 0.1 ha	£423.00			£423.00	£0.00	£423.00	OS
Exploratory drilling for oil/gas where site area exceeds 7.5 ha, £31,725 then for each 0.1 ha in excess of 7.5 ha (Maximum fee £250,000)	£126.00			£126.00	£0.00	£126.00	OS
Other operations - minerals working - site area does not exceed 15 ha; Per 0.1 ha	£195.00			£195.00	£0.00	£195.00	OS
Other operations - minerals working - site area exceeds 15 ha; £29,112 then for each 0.1 ha in excess of 15 ha (Maximum fee £65,000)	£115.00			£115.00	£0.00	£115.00	OS
Other operations - non-minerals related, per 0.1 ha (Maximum fee £1,690)	£195.00			£195.00	£0.00	£195.00	OS
Advertisements							
Relating to the business on the premises	£110.00			£110.00	£0.00	£110.00	OS
Advance direction signs to a business	£110.00			£110.00	£0.00	£110.00	OS
Other advertisements	£385.00			£385.00	£0.00	£385.00	OS
For Notifications and Approvals							
Agriculture, forestry or demolition proposals	£80.00			£80.00	£0.00	£80.00	OS
Telecommunications	£385.00			£385.00	£0.00	£385.00	OS
Proposed change of use to state funded school or registered nursery	£80.00			£80.00	£0.00	£80.00	OS
Proposed change of use of Agricultural building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels or Assembly or Leisure	£80.00			£80.00	£0.00	£80.00	OS
Proposed change of use of a Building from Office use to a dwellinghouse	£80.00			£80.00	£0.00	£80.00	OS
Proposed change of use of Agricultural building to a dwellinghouse where there are no associated building operations	£80.00			£80.00	£0.00	£80.00	OS
Proposed change of use of Agricultural Building to a dwellinghouse and associated building operations	£172.00			£172.00	£0.00	£172.00	OS
Proposed change of use of a building from retail or mixed use retail and residential use to a dwellinghouse where there are no associated building operations	£80.00			£80.00	£0.00	£80.00	OS
Proposed change of use of a building from retail or mixed use retail and residential use to a dwellinghouse and associated building operations	£172.00			£172.00	£0.00	£172.00	OS
Other Applications							
Renewal of temporary permission	£195.00	The equivalent planning application fee					OS
Variation or removal of a condition	£195.00			£195.00	£0.00	£195.00	OS
Lawful Development Certificates - Existing development	The equivalent planning application fee						OS
- Proposed development	Half the equivalent application fee						OS
High Hedges Complaints Application	£307.20			£307.20	£0.00	£307.00	OS

REVENUE CARRY FORWARDS – APPROVED BY GCLT 24.03.17

BASE BUDGET C/FWDS APPROVED BY GCLT 24.03.17			Yr End	
Committee	Cluster	Business Unit	£	Purpose of Bid
PC	Customer First	Building Control	2,700	To assist with new Building Control IT expenditure.
PC	Customer First	Building Control	5,000	Building Control - commercial carried forward to support operations in 17/18.
PC	Customer First	Customer Services	7,200	Project budget not fully spent. Will be needed in 2017/18.
PC	Customer First	Parish Lighting	10,000	To fund additional backfill needed for new IT system as budget allocated as per business plan has been used.
PC	Customer First	Land Charges	22,500	To fund additional backfill needed for new IT system as budget allocated as per business plan has been used.
CP&R	Democratic & Business Support	Democratic Representation	10,000	Further member training expected next financial year.
CP&R	Democratic & Business Support	Democratic Representation	2,500	Civic Responsibilities - c/fwd. request due to Community Awards taking place in April.
PC	Economic Development and Neighbourhoods	Economic Development	8,000	Needed to support regeneration project sin 2017/18.
PC	Housing and Regeneration	Homelessness/ Housing Advice	6,200	Unspent contributions towards LHSG co-ordinator & strategy project
PC	Housing and Regeneration	Homelessness/ Housing Advice	4,400	Delays with system upgrade that was planned for 16/17 - to be implemented 17/18.
PC	Organisational Transformation	Cemeteries and Churchyards	10,000	Dry stone wall project not going to happen in 2016/17 due to surveying delays. Project slipped into 2017/18.
TOTAL			88,500	

CARRY FORWARDS – UNSPENT GRANT FOR SPEND IN 2017/18

GRANTS			Yr End	
Committee	Cluster	Business Unit	£	Purpose of Carry Forward
PC	Economic Development and Neighbourhoods	Economic Development	10,100	DCLG Grant - Hemswell Cliff (FEZ)
TOTAL			10,100	

REVENUE CARRY FORWARDS – APPROVED DURING YEAR BY COMMITTEE/BOARDS

BASE BUDGET C/FWDS APPROVED IN YEAR			Yr End	
Committee	Cluster	Business Unit	£	Purpose of Carry Forward
PC	Customer First	Building Control	17,100	Underspend on staffing backfill needed in 17/18 - funded from Board Budgets in 2016/17.
PC	Customer First	Customer Services	2,200	Purchase of vending machines - allocation of Business Plan development budgets small investments approved by GCLT 15.03.16. Purchase to take place 2017/18.
CP&R	Democratic & Member Support	Corporate Management - Finance	83,900	Any Board Budget savings will be carried forward. Original funding from Earmarked Reserves.
CP&R	Democratic & Member Support	Legal Services	10,000	Legal advice for Lincolnshire Wellbeing Service Commissioning District wide scheme - subject to Prosperous Communities Committee approval of scheme.
PC	Economic Development and Neighbourhoods	Economic Development	16,200	Operational budget for Place Board - funded from Growth Fund in 2016/17.
PC	Economic Development and Neighbourhoods	Economic Development	5,900	Operational budget for Place Board - funded from Growth Fund in 2016/17.
PC	Housing and Regeneration	Housing Strategy	49,000	Selective Licensing - to fund post in 17/18 and 6mths in 18/19. Approved by GCLT 07.02.17
PC	Housing and Regeneration	Housing Strategy	25,000	To fund temporary additional staffing in Housing Renewal team. Approved by GCLT 07.02.17
TOTAL			209,300	

APPENDIX D

REVENUE CARRY FORWARDS – UNSPENT USE OF EARMARKED RESERVES APPROVED IN YEAR BY COMMITTEE/BOARDS

USE OF EARMARKED RESERVES			Yr End		
Committee	Cluster	Business Unit	£	Purpose of Carry Forward	EMR
PC	Customer First	Land Charges	7,200	Funding for backfill needed to support IT system implementation, part of the approved spend to be incurred in 2017/18.	Business Improvement & Transformation
PC	Economic Development and Neighbourhoods	General Grants etc.	18,500	Grants - £30k approved over 2 years for X-Church project. Balance at year end to be c/fwd.	Support for vulnerable communities
PC	Economic Development and Neighbourhoods	Economic Development	6,100	Economic & Tourism - to support Equality Impact Assessments (EIA)	Outcomes & Outputs of Gainsborough Masterplan
PC	Economic Development and Neighbourhoods	Economic Development	40,400	Economic & Tourism - use of EMR for legal procurement. Project spans financial years.	Investment for Growth Fund
PC	Economic Development and Neighbourhoods	Economic Development	11,900	Economic & Tourism - to be used to contribute towards Lidl crossing on Beaumont Street.	Outcomes & Outputs of Gainsborough Masterplan
PC	Economic Development and Neighbourhoods	Economic Development	34,000	Housing Zone - Local Development Order (LDO) project.	Unapplied Grants (Local Development Order)
PC	Economic Development and Neighbourhoods	General Grants etc.	0	Community Defibrillator Scheme - required for spend on equipment in 2017/18.	Community Grant Scheme
PC	Economic Development and Neighbourhoods	Community Action & Community Safety	10,100	Enterprising communities - legal costs. Hemswell Cliff Masterplan: Project spans financial years.	Investment for Growth Fund
PC	Housing and Regeneration	Culture, Heritage & Leisure	50,000	Dry leisure facility development - project spend to be incurred in 2017/18.	Invest to Earn Commercial Returns
PC	Housing and Regeneration	Culture, Heritage & Leisure	23,500	Works identified in the Carbon management plan to be actioned in 2017/18.	Carbon Reduction
PC	Housing and Regeneration	Community Action & Community Safety	4,100	Community Payback Scheme (GCLT 11.03.16)	Community Payback Scheme
PC	Housing and Regeneration	Housing Strategy	10,000	Selective Licensing - to fund post in 17/18 and 6mths in 18/19.	Invest to Earn commercial returns
TOTAL			215,800		

CAPITAL CARRY FORWARD REQUESTS

Corporate Priority	Capital Scheme	£	Reason for Request
Prosperous & Enterprising	Strategic Housing - Empty Homes	900	This budget has been utilised to finalise the remaining work needed on the Council's empty properties and CPOs as well as provide the final payment for the delivery of the Gainsborough Foyer. Any funding not spent to be c/fwd. into 17/18.
Excellent VFM Services	Replacement Refuse Freighters	80,600	Carry forward of remaining balance requested to continue vehicle replacement programme.
Excellent VFM Services	Civic Enhancements	10,500	Webcasting project is now complete. Modern.gov is still progressing and will require £10.5k to be carried forward into 17/18.
Excellent VFM Services	Website Replacement (CMS)	10,800	Project delivered under budget, two invoices still outstanding therefore request that £10,800 is carried forward.
Excellent VFM Services	CRM System	10,000	The CRM project has been subsumed into the Closer to the Customer Programme; and has been delayed in order to define the 'reason for change' and to understand the scope of transformation expected under the programme. This work has identified a number of technology improvements required, and the procurement of such technology will now be co-ordinated to ensure that the right solution is procured for the wider transformation technology needs, including our commercial customer management aspirations. As a result, procurement exercises have been delayed until 2017-18 and hence it is requested that the capital allocation is carried forward into 2017/18.
Excellent VFM Services	Replacement Planning/Building Control/Land Charges System	115,400	All anticipated costs are to be carried forward due to delays in starting the project, except for 1st milestone payment which was made in October 2016.
Central Lincolnshire Local Plan	Market Street - Joint Venture	250,000	Significant regeneration programme, schemes under development.
Central Lincolnshire Local Plan	Private Sector Housing Market Renewal - survey	100,000	Scheme being developed to ensure spend of budget. Unlikely that all budget will be allocated in year, therefore a carry forward request will be required to ensure that budget is available in future years.
Central Lincolnshire Local Plan	Infrastructure Delivery Plan	50,000	Significant regeneration programme, schemes under development.
Asset Management	Hemswell Masterplan - Public Realm Improvements	20,000	Final plans re: infrastructure improvements within regeneration programme have been developed in 16/17 but no actual spend. Way forward to be established first quarter 17/18 associated work to then follow, carry forward requested for balance.
Asset Management	Commercial Investment - Property Portfolio	5,000,000	Committee agreed on the 13th April to spend the full £20m ASAP, Director of Resources to decide case by case, on borrowings versus reserves to cash flow. Full carry forward requested.
Asset Management	Loan Advances	390,000	Business case approved, scheme under development but unlikely to commence this financial year capital budget slipped to 2017/18. Loan advance of £30k drawn down.
Asset Management	Carbon Management Plan	20,000	Street lighting and carbon management plan investigations are still ongoing regarding suitability of lamps, obtaining quotations (possible framework available) c/fwd. requested. Meeting held with LCC who advised we require a Street Lighting Policy.
Asset Management	Capital Enhancements to Council Owned Assets	306,700	C/fwd. all underspend - Repairs slippage on the programme due to lack of staff resources, Heapham Road - tenant not found yet and monies to provide infrastructure works as an incentive. Resurfacing car parks works came in overpriced so specification is to be reduced and retendered. £80k saving on Trinity Arts Roof due to successful grant funding.
Open for Business	Rural Broadband (BDUK)	555,000	Currently in negotiations with LCC regarding final contract price.
	TOTAL	6,919,900	

CAPITAL CLAWBACK REQUESTS**CAPITAL CLAWBACK REQUESTS:**

Corporate Priority	Capital Scheme	£
Central Lincolnshire Local Plan	Gainsborough Growth	46,800
Asset Management	5-7 Market Place	43,000
Central Lincolnshire Local Plan	Food Enterprise Zone Infrastructure	10,800
	TOTAL	100,600

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**Corporate Policy and
Resources Committee**

4 May 2017

Subject: Progress and Delivery Report – Period 4 (2016/17)

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer mark.sturgess@west-lindsey.gov.uk
Purpose/Summary:	To consider the Progress and Delivery report for period 4 of 2016/17

RECOMMENDATION(S):

- 1. The Committee are asked to review the performance information contained in the Progress and Delivery Report and to review the performance outlined and highlight where specific action should be taken (NB the actions recommended will be reviewed by the Challenge and Improvement Committee at the end of this cycle of meetings).**

IMPLICATIONS

Legal: None

Financial: None (apart from indicating where value for money is being achieved) – Fin 14-18

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:

1st, 2nd and 3rd Quarter Reports to the Policy Committees and Challenge and Improvement Committee

Call in and Urgency:

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

Yes

No

Key Decision:

Yes

No

Introduction

Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.




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

For clarity this report will provide information on those services that are either performing below their target level or have exceeded the performance expected of them. This will be done within certain tolerance levels therefore services which are just below their target performance will not be reported at this stage, but will be monitoring through the council's services leadership team. Generally explanations and rectifications are given where an aspect of a service is performing below the required standard.

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.

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

1.0 Introduction

- 1.1 This is the quarter four performance report and includes reports in progress with delivering the Corporate Plan and the Commercial Plan.
- 1.2 The executive summary is structured to highlight those areas that are performing above expectations, those areas where there is a risk to either performance or delivery and those areas where further work is required for next year's report.

2.0 Performing Well

2.1 Economic Development:

Gainsborough Growth Investment Plan

- Competitive Dialogue underway for Development Partner – 4 high profile developers shortlisted; £5m enabling funds ring-fenced
- £4m growth deal funding secured through the Local Enterprise Partnership
- £1.4m grant approved to secure new hotel and restaurant development in Gainsborough
- Joint Venture approved to regenerate Market Street - £500k investment secured + LEADER funding
- Heritage Masterplan completed
- Local Development Order approved for Riverside Gateway Housing Zone site
- Further Homes and Communities Agency capacity funding secured £155K + £50k LDO funding
- Trinity Street road improvements completed - partnership with WLDC and LCC
- Invest Gainsborough and Place Board actively involved in the promotion of the town

Hemswell Cliff

- Masterplan completed for Hemswell Cliff
- Environmental Impact Assessment completed and Local Development Order
- Share of £6.5m growth deal funding secured in principle (subject to competition) for Food Enterprise Zone

Business Growth

- Gainsborough Growth Fund - £400K committed; total value of investment levered amounts to circa £2.5m, assisting 8 Small and Medium Size and creating approx. 65 jobs in the next 2 years
- Lindsey Action Zone – £193k committed; total value of investment levered amounts to circa £369k, delivering 13 Full Time Equivalent jobs across the District.

- 96 businesses supported across West Lindsey
- 15,109sq m commercial floor space developed
- £10k invested in Newtoft Business Park, leveraging in £30k private sector investment and assisting local businesses
- Scheme to develop new workspace approved in principle for Saxilby

Employment and Skills

- Employment and Skills Partnership established & Action Plan in place
- Youth Mentoring Scheme – 20 pupils supported from Gainsborough Academy
- Careers Event and Disability Confident Event taken place

- 2.2 The Benefits service has coped with extensive changes in legislation and maintained a good performance in its core area of work. Of particular note is the high customer satisfaction rating the service received at 93%.
- 2.3 A risk area from previous reports land charges is now performing better than target on its turnaround time for searches at 6 days in the last period against a target of 10 days and performance in the last quarter of 8 days. This should improve further with the introduction of an automated system later in the year.
- 2.4 Development management has maintained its excellent performance against national targets in this quarter.
- 2.5 The council's performance in managing its contracts is excellent.

3.0 Risk Areas

3.1 Enforcement

The overall demand across the enforcement areas of work has increased across the board during 16/17, this is demonstrated by the demand information shown for period 4. Alongside this the level of formal enforcement activity has increased and a number of successful outcomes have been delivered on key cases.

The resources required to meet the increasing demand are now in place on a temporary basis in all areas. It is likely that these temporary measures will need to be continued or made permanent in order to ensure that the demand can be met. Committee reports have been produced specifically to address the demand issues within planning enforcement and these were considered by C & I in April 2017.

3.2 Homelessness

It is predicted that local authority homelessness caseloads will increase by at least 50%. It is important to note that from 19/20, homelessness prevention monies from central government will be based entirely on prevention performance.

The service is already placing a much greater emphasis on homelessness prevention by reporting on activity carried out by other departments that contributes to homelessness prevention. This is a key work programme for the service.

3.3 Corporate Governance

There are numerous red areas which need to be addressed. This should be done through having proper processes in place to ensure that the work is completed.

4.0 Further Work

- 4.1 Following an audit of the progress and delivery process the number of service measures that are identified as measures to be reported to the policy committees will be reduced for 2017/18 municipal year. These measures have been the subject of consultation with the members' progress and delivery steering group and will be used from the first quarter of 2017/18.
- 4.2 Measures that will not now be reported will, where appropriate, be used by the Team Managers to assess their services performance and be included in their service plan.
- 4.3 Work is continuing to assess how best to report service complaints in the next municipal year so that members can offer appropriate challenge. It is accepted that simply reporting the number of complaints and having a "target" for the number of complaints is not appropriate and does not aid continuous improvement within the services. Council has asked the Chief Executive to scrutinise this area to ensure that consistent customer service is being delivered. The Chief Executive has informed the Council that work is underway in this area and a report will be presented to Prosperous Communities Committee in June. A key part of customer and learning is a proper analysis of the complaints the council receives. The Chief Executive has personally been analysing along with her Officers some of the key complaints.
- 4.4 Reference is made in some of the service areas (land charges, development management and building control) to the introduction of a new computer system. This system is well on the way to introduction and is anticipated to "go- live" in July 2017. The system should improve both the quality of data collected and increase the speed of processing some activities. The area where speed will improvements will be particularly noticeable will be in land charges where it is anticipated that turnaround times for searches will fall from the current 10 ten days to 5 initially and 2/3 once the system is fully operation. In other areas the system will improve management information and will be used to drive improvement in a way the current system cannot.

- 4.5 Members will have noted that the performance information around projects has reduced. The main reason for this is that only projects that are in the “delivery” stage are eligible for reporting through the progress and delivery process and then only if they are performing outside their project plan – either in terms of time taken to deliver the project or in terms of exceed the available budget. It is likely that as the council is in delivery mode the amount of projects reported through progress and delivery will start to increase again.

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										
Staff absenteeism	Monthly	0.54%	0.70%	★	↑	1.01%	●	●	No. of long term absences in previous period now ended which has improved the absence rate to below the target	Need to ensure that the process for dealing with long term absences is efficient as possible so these few cases do not unduly impact on the overall absence figures.
Percentage of service requests received through digital channels	Monthly	22%	35%	●	→	24%	●	●	During period 4 demand for traditional service delivery has increased whilst digital demand has remained static, although demand in the 4th quarter will always increase from the previous quarter as Christmas is a factor in customer behaviour.	The digital channels we use to allow customers to interact with the council need to be as simple and user friendly as possible. New systems, when they are introduced will ensure they do this.
Perspective: Financial										

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.			
Position against budget (cumulative)	Quarterly	-5.00%	0.00%	★	↑	-3.67%	★	★	Unforeseen income and net of pressures/savings as highlighted in Budget Monitoring reporting	Revenue Review as at Period 6. Ongoing delivery of Finance Matters II
Perspective: Quality										
Complaints	Monthly	63	54	●	↓	40	★	★	A thorough analysis is taking place of factors other than demand. Where demand has been a factor such as Planning Enforcement additional resources have been put in place. However, analysis will look at complaints in total and the reasons for them.	By June there will be a review of complaints and the process that will focus on empathy (ensuring the officer dealing with the complaint sees the issue from the customers' perspective), solution focused and with an emphasis on learning. The appropriate measures will be established as a result.
Percentage of calls answered	Quarterly	73%	90%	●	→	73%	●	●	14,358 telephones calls were missed during March 2017.	Emails have been sent out to teams identifying were part time staff's calls are not being answered for team managers to put in place alternatives. IT dept. are still working with our

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.			
										provider to change how we deal with calls to enhance our ability to manage calls in a more professional way.

Table 1: Corporate Health measures

Section 2: Project and Programme Delivery

Project Name	Description	RAG	Reason
Entrepreneurial Board			
5-7 Market Place, Gainsborough	In 2013 the Council acquired 5-7 Market Place, Gainsborough as an investment acquisition based upon a business case. The intention was to uplift a prominent building within the town centre.	Red	<p>Upon purchase a condition survey was completed that identified work necessary to bring the building into a good state of repair. In January 2016 a tender package was put together to address the immediate/necessary works and a contractor appointed in June 2016. During the implementation of the works the building's stonework was found to be worse than anticipated.</p> <p>It was decided to terminate the contract in December 2016 to prevent costs incurred through delay and remove the scaffold from the town centre before the Christmas period.</p> <p>A business case is being prepared to dispose of the building to a new user and to ensure that the council get best value from this asset</p>

Section 3: Service Exceptions

Customer First

Benefits

The final quarter of 2016/17 has seen the after-effects of applying the national reduced Benefit Cap to households in West Lindsey, most 'cap' households have been assessed and granted additional funds through the Discretionary Housing Payments process and the Benefits team are making headway in advising the families what is needed for them to cope financially under the new Benefit Cap. Performance in Q4 has been good with the average number of days taken to process changes and new claims being 4.2 days and overall performance in 2016/17 showed it took an average of 4.9 calendar days to process information which has exceeded 2015/16 performance being 5.3 days. During 2016/17 the Benefits Team processed in excess of 63,000 changes to claims and 3,222 new claims. Plans have been made for the team to work differently in 2017/18 to accommodate the £40k+ savings made in the Benefit Team budget and training is underway for staff members to work closer together with the aim being to maintain the service and the customer satisfaction rate of 93% with a reduced budget. Static fortnightly Benefits advice surgeries have now been closed at Saxilby and Cherry Willingham and replaced with an agile home visiting service which will enable mobile officers to be utilised better. The Benefits Team are now preparing for the Housing Benefit 2-child restriction which comes into force on 6 April and changes to Employment & Support Allowance that commence from 3 April. In the West Lindsey area Universal Credit (including help with housing costs) is still only available to single people but is scheduled to roll out to all customer groups in May 2018.

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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										
End to End processing times for Housing Benefit and Council Tax Support	Monthly	4.9	6	★	↑	5.9	★	★	Advanced automation and "lean" working within the Benefits Team continues to be successful	Not applicable – performance better than 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.			
Volume of new claims waiting to be processed for more than 30 days as at month end	Monthly	24	30	★	↑	25	★	★	Assessment team are vigilant with claims that need more processing time – outstanding claims are monitored weekly within the team	Not applicable – performance better than target

Table 2: Benefits measure exceptions

Council Tax

The Council Tax in year collection rate has improved by 0.14% from 2015/16 (collection rate was already high at 98.30%) despite an increase in the collectable debit of £1,964,929. During 2016/17 more new customers have opted to pay their council tax by 12 instalments rather than 10 which might have assisted with personal budgets and thus contributed to the increase in collection rate. We have also seen a rise in direct debit instalment payers which has also contributed to the increase in collection rates.

Although Business Rate collection rates are below target for the year end last years' collection rate was unnaturally higher than normal due to Doctors surgeries experiencing large rateable value reductions which then required refunding after year end. Whilst the final year % collection rate has reduced when compared to 2015/16 the actual net receipts has increased by £46,718. The actual monthly net receipts will be reported on in 2017/18 as they provide a more meaningful indication into how much is actually being collected month on month (this was agreed as part of the annual review of the Progress and Delivery process).

The total rateable value for business rate properties continues to steadily increase each month and has remained above target for the final year-end total. Most appeals to the current rating list have now been settled and the steady increase shows some growth in the district.

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										
No of properties on tax base (FTE ratio)	Monthly	5,942	5,000	★	↑	4,968	●	★	Currently carrying staff vacancy due to maternity leave which will be filled in April/May 2017	No improvement required
Perspective: Quality										
Council Tax in year collection rate	Monthly	98.48%	98.30%	★	↑	84.97%	●	★	Collection rate exceeded last years' target by 0.14%. The net collectable debit increased from £44,534,413 to £46,499,342 and the total net receipt increased from £43,795,650 in 2015/16 to £45,791,800 in 2016/17. The WLDC element of this equated to approximately £240,000.	No improvement required
NNDR in year collection rate	Monthly	97.34%	99%	●	↓	81.54%	●	●	Although collection is 2.1% below that of 2015/16, the net collectable debt increased by	Collection rate will continue to be monitored each month and in 2016-17 actual net

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.			
									£587,025. The total net receipt has also increased from 15/16 by £46,718 so the reduced collection rate has not actually had a negative impact on the financial sum collected.	receipts collected will be reported in addition to the % collection rate. This will provide a more meaningful indication of the income being collected each month.
Total rateable value – business rates	Monthly	43,426,374	42,700,000	★	↑	43,109,426	★	★	Valuation Office Agency is responsible for setting rateable values and has settled most appeals to the current rating list. There has been some growth in the district hence the increase in total rateable value.	No improvement required.

Table 3: Council Tax measure exceptions

Building Control

Building regulation fee applications income achieved in 16/17 at £210,000 is an uplift of 11% on the previous year's income (15/16). Historical records and copy documents £7,930 income added to the total of £217,930 with the fee earning service and resulted in an uplift of 15% on the previous financial year's (15/16) income.

Building control has continued to thrive in a competitive market this year and has seen an uplift in applications as well as fee income into the service.

The Council has continued to make significant investment in the Building Control service to equip the team to compete effectively in the wider market. For the past 3 years West Lindsey Building Control have been focusing on improving & developing its services, through building relationships, improving reputation and raising the profile of the team. The benefits of this are starting to be realised with a small increase in fees when compared to last year, however the construction industry continues to be volatile and there is still much work and investment to be made in ensuring this trend continues long term. Work has now started on delivering some of the additional services highlighted in the new Business Plan for Building Control. Air testing has been launched with Fire Risk Assessments available as and when the time comes to go to market. Other members of the team are training in SBEM, SAPS and additional fire risk assessments and SAPs over the next 6 months, providing a very exciting opportunity for the Authority to be able to offer a range of additional complementary services to its strong client base.

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	170	150	★	↑	111	●	●	The larger amount of applications received is reflected in the team income for the month	n/a
Perspective: Financial										
Total Income Received	Monthly	£71,751	£52,500	★	↑	£41,381	●	●	Income in the last quarter has exceeded expectations	n/a

Table 4: Building Control measure exceptions

Local Land Charges

As can be seen from the data below there has been a significant improvement in the time taken to process searches over the last 6 months where the target set has been overachieved by 4 clear days, even though there has been a reduction in staff. Alongside this work continues in the background with the build of the new software process known as Arcus where the intention is to automate as much processing as possible. Once completed later this year, the drive will be to reduce the time taken further when

completing searches, increase our market share which will in turn generate more income, whilst improving customer satisfaction, along with Council reputation in this area. To take account of the improvements brought about through the procurement of the new automated services the target for processing searches will be reduced from the current 10 days to 5 days in the next reporting period. That will help to make the service more competitive and increase its market share.

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										
Time taken to process a search	Monthly	6 days	10 days	★	↑	8 days	★	●	No performance issue	No performance issue

Table 5: Local Land Charges measure exceptions

Development Management

During quarter 4 Development Management have continued to significantly exceed targets for all planning application types. The number of invalid applications remains high, however the work on the new planning system is still ongoing which should address some of the issues. Appeals are still an area of concern, whilst we are below target, both appeals allowed were as a result of Planning Committee refusing the applications, this will continue to be reviewed with the Planning Committee Chairman (NB performance on planning appeals is a quality measure used by the DCLG to determine which councils will be subject to designation in the coming year).

The service is has improved significantly through the year and now has a stable, permanent, workforce and dedicated Team Manager. These have been key factors in the performance turnaround this year.

There are now other areas for improvement that will become the focus for the team this year: improving the quality of decisions (as measured by appeals) and customer relations.

Performance Measure	Report ing 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										
Rate of invalids	Monthl y	84%	50%	●	↑	63%	●	●	This number is reducing slightly and will be further targeted with the introduction of the new system in 2017	WLDC cannot directly control but can encourage and influence applicant behaviour - This number is reducing slightly and will be further targeted with the introduction of the new system in 2017.
Percentage of planning applications defined as 'majors' determined within national targets	Quarte rly	92%	65%	★	↓	100%	★	★	n/a well above target	n/a well above target
Percentage of planning applications defined as 'minors' determined within national targets	Monthl y	98%	75%	★	↑	88%	★	★	High performance	Aim for 100% - Although we are exceeding targets the intention is to uplift all performance closet to 100%
Percentage of planning applications defined as 'others' determined within national targets	Monthl y	99%	85%	★	→	96%	★	★	Continued excellent performance	n/a

Table 6: Development Management measure exceptions

Enforcement

The overall demand across the enforcement areas of work has increased across the board during 16/17, this is demonstrated by the demand information shown for period 4. Alongside this the level of formal enforcement activity has increased and a number of successful outcomes have been delivered on key cases. Whilst there has been some comment about the time taken to conclude enforcement cases it is important that all legal processes are followed to ensure the council has the best opportunity of a successful outcome should enforcement cases proceed to court. The service is also developing its approach to the use of fixed penalty notices are an alternative to prosecutions in some areas.

The resources required to meet the increasing demand are now in place on a temporary basis in all areas. It is likely that these temporary measures will need to be continued or made permanent in order to ensure that the demand can be met. Committee reports have been produced specifically to address the demand issues within planning enforcement and these were considered by C & I in April 2017.

The proactive work in the selective licensing area has resulted in additional cases being identified and this work will continue into 17/18. The main focus for the enforcement areas of work is on the highest priority and highest harm cases.

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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										
Percentage of licensing income received	Quarterly	75%	80%	●	↑	57%	●	●	Further income scheduled to be collected for all licence applications.	On target for overall scheme.
Perspective: Process										
Percentage of licensed landlords within selective licensing area	Quarterly	33%	80%	●	n/a	n/a	n/a	●	163 Full licensed issues. 195 in draft.	On target to licence all landlords by Jul 18

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	107	80		↓	90			Seasonal increase due to excess cold and damp and mould	The number of cases is consistently high due to the level of proactive work being undertaken and improved reporting mechanisms
Open planning enforcement cases	Monthly	153	100		↓	137			A large and ongoing caseload	Review impact of additional temporary resources allocated
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	123	90		→	118			High number of complex cases	Interim resource in place until vacancy appointed to
Time taken to resolve a planning enforcement request	Monthly	188	100		↓	169			High level of long standing cases closed and continued high number of cases	additional resources allocated temporarily via GCLT

Table 7: Enforcement measure exceptions

Environmental Protection

Environmental Protection continue to perform well, processes and procedures are in place to ensure that all complaints are dealt with in a timely manner.

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										
Nuisance complaints completed within timescales	Monthly	100%	95%	★	→	100%	★	★	No issues with performance	No issues with performance

Table 8: Environmental Protection measure exceptions

Food Safety

The number of inspections achieved over the last quarter of the year has meant that the number of planned inspections for the year has exceeded the target, this means that we are closer to achieving the number of inspections that the Food Standards Agency require. Over the last three years the performance of the team has gone from strength to strength with regard to this. We continue to work closely with food businesses in order to ensure compliance with Food Law, this can mean that some inspections can take longer than anticipated. Businesses within West Lindsey have bought into the Food Hygiene Rating Scheme and, in the main, if a low rating is achieved they will take action to remedy issues in order to achieve a higher rating on re-inspection.

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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										
Percentage of registered food premises receiving a proactive inspection	Monthly	135%	95%	★	↑	95%	●	★	n/a	n/a

Table 9: Food Safety measure exceptions

Licensing

The number of applications received both in Period 4 and throughout the year has reduced when compared to the previous year. This is due to a change in legislation around taxi drivers. Within the year this was a cause for concern as the knock-on effect meant we may not achieve the expected income predicted, however the higher value of the applications received compensated for

the reduction in applications. Overall 98% of applications received were processed within the agreed timescales, with only 1% being referred to the relevant Sub-Committee for a decision. This year we successfully defended both of our decisions made to revoke licenses in the Magistrates Courts. As a result of an E.C.J. & Supreme Court ruling, we now have to consider how and what is included in the fees that we set for our licenses.

Street Cleansing

Another excellent year for the street cleansing service with all measures within challenging parameters. Satisfaction measured through Citizens Panel is 73%, once again compliments 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. Income was 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 “Clean for the Queen” initiative helped increase the number of voluntary litter picks to over sixty.

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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	£22,972	£12,000	★	↑	£9,054	●	●	Upturn in mechanical road sweeping demand for period 4	Continue to promote
Perspective: Quality										
Volunteer litter picks	Monthly	20	15	★	↑	10	●	●	Great British Sprig Clean	Continue to engage with voluntary groups

Table 10: Street Cleansing measure exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 52%, slightly down on last year which is in line with national trends. 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 have reduced in line with predictions mainly due to supervisors working closely with crews. The cost of service is now £38.65 per household, a fantastic performance when benchmarked against others, a real pressure has been high absenteeism as some staff have suffered long term illnesses. This has been offset by an increase in income generation. Commercial Waste continues to outperform predictions in the Business Case and has brought in significant income. The service continues to be valued by residents with a satisfaction rating of 91% measured through the Citizens Panel. The service was once again nominated for prestigious Association of Public Service Excellence awards following a comprehensive benchmarking process.

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 delivering service per Household	Quarterly	£44.85	£34.00	●	→	£46.18	●	●	Baseline requires amending	Baseline alignment
Trade waste Income	Monthly	£49,198	£33,783	★	→	£44,069	★	●	On target	Continue with sales and marketing strategy
Perspective: Quality										
Recycling rates	Monthly	34%	50%	●	↓	45%	●	●	In line with target, will reduce during winter months	Continue education/enforcement work
Missed collections	Monthly	247	390	★	↑	327	★	★	Some improvement within period	Work with crews to resolve

Table 11: Waste Collection measure exceptions

Trinity Arts Centre

Trinity Arts Centre continues to perform well with audiences continuing to grow. As a quarterly result the cost per user is a little off target but this includes £7800 worth of re-carpeting expenditure that has since been capitalised.

The received surplus from the artistic programme has been consistently over target with good return being generated from the artistic programme which together with controlled costs demonstrates value for money. There has been extremely good attendance at events and shows across the winter months and the quarterly result for audience figures is double the target figure.

The improvements made to the Centre during the year including the new seats have given Trinity Arts Centre and good basis to build on these positive results over the coming year.

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	4,407	2,100	★	↓	5,118	★	★	Excellent attendance at performances	Continue to offer popular programme
Event occupancy	Monthly	61%	70%	★	→	64%	★	🟡	Excellent attendance across live events and films	Ensure programme provided continues to be attractive and well supported
Perspective: Financial										
Cost of Trinity Arts per user	Monthly	£6.22	£5.50	★	↓	£2.55	★	★	Good performance on artistic programme and good audience numbers generated	Continue to monitor - artistic programme and ensure audience attendances are maximised
Received surplus	Monthly	£16,711	£9,000	★	→	£16,354	★	★	Good attendance at events and attractive programming is generating good result	Continue to offer attractive programme of events

Table 12: Trinity Arts Centre measure exceptions

CCTV

The 2016-2017 capital upgrade of CCTV systems has now been completed. Extended value has been achieved as part of the upgrade including additional enhancements to CCTV coverage in Gainsborough and Market Rasen. Security and safety at Council

owned sites has also been increased as part of the upgrade works with new CCTV coverage at the North Warren Road Depot and Trinity Arts Centre.

We entered into our first commercial provision of monitored CCTV with a solution installed at Richmond Park, Gainsborough. Funding income is also now being received from Market Rasen Town Council for the public space CCTV located throughout the Town. We continue to promote this as a new service and are seeking new opportunities for commercial income.

A new incident recording system is now live. We have completed 80% of backdating data from 2016-2017 written records onto the new system. Once completed this will give us a baseline of statistics to use as we go into 2017-2018. With the new recording system we will be able to conduct more detailed analyses including trends of crime by type, location, date and times etc....

Funding

The Community Funding Programme continues to support a wide range of projects across the District. Match funding figures are high and represent good value for money vs. the actual spend of grants awarded. Our continued investment in local communities is widely recognised by local organisations and at a regional level.

The 2017-2018 financial year will be the 3rd year of the current Community Funding Programme. Options to continuation and innovative development will be presented to Members during this year.

Financial Services

Further information on this service is given in the report on the Medium Term Financial Plan

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										

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.			
Forecast outturn	Quarterly	-£778,000	-£557,300	★	↑	-£560,000	●	★	Unforeseen income - general grants, planning fees, provision no longer required	
Perspective: Quality										
Return on investment	Quarterly	1.06%	0.11%	★	→	1.17%	★	★	n/a	

Corporate Governance

The BICG team continue to work closely with Team Managers to ensure that risks are reviewed in accordance with their review dates. The majority of risks, that are showing as expired, have been reviewed however they need to be updated upon the system.

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.			
Approved Codes of Practice in need of review	Six monthly	12	0	●	→	10	●	●	Internal Audit have just completed a review on the internal policies process which included ACoPs. This audit stated that ACoPs are still useful to support internal processes. No internal process to ensure that ACoPs are reviewed.	Audit identified that a process is developed to ensure that ACoPs are review in time. Programme for reviewing the ACoPs to be developed and responsible officers nominated.
Outstanding Audit Actions	Six monthly	5	0	●	→	4	●	●	Work is underway to update outstanding audit actions.	CG officers will continue to work with the owners of Audit Actions to ensure that the work is

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.			
									Internal process for overseeing the review of outstanding audit actions needs to be put in place	undertaken/actions updated appropriately. Outstanding audit actions to be reviewed through the 1-2-1 and appraisal processes.
Risks exceeding review date	Six monthly	29	0	●	↓	10	●	●	Risks not reviewed by relevant personnel this period; should happen next period.	n/a
Citizen Panel survey response rate	Six monthly	72%	50%	★	↓	59%	★	★	Good response	n/a

Table 15: Corporate Governance measure exceptions

Contracts Management

The responsibility of ensuring contracts are managed efficiently and effectively sits with the owner of the contract. The BICG team offers a co-ordinated approach to give assurance to the Council that contracts are fit-for-purpose and offer value for money. This approach is having the desired impact and this is reflected in the performance shown in the below table.

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										
Percentage of contracts that have expired and continued with no extension	Quarterly	0%	20%	★	→	0%	★	★	n/a	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.			
arrangement in place										
Percentage of contract extensions used as a default	Biannual	0%	20%	★	→	0%	★	★	n/a	n/a
Number of exception reports raised	Quarterly	0	20	★	↓	9	●	★	n/a	n/a

Table 16: Contracts Management measure exceptions

Economic Development

Gainsborough Growth Investment Plan

- **Competitive Dialogue** underway for **Development Partner** – 4 high profile developers shortlisted; £5m enabling funds ring-fenced
- **£4m growth deal funding** secured through the Local Enterprise Partnership
- **£1.4m grant approved** to secure new hotel and restaurant development in Gainsborough
- **Joint Venture** approved to **regenerate Market Street** - £500k investment secured + LEADER funding
- **Heritage Masterplan** completed
- **Local Development Order** approved for **Riverside Gateway** Housing Zone site
- Further **Homes and Communities Agency capacity funding** secured £155K + £50k LDO funding
- **Trinity Street** road improvements **completed** - partnership with WLDC and LCC
- **Invest Gainsborough** and **Place Board** actively involved in the promotion of the town

Hemswell Cliff

- **Masterplan completed** for Hemswell Cliff

- Environmental Impact Assessment completed and **Local Development Order**
- **Share of £6.5m growth deal funding** secured in principle (subject to competition) for Food Enterprise Zone

Business Growth

- **Gainsborough Growth Fund** - £400K committed; total value of investment levered amounts to circa £2.5m, assisting 8 Small and Medium Size and creating approx. 65 jobs in the next 2 years
- **Lindsey Action Zone** – £193k committed; total value of investment levered amounts to circa £369k, delivering 13 Full Time Equivalent jobs across the District.
- **96 businesses supported across West Lindsey**
- **15,109sq m commercial floor space developed**
- **£10k** invested in **Newtoft Business Park**, leveraging in **£30k private sector investment** and assisting **local businesses**
- Scheme to develop **new workspace approved** in principle for **Saxilby**

Employment and Skills

- Employment and Skills **Partnership established & Action Plan** in place
- Youth Mentoring Scheme – **20 pupils supported** from Gainsborough Academy
- **Careers** Event and **Disability Confident** Event taken place

Markets

Markets within Gainsborough are continuing to be operated by the council through the Operational Services Team. This has brought about some operational efficiencies, however members need to consider and approve the strategy for markets following the call in of the report last year.

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	£8,389	£11,250	●	→	£9,807	●	●	Downturn in trader numbers	Review of market operations
Perspective: Quality										

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.			
Average number of stalls on a Tuesday	Monthly	43	60	●	↓	48	●	●	Market review and options appraisal currently underway	Market review and options appraisal currently underway

Table 13: Markets measure exceptions

Assets and Facilities Management

The Property and Assets Management Team are in the process of a restructure.

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)	Quarterly	£157,716.50	£90,755.47	★	↑	£113,001.67	●	★	Good occupancy levels, debt chasing and rental increases over year has seen performance target well beaten	n/a

Table 14: Assets measure exceptions

Housing

The number of long term empty properties continues to be at a consistent level, which is enabling the officer responsible for this area of work to focus on the highest harm cases and formal enforcement action. Day to day measures are in place to ensure that empty property owners are regularly contacted to ensure the caseload continues to be addressed. There is currently one compulsory purchase order underway with another three in the pipeline.

The DFG service continues to be delivered in an effective manner and over £450,000 has been spent on over 90 adaptations during the year. Over the course of the next 12 months the scope for delivering DFGs and for working with the County Council on improving this service further will be considered.

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 affordable homes delivered	Quarterly	0	20	●	↓	4	●	●	No additional completions in the period	n/a
Perspective: Financial										
The average spend per disabled facilities grants	Monthly	£4,928	£3,500	●	→	£5,036	●	●	Complex and larger cases	Ongoing case reviews
Total spend on completed disabled facilities grants	Monthly	£138,055	£84,249	●	→	£110,665	●	●	No performance issues	No action needed

Table 15: Housing measure exceptions

Home Choices

The service continues to experience increased demand. There has been a significant amount of work undertaken with Acis during March to seek to reduce the length of time before properties are available as this has a direct issue on WLDC performance. A number of principles have been agreed and steps to improve this agreed by Acis. External contractors brought in by Acis to address voids backlog and changes made to the timescales within which Acis will now advertise properties. Briefing note attached.

The Homelessness Reduction Bill is likely to receive Royal Assessment over the next few weeks. This will lead to a complete overhaul of the homelessness legislation from 1st April 2018. There will be a significant amount of work required to implement this. Government funding has been made available to support this. It is proposed that officers have an opportunity to brief members more fully. Note; the new legislation focusses much more on preventing homelessness. It is predicted that local authority caseloads

will increase by at least 50%. It is important to note that from 19/20, homelessness prevention monies from central government will be based entirely on prevention performance.

The service is already placing a much greater emphasis on homelessness prevention by reporting on activity carried out by other departments that contributes to homelessness prevention. This is a key work programme for 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										
Bed and Breakfast Nights	Monthly	117	0	↑	●	83	●	●	Some households too high risk for Cross Street flats and waiting for MH assessment	N/A
Perspective: Process										
Homeless prevention	Monthly	203	60	↑	●	74	●	●	26 DFGs, 62 DHPs, 69 from housing register	N/A
Perspective: Quality										
Average time for a person in "band 1" to be rehoused	Monthly	86	28	↑	●	63	●	●	1 offered property 3 months into band (2 x Band 2 reasons and not homeless) but took 10 weeks for Acis to get property ready (181 days). 1 household needed specific adaptations (174) and another waiting for Acis to get property ready (133 days) 1 household 112 days, 1 x 84 days, 1 x67 and 1 x 68. All waiting for property to be available. Bid soon after placed in to Band 1. Although not included in figures, Acis had placed a	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.			
									tenant in to Band 1 and he moved 398 days later (WL15720)	

Safeguarding

Safeguarding cases continue to be referred at a consistent rate. There have been some excellent examples of action taken to prevent escalation of needs over the most recent quarter. Officers have noticed an increase in cases relating to concerns about customers living with dementia. In response to this, dementia training is being explored.

A range of officers and managers have recently attended a modern slavery briefing. This forms part of the council's safeguarding response and a focus will be placed on awareness raising over the next quarter.

Led by the safeguarding working group, work is currently underway to self-assess our compliance with section 11 of the children act in preparation for the assessment by the safeguarding children board (note, this takes place 3 yearly). Members may wish to receive a full briefing on this programme of work.

Healthy District

The leisure contract continues to perform well with customer satisfaction consistently recorded as being above 90%. There is a good partnership ethos in place with the contractor and any issues or complaints are dealt with in a very timely manner.

The contract is demonstrating value for money with a cost of 72p per user being the quarterly result against a target of £1.20. This has been achieved by providing a range of activities and services that are attractive to customers, good customer retention and attracting new customers to the facilities.

Usage for the last quarter of the year has been particularly pleasing generating 91,149 users against a target of 76,500.

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	95%	80%	★	→	95%	★	★	Customer satisfaction remains high across the contract with no poor scores being recorded	Continue to monitor satisfaction levels and ensure any issues or complaints are dealt with promptly
New participants at West Lindsey Leisure facilities	Monthly	834	600	★	↑	433	●	★	New users being attracted via marketing and good mix of activities	Continue to monitor and ensure facilities remain attractive to new users
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.72	£1.20	★	↑	£0.91	★	★	Extremely good usage levels at West Lindsey Leisure Centre for March have provided excellent value for money and covered for the poor performing satellite sites	Continue to monitor usage levels. New contract arrangements will address issues with satellite sites
Perspective: Quality										
West Lindsey leisure facilities usage	Monthly	91,149	76,500	★	↑	73,350	●	★	Usage has been extremely good in March	Ensure current service continues and that the centres remain attractive to users

Table 16: Healthy District measure exceptions

ICT

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										

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.			
Incident & Problem Management	Monthly	101%	90%	★	→	99%	★	●	Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
Perspective: Process										
Change Management	Monthly	107%	50%	★	→	99%	★	★	Automation of the ICT helpdesk ensure rapid notification of requests for change and directed to the appropriate officer	Continue to develop and enhance helpdesk functionality
Perspective: Quality										
Service and System availability: Secure Network	Monthly	99.6%	98.0%	★	↓	100.0%	★	★	Proactive monitoring and event logging ensures excellent service	Continue to monitor and respond accordingly

Table 17: ICT measure exceptions

Systems Development

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%	★	★	Proactive monitoring of server and network traffic enables quick response times	Continue with proactive monitoring. This has now been moved to a cloud hosted solution and therefore available 24/7 with full monitoring

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.			
Number of online customers signing up to the self-service accounts	Monthly	945	396	★	↑	550	★	★	This is new customers signing up each month. The proactive campaigning is creating these contacts.	Keep promoting the digital opportunities for online submissions
Perspective: Process										
Number of electronic forms developed and integrated into the website	Monthly	65	32	★	↑	61	★	★	This is a running total of the number of live forms now on the website.	Keep promoting the digital opportunities for online submissions
Number of electronic forms completed and submitted on the website	Monthly	7,152	219	★	↑	5,793	★	★	n/a	n/a
Number of house re-naming requests dealt with	Monthly	100%	90%	★	↑	86%	●	●	Procedure improved by automating process and utilising online information	Continue as set procedure, but only able to progress at the speed of the customer
Percentage of street naming and numbering requests dealt with	Monthly	33%	50%	●	→	20%	●	●	Pending info. from developer re plots above foundation level.	This is dependent on how fast the buildings are completed, and therefore out of our control. We cannot delay starting the scheme as it will affect access to utilities etc. on site.
Perspective: Quality										
LLPG Standard	Monthly	Gold	National Standard	★	↑	Silver	★	★	The standard is being exceeded by pro-active	Ensure corrections are made within time

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.			
									management of the SNN and LLPG processes. The process has been brought back in house and recognises savings per year.	
Website SOCITM	Annual	3 stars	4 stars	●	n/a	n/a	n/a	●	The old website was not a mobile responsive website, this affected the rating.	The old website had been available at the time of this survey. Migrating to a mobile responsive website, and creating a digital agenda will improve the rating.

Table 18: Systems Development measure exceptions

SAMPLE

Corporate Policy & Resources Committee Work Plan

Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Corporate Policy & Resources Committee.

Recommendation:

1. That members note the schedule of reports.

Date	Title	Lead Officer	Purpose of the report
15/06/2017	Commercial Property Portfolio	Ian Knowles	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.
	Review Disciplinary Rules Procedure	Emma Redwood	To review and update the Disciplinary Rules Procedure for the council
	Managed Workspace: Revised Proposal	Joanna Walker	Seeks member support for a revised proposal for managed workspace on an alternative site in Saxilby.
	Asset Disposal	Wendy Osgodby	To provide a business case for the disposal of two leases
	REVIEW OF CAR PARKING STRATEGY	Eve Fawcett-Moralee	to review the car parking strategy in accordance with brief provided by Chief Operating Officer .
27/07/2017	Potential Land Acquisition - Gainsborough	Elaine Poon	Confidential
	Hillcrest Park Rural Enterprise Development	Eve Fawcett-Moralee	To assist the redevelopment of the Hillcrest site.
	Annual Health and Safety report	Kim Leith	Summary of Performance of the Health and Safety Service throughout the Authority
	Housing Strategy	Diane Krochmal	to present the new Housing Strategy for approval
	annual fraud report	Carol Bond	to present the annual report focussing on the commercial side of the service, income generated etc
21/09/2017	Review of Flexi-Time Policy	Emma Redwood	To review the council's Flexi-Time policy and update accordingly
	Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen
	Review the Relocation Policy	Emma Redwood	To review the Council's Relocation Policy
11/01/2018	Leisure Contract Procurement	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor

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