



Guildhall Gainsborough
Lincolnshire DN21 2NA

Tel: 01427 676676 Fax: 01427 675170

AGENDA

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

Corporate Policy and Resources Committee

Thursday, 19th July, 2018 at 6.30 pm

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

Members:

- Councillor Jeff Summers (Chairman)
- Councillor Owen Bierley (Vice-Chairman)
- Councillor Mrs Sheila Bibb
- Councillor Matthew Boles
- Councillor David Cotton
- Councillor Michael Devine
- Councillor Ian Fleetwood
- Councillor Stuart Kinch
- Councillor John McNeill
- Councillor Mrs Maureen Palmer
- Councillor Tom Regis
- Councillor Trevor Young

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.

i) For Approval

Corporate Policy and Resources Committee meeting 14 June 2018. (PAGES 3 - 7)

ii) For Noting

Joint Staff Consultative Committee meeting on 5 July. (TO FOLLOW)

4. Declarations of Interest

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

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

Large Clear Print: Braille: Audio: Native Language

5. **Matters Arising Schedule** (PAGE 8)
 Setting out current position of previously agreed actions as at 11 July 2018.
6. **Public Reports for Approval:**
- i) Budget Consultation 2018 (VERBAL REPORT)
 - ii) Community Lottery (PAGES 9 - 41)
 - iii) Desktop Refresh, Infrastructure Refresh & Licences (PAGES 42 - 47)
 - iv) Market Rasen 3 Year Vision/Strategy and transfer of West Lindsey Area Office to Market Rasen Town Council (PAGES 48 - 83)
 - v) Progress and Delivery Report – Period 1 (2018/19) (PAGES 84 - 104)
 - vi) Mobile Phone Usage Policy (PAGES 105 - 118)
 - vii) Review of the Equality Policy (PAGES 119 - 127)
 - viii) Budget and Treasury Management Monitoring – Period 1 2018/19 (PAGES 128 - 154)
7. **Committee Work Plan** (PAGES 155 - 157)
8. **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.
- i) Budget and Treasury Management Monitoring – Period 1 2018/19 Exempt Appendices (PAGES 158 - 160)

Mark Sturgess
 Head of Paid Service
 The Guildhall
 Gainsborough

Wednesday, 11 July 2018

Corporate Policy and Resources Committee- 14 June 2018
Subject to Call-in. Call-in will expire at 5pm on Wednesday 4 July 2018

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 14 June 2018 commencing at 6.30 pm.

Present: Councillor Jeff Summers (Chairman)
Councillor Owen Bierley (Vice-Chairman)

Councillor Mrs Sheila Bibb
Councillor Matthew Boles
Councillor Michael Devine
Councillor Stuart Kinch (**from item 9**)
Councillor John McNeill
Councillor Tom Regis

In Attendance:
Eve Fawcett-Moralee Executive Director of Economic and Commercial Growth
Ian Knowles Executive Director of Resources and S151 Officer
Jeannette Anderson Corporate Systems Development & ICT Manager
Alison McCulloch Revenues Manager
James Welbourn Democratic and Civic Officer

Apologies: Councillor David Cotton
Councillor Ian Fleetwood
Councillor Maureen Palmer
Councillor Trevor Young

4 PUBLIC PARTICIPATION PERIOD

There was no public participation.

5 MINUTES OF PREVIOUS MEETING/S

The minutes of the meetings held on 10 May 2018 and 14 May 2018 were approved as a correct record.

6 DECLARATIONS OF INTEREST

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

7 MATTERS ARISING SCHEDULE

There were no matters arising from previous meetings.

8 NON-DOMESTIC RATE (NDR) – GOVERNMENT NEW DISCRETIONARY RATE RELIEF SCHEME

Members considered a report on West Lindsey District Council's (WLDC) position with regard to the new Government Discretionary Business Rate Relief Scheme for the financial year 1 April 2018 to 31 March 2019.

This was a four year scheme to help those businesses that had suffered a rateable value increase following the business rate evaluation of 2017.

For this year the fund is £76,000; any surplus cannot be carried forward into the following year.

In 2017/18 relief was awarded to 197 businesses; it was proposed to grant them automatic relief for 2018/19.

RESOLVED to:

- (1) agree Option 1 as the preference for the new Discretionary Rate Relief Scheme for West Lindsey District Council for 2018/19;
- (2) agree that in the event of any surplus during the year 2018/19, decisions to award any additional relief be delegated to the Executive Director of Resources;
- (3) agree that as the funding available for a Discretionary Rate Relief Scheme will continue to reduce that the agreed Option for 2018/19 be applied to future years using the methodology outlined in this report, but with a reduction in the percentage of relief granted, in line with Government allocation. The decision for the award of 2019/20 and 2020/21 to be delegated to the Executive Director of Resources in his capacity as Section 151 Officer.

9 ICT AND DIGITAL STRATEGY

Members considered a report seeking approval of the Council's ICT strategy for the future.

The following information was highlighted:

- The strategy was designed to support customer centric and commercial aspirations. It proposed to concentrate on 6 behaviours:
 - Application improvements;
 - Agile working;
 - Omni-channel Service Delivery;
 - Excellent Customer Services;
 - ICT Governance;
 - Technology Changes;
- Work had begun on soft market testing;

- Currently, there was a 'one size fits all' approach to new computing equipment. In the past few years some teams had gone for equipment that specifically suited them. It was proposed that the new approach would be 'mix and match', with different options for new equipment available to staff, based on the different working arrangements and setups that staff have;
- Soft phones were being looked at to reduce the number of handsets needed in the office;
- As systems are integrated, choice is restricted. When looking to replace systems, new technologies will need to work with what WLDC already have;

One Member requested that the vision statement within the Strategy be reworked.

RESOLVED to approve the adoption and rollout of the ICT and Digital Strategy.

10 ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL AND TREASURY INDICATORS 2017/18

Members considered the annual treasury report, which covered the treasury activity during 2017/18 along with the actual prudential indicators for 2017/18.

RESOLVED to:

- (1) accept the Annual Treasury Management Report for 2017/18 along with the actual Prudential and Treasury Indicators;
- (2) recommend the above to Council for approval.

11 COMMITTEE WORK PLAN

The workplan was noted by Members.

12 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.

13 SURESTAFF BUSINESS PLAN 2018/19 – 2021/2022

Members considered a report on the Surestaff Business Plan for the period 2018/19 – 2021/22.

The following points were highlighted during discussion of the item:

- Because of the contribution made to intra-company charging, and contract management benefit, WLDC overall made a positive return;

- Surestaff employed a Manager and Assistant, who try to attract new business as well as looking after existing contracts;
- Surestaff predominantly dealt with seasonal green waste staff, but also supplied staff to cover sickness leave within WLDC;

RESOLVED to agree the Business Plans as the single shareholder.

14 HOUSING INFRASTRUCTURE FUND (HIF) – SUCCESSFUL FUNDING AWARD

Members considered a report on a successful funding bid to the Housing Infrastructure Fund to support the infrastructure costs, and to enable the delivery of the first phase of the Southern Urban Extension in Gainsborough.

The following points were highlighted:

- Officers had been successful in attracting a large amount of money to commence the southern neighbourhood; the grant will deliver phase 1 of the development. WLDC will become the accountable authority for the grant money;
- The developer for the scheme would still be contributing to education, health, and the community infrastructure levy in the area;

Note: Councillor Matt Boles declared an interest as this development was in his County Council division.

- There are two roundabouts as part of this development; the first was at the junction between Foxby Hill and Lea Road (near to Aldi), with the second being further down at the junction of Middlefield Lane and Foxby Lane;
- Houses were due to start on site in 2020, with completion by 2021;
- There would be the opportunity for some retail units;
- Homes England believe that WLDC have a very solid strategy.

RESOLVED to approve the recommendations as written in the report.

15 DISPOSAL OF LEASES FOR 3 AND 5 NORTH STREET

Members considered a report on the disposal of the leases for 3 and 5 North Street.

The following information was provided:

- The sale had previously been agreed; however, the previous buyer (The Joint Venture Company) had to pull out as all of the refurbishment works couldn't be supported financially;

Corporate Policy and Resources Committee- 14 June 2018
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- ACIS were the freeholders of the whole building. 2 of the flats were in private ownership, and two were retained by ACIS;

Note: Councillor Mick Devine declared that one of the parties involved in these discussions was a neighbour of his.

RESOLVED to approve the sale of the Council's long leasehold interest in numbers 3 & 5 North Street to North Street (Gainsborough) Ltd as a special purchaser.

The meeting concluded at 7.44 pm.

Chairman

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.

Active/Closed	Active				
Meeting	Policy and Resources Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	Figures for Surestaff staff	At CPR The Executive Director of Resources agreed to obtain some figures from the Executive Director of Operations for the number of drivers on the Surestaff books, and how many are retained when their contracts end. Information to be emailed to CPR Members.	There are currently 5 drivers and its difficult to say how many are retained due to the nature of the work.	19/07/18	Ian Knowles
Green					
	ICT Strategy - 6 month update	Members requested a 6 month update on the ICT Strategy at their meeting on 14 June 2018.		14/12/18	Katie Coughlan
Grand Total					



**Corporate Policy &
Resources**

19 July 2018

Subject: Community Lottery

Report by:

Grant White
Enterprising Communities Manager

Contact Officer:

Grant White
Enterprising Communities Manager
01427 675145

Purpose / Summary:

To approve spend of funds generated from the
Community Lottery

RECOMMENDATION(S):

1. That Members approve the allocation of funds generated from the community lottery to the council's Community Grants Programme overseen by the Prosperous Communities Committee.

IMPLICATIONS

Legal:

The Council shall become licensed to deliver a society lottery. This shall be conducted in line with all required Gambling Commissions rules and procedures with expert advice and management provided by the External Lottery Manager.

Financial: FIN/80/19

The revenue costs of the proposed Community Lottery scheme are;

2017/18 £5.4k

Set up costs – website £3.0k

Gambling Licence fees - £0.9k (£0.2k licence application, £0.7k annual fee due from first year of operation)

Promotional and Marketing costs - £1.5k

Ongoing £1.7k

Gambling Licence fees - £0.7k

Promotional and Marketing costs - £1.0k

All costs to be met from Community Grant Programme. The Community Grant Programme has been approved for 5 years from 2017/18 to 2021/22.

The £1k ticket purchase would be collected via online payment by the ELM and distributed as follows;

	% Allocation
Specific Good Cause	50%
Prizes	20%
West Lindsey Community Grants	10%
External Lottery Provider	17%
VAT	3%
TOTAL	100%

Income from the lottery shall be used to assist in funding existing commitments to community and voluntary sector organisations. Until the level of funds being raised is known it is difficult to anticipate the levels that may be generated. An annual review will be undertaken to ensure that the lottery is running in line with the aims set out in this report.

An indication of this allocation in monetary terms, based on 2% of WLDC population (*West Lindsey population 89,250 from 2011 Census) purchasing 1 ticket every week for a year:

2% of population purchasing 1 ticket per week for a year 1,785 tickets per week	Annual Amount Generated £000
Total ticket income to ELM (100%)	92.8
Issued to specific good causes (50%)	46.4
Paid to WLDC (10%)	9.2
Prize money distributed by ELM (20%)	18.6
VAT (3%)	2.7
Retained by ELM – management fee (17%)	15.7

Staffing:

At least 2 Council officers will be the license holders for the lottery scheme.

Equality and Diversity including Human Rights :

Risk Assessment:

None

Climate Related Risks and Opportunities:

None

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Background

- 1.1 The Council is committed to working with and supporting the community and voluntary sector (CVS) in West Lindsey. We currently provide grant funding via community grant schemes along with core funding support to key delivery organisations. In 2017/2018 we awarded £499,870 as community grants.
- 1.2 We continue to face budget pressures which will inevitably begin to impact on the funding we are able to provide in support of our community and voluntary sector. We continually explore and research new ways of working to maintain or enhance our support where possible.
- 1.3 A community lottery has the potential to help all CVS organisations to address funding pressures they are facing, increase their overall sustainability and reduce their dependency on grant funding. Community lotteries delivered in this format have been operating since 2015 when the first was launched by Aylesbury Vale District Council (Vale Lottery). They have since been replicated by various local authorities across the country including North Lincolnshire Council and City of Lincoln Council.
- 1.4 The Vale Lottery can be viewed online: www.valelottery.co.uk. This report proposes to establish a community lottery in West Lindsey replicating schemes such as the Vale Lottery and many others established since by other Local Authorities across the country.
- 1.5 The launch of a West Lindsey Community Lottery was approved by Prosperous Communities Committee on 5th June 2018. Depending on the timescales for obtaining the gambling license the scheme will launch towards the end of 2018 or in June 2019.

APPENDIX A – Community Lottery Overview

2. West Lindsey Lottery Principles

- 2.1 A lottery run by the Council shall be delivered with the following principles:

Delivering the proceed locally

Would deliver benefits to local causes only. Players can easily see that the proceeds will stay within the District and local community.

Maximising benefits to the community

The aim of the Council delivering a community lottery is to significantly support our communities and community and voluntary sector. The lottery would commit to 60% of proceeds being given to good causes which is significantly higher than other lottery providers.

Minimising cost

Beyond initial set-up costs the lottery will be largely self-financing. Processes for distributing funding to good causes will utilise existing

mechanisms used for our community grants delivery and wider community and voluntary sector support.

Local Winners

It is expected that most players will live within the District. We will promote stories of local people winning and encourage more participation.

Supporting Community and Voluntary Sector

The lottery will enable local organisations to access a new source of fundraising. It provides a method of generating funding for organisations without the administration required to establish their own lottery scheme.

3. Ticket Price, Proceeds, Draws and Prizes

3.1 Based on existing Local Authority lottery schemes this report proposes the lottery would operate as below:

- Ticket Price: £1 per week
- Draw frequency: once per week
- 2 categories of operation:

Specific Good Causes

Directly signing up to the lottery scheme, enabling them to fundraise for their own cause within the wider lottery process

West Lindsey Community Grants

Unspecified good cause which sees funds delivered through existing mechanisms used by the Council to support community and voluntary sector organisations

3.2 Based on existing Local Authority lottery schemes this report proposes the lottery would operate the following proceeds apportionment:

	Specific Good Causes		West Lindsey Community Grants	
	% Allocation	£ Allocation (per ticket)	% Allocation	£ Allocation (per ticket)
Specific Good Cause	50%	£0.50	N/A	N/A
Prizes	20%	£0.20	20%	£0.20
West Lindsey Community Grants	10%	£0.10	60%	£0.60
External Lottery Provider	17%	£0.17	17	£0.17
VAT	3%	£0.03	3	£0.03

TOTAL	100%	£1.00	100%	£1.00
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- 3.3 Players shall be able to choose 6 numbers. To win the jackpot the ticket must match both the numbers and sequence as drawn. Players can also win a prize if the ticket matches the sequence of the first or last 2,3,4 or 5 numbers drawn. Multiple tickets are able to be purchased and number can be changed by players.
- 3.4 Bolt on 'raffle' type prizes are possible with this type of lottery. No raffle prizes are proposed at this time.
- 3.5 Players will receive the option to donate any winnings to their chosen good cause.
- 3.6 The jackpot is an insured prize. It is a guaranteed pay out of £25,000 per winner. If multiple people win the jackpot it is not shared or rolled over.
- 3.7 Based on existing Local Authority lottery schemes this report proposes the lottery would operate with the following prize structure:

	Winning Odds	£ Prize
6 numbers	1:1,000,000	£25,000
5 numbers	1:55,556	£2,000
4 numbers	1:5,556	£250
3 numbers	1:556	£25
2 numbers	1:56	3 free tickets
Overall odds of winning any prize	1:50	-

- 3.8 The table below shows what a very conservative level of players can generate for good causes:

Ticket Price £	Number of Players	% of WL population*	Tickets bought per week	Number of weeks	Gross Return	Received by Good Causes*
1	446	0.5	1	52	£23,192	£13,915
1	892	1	1	52	£46,384	£27,830
1	1338	1.5	1	52	£69,576	£41,745
1	1785	2	1	52	£92,820	£55,692
1	2231	2.5	1	52	£116,012	£69,607

*West Lindsey population 89,250 from 2011 Census

*No distinction has been made in the above table between players selecting specific good causes or WL Community Grants.

4. Gambling Responsibility

- 4.1 Lotteries are the most common type of gambling activity in the world. This lottery will mitigate against many of the issues related to addictive gambling by:

- Being only playable via pre-arranged sign up and non-cash payment methods
 - There is no 'instant' gratification or 'instant reward' to taking part
 - The lottery will be fully compliant with the Gambling Commissions licensing code of practice, which includes self-exclusion and links with support organisations
- 4.2 Due to the above factors it is reasonable to believe that this Lottery will not significantly increase problem gambling and that the benefits to good causes in the District from the proceeds of the lottery outweigh the possible negative issues.
- 4.3 Whilst delivering a community lottery provides a new dimension to our community funding work, the council does already engage with other lotteries and benefits from funds raised through gambling. This includes:
- Grants awarded to the Council raised from lottery schemes (e.g. Heritage Lottery Fund)
 - Match funding awarded by the Council to support bids for grants awarded by lottery schemes (e.g. Big Lottery Fund)
- 4.4 The main focus of this community lottery is to enable local community organisations and good causes to raise additional funds which they may not have otherwise been able to obtain. Marketing and promotion of the community lottery will focus on this to ensure residents and players recognise the local community benefits achieved.
- 4.5 It is proposed that the Community Lottery is included in a future audit plan to ensure full compliance with all required legislation and to give assurance around its operation and responsibilities.

5. Financial Implications

- 5.1 The Lottery is designed to be self-financing following initial set up with only the license and marketing costs for the Council to cover annually.
- 5.2 The following costs shall be incurred during initial set up:
- License application: £220
 - Licence fees: £692
 - First year marketing: £1,500
 - Initial scheme setup (including website and administration): £3,000

TOTAL: £5,412

Funded from the Council's Community Grants Programme.

- 5.3 The following costs shall be incurred annually:

- License fees: £692
- Marketing: £1,000

TOTAL: £1,692

Funded from the Council's Community Grants Programme.

- 5.4 This report proposes to re-allocate funds from the existing Community Grant Programme to cover the initial set up and annual costs as stated above. The Community Grants Programme budget has been set for 5 years and will be subject to review towards the end of this period.
- 5.5 The re-allocation of funds required to launch and deliver the community lottery will have a minimal impact on the overall total annual budget available for delivering agreed community grant schemes.
- 5.5 Income from the lottery shall be used to assist in funding existing commitments to community and voluntary sector organisations. Until the level of funds being raised is known it is difficult to anticipate the levels that may be generated. An annual review will be undertaken to ensure that the lottery is running in line with the aims set out in this report.

6. Recommendations

- 6.1 That Members approve the allocation of funds generated from the community lottery to the council's Community Grants Programme overseen by the Prosperous Communities Committee.



Putting the ♥ into lotteries

A presentation to
West Lindsay District Council
Ben Speare
17.05.18

Who we are and what we do

Who are we?

Gatherwell are an External Lottery Management Company licensed by the Gambling Commission to run lotteries on behalf of good causes across the UK.

Our mission

Founded by the 3 directors in 2013 with the mission of helping good causes by **raising money within the community for the community.**

Page 20



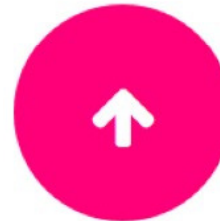
Community based fundraising

Providing communities with the tools to raise funds to improve their community.



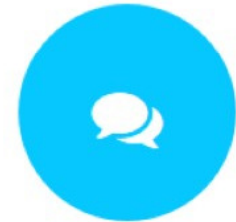
Every good cause matters

To care about participation at every level. To make sure every good cause gets the support it needs to build a successful campaign.



Maximise participation

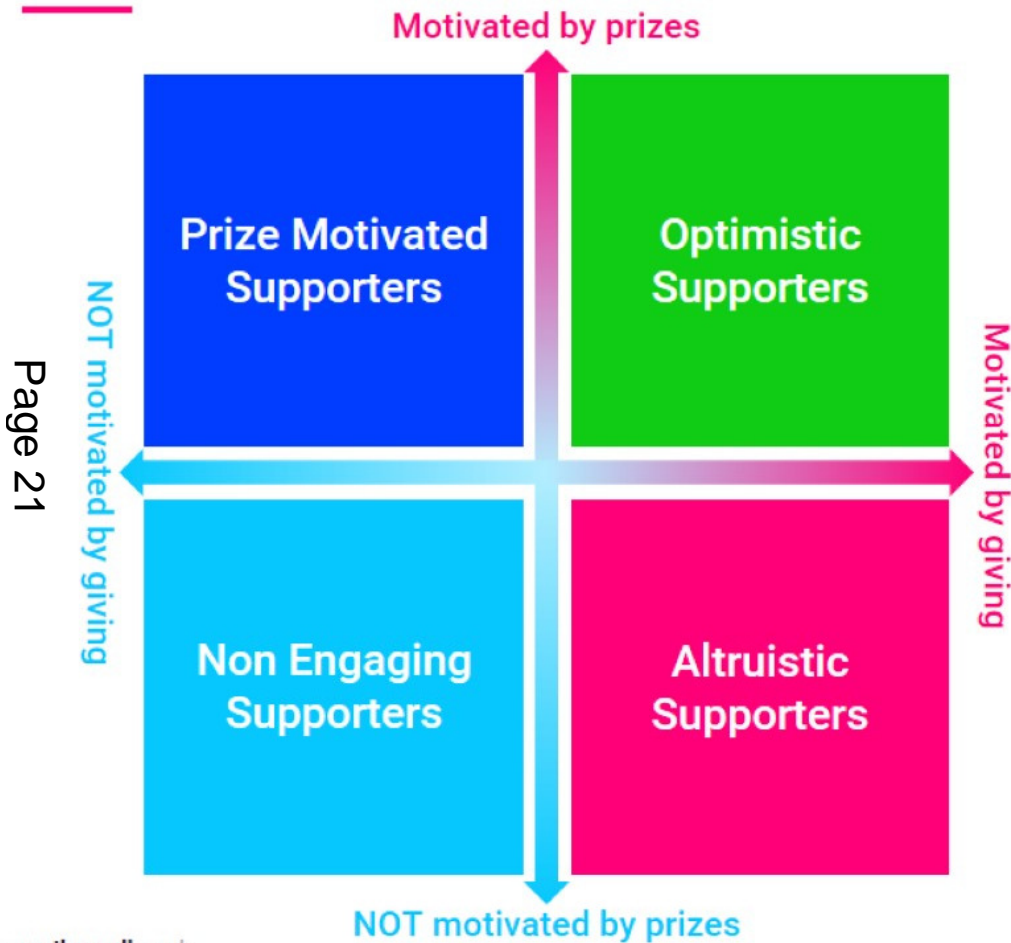
Maximise participation by accessing all sectors of participants (prize motivated to altruistic).



Market leading campaign support

Provide local causes with enterprise level marketing support. Making it as easy as possible to build support.

Why Lotteries



Altruistic Supporters

Will support because of the good cause alone.



Prize Motivated Supporters

Motivated by the odds and prize structure.



Optimistic Supporters

Needs the dual motivation of prizes and giving to become a supporter.



Non Engaging Supporters

This group will never be a supporter as they are not motivated by prizes or giving.

Vale Lottery

Launched in November 2015. The Vale Lottery is the first online Local Authority Lottery in the UK

Created directly in response to the pressure on the community funds budgets and to help the Voluntary and Community Sector (VCS) gain access to new funding streams.

Page 22

Track record

Incredible start – Over 40 causes signed up for the first draw. Coverage on BBC TV, radio and press.

Growing

Over 100 good causes now signed up for their own page, with money raised already going to support their work. Ticket sales still rising daily.

Satisfied customers

Overwhelming customer satisfaction feedback from good causes and supporters.

www.gatherwell.co.uk

The screenshot shows the Vale Lottery website homepage. At the top, there is a navigation bar with the Vale Lottery logo, "Buy tickets", "Are you a good cause?", "Log in", and a "MENU" icon. The main header features a large image of an elderly man and a younger man, with the text "Welcome to Vale Lottery". Below this, three key messages are displayed: "Win up to £25,000!", "Support local causes in Aylesbury Vale", and "Only £1 per week!". A "Support The Vale" button is positioned below these messages. The "Latest Draw" section shows the winning numbers "9 9 4 8 7 3" for Saturday, 14 January 2017, with a link to "Click here for more details". To the right, it announces the winner, Mr M (Tring), who won £25,000 and 3 extra tickets. The "How it works" section is divided into three steps: 1. "Choose your 6 numbers" (illustrated with a lottery ball graphic), 2. "Win up to £25,000!" (illustrated with a person holding money), and 3. "See your community shine" (illustrated with a house and sun). A "Join Now" button is located at the bottom of this section. The "Latest news" section is partially visible at the bottom.

Vale Lottery In Numbers

Page 23

105
Draws

Everyone is happy!
The community is onboard, causes are happy and players are happy.



150+
Causes

We already have over 150 active causes signed up with more joining everyday. New causes can be online raising money is less than a day!



2750+
Tickets

2750 tickets/ week and growing. Most of these are recurring payments so this is a stable source of revenue.



£86,000+

Raised per year for good causes

Genuinely new funds raised within the community for the community



Next...

More causes, more tickets and better prizes!

Gatherwell - A growing network of Local Authority Lotteries





How it works

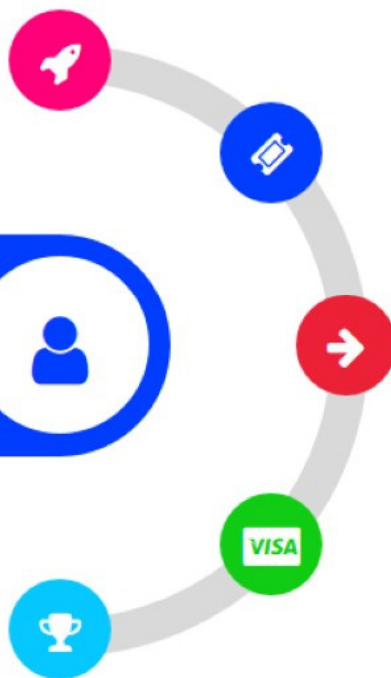
How The Lottery Works

Weekly Online Lottery (e.g. www.valelottery.co.uk)

Weekly online lottery with a draw every Saturday at 8pm. The more numbers you match the bigger the prize!

How It Works

Supporters



Tickets - £1 a week

Each ticket costs £1 per week and consists of 6 numbers. Player's can choose numbers or do a lucky dip.

Choose a cause

Each ticket can either support the Central Fund (many causes) or a specific good cause listed on the site.

Payments

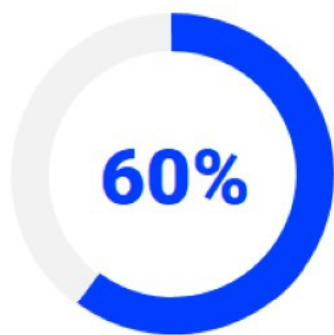
Supporters can pay by Direct Debit or payment card. Either a monthly recurring payment or a 1/3/6/12 month payment upfront.

Winning

Winners will be notified via email and are paid directly into a nominated account or they can donate their winnings to the good cause.

Splitting The Pound

Page 27



Good Causes

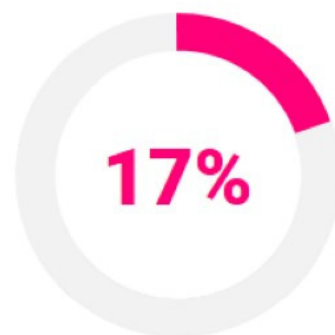
60% of all ticket sales goes to good causes!

50% to the individual cause
selling the ticket
+
10% to the central fund



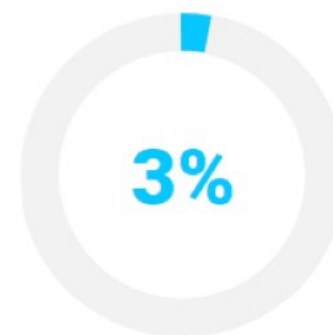
Prizes

20% of all ticket sales go back to the supporters as prizes!



Gatherwell

The running costs incurred by Gatherwell. These include the costs of all banking and transaction fees, running the site, player support, marketing etc.



VAT

Gatherwell costs are VATable

Prizes!

Odds of winning a prize are **1 in 50**

Number of matches	Matching patterns	Odds	Prize
6	NNNNNN	1,000,000:1	£25,000
5	NNNNNn or nNNNNN	55,556:1	£2,000
4	NNNNnn or nnNNNN	5,556:1	£250
3	NNNnnn or nnnNNN	556:1	£25
2	NNnnnn or nnnnNN	56:1	3 free tickets

i

N is a match, n is not. So NNNNNN is 6 matches and nnnnnn is no matches

Bolt-on Prizes

- In addition to the core lottery proposition it is possible to run additional 'bolt-on' prize draws.
 - These can be used at any time to encourage participation (particularly useful at launch, e.g "sign up before the first draw and you will be entered into a separate prize draw to win an Ipad!")

Page 29



How The Lottery Works

How It Works Causes

Visit The Site (www.valelottery.co.uk)

The cause will visit the website and go to the fundraisers section where they can find out more and apply to join.



- There is no cost to the good cause.
- They can be raising money within 1-2 days!

Apply To Join

Applying is easy. It's done online and take a few minutes.

Get Approved

The LA will check the cause qualifies and approve them. Once approved they'll have their own page and welcome pack in 1-2 days!

Market To Supporters

Now live on the site all the cause needs to do is market to their supporters.



Raise Funds

Every month the cause will get their raised funds paid directly into their nominated account!

Bespoke Marketing Materials

Page 31

Motivating Headline

Spring into action!

Join Vale Lottery and help our cause grow!

V A L E LOTTERY

Carers Bucks

Good Cause Logo

Seasonally Relevant

- ✓ 50% of all tickets sold from our Vale Lottery page go to us!
- ✓ A further 10% goes to other good causes in the Vale!
- ✓ Tickets only cost £1 per week and can win prizes up to £25,000!
- ✓ Anyone can join, not just Vale residents!

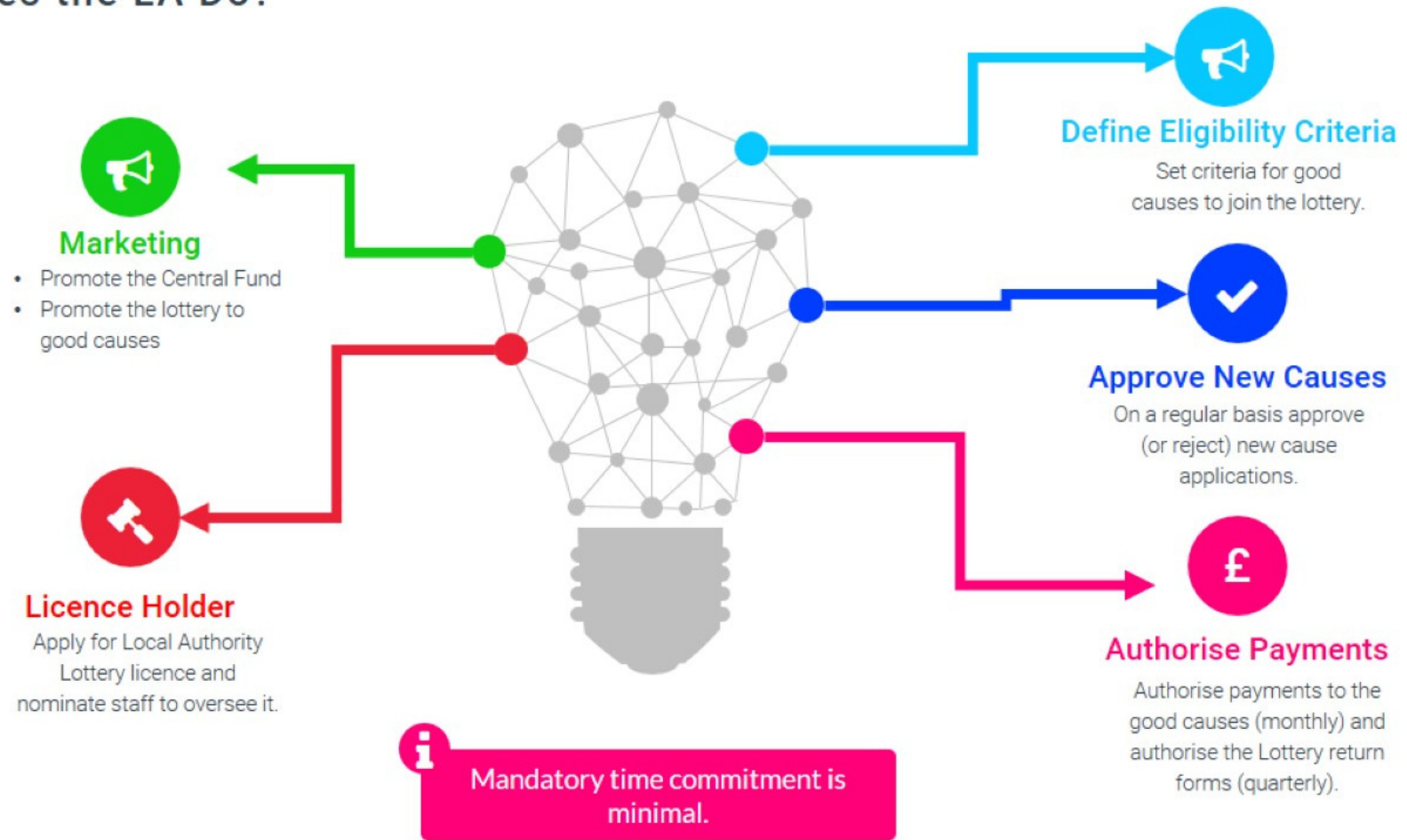
Easy Search Term

To Start Supporting, visit:
www.ValeLottery.co.uk
And Search For:
Carers

QR code for Smartphones

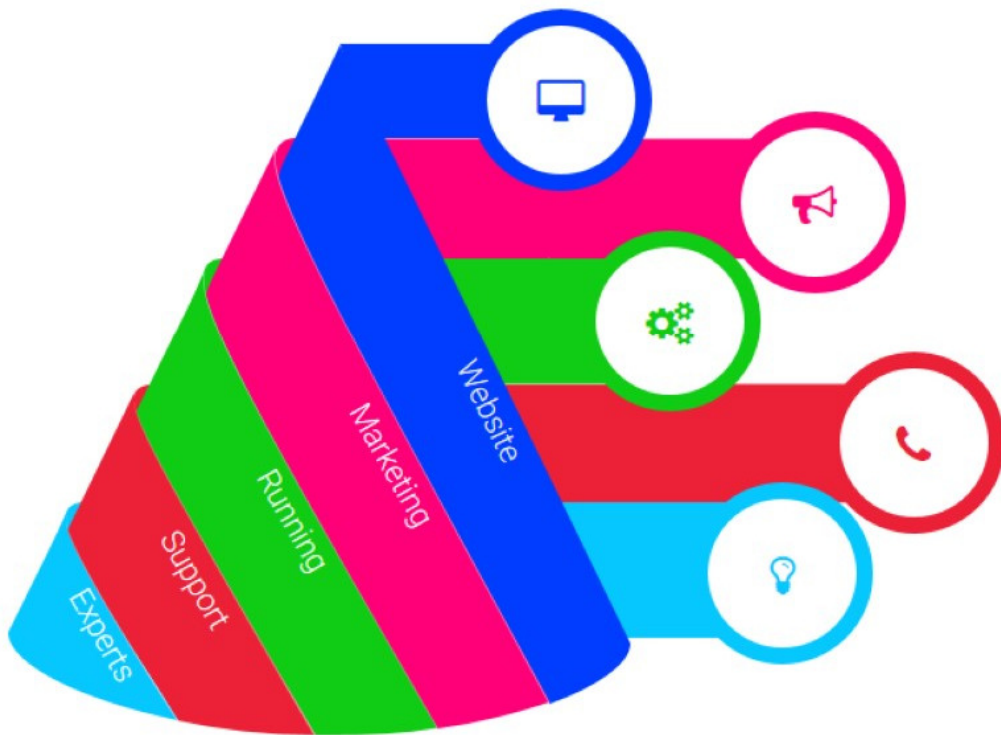
Supporters must be 16 years of age or older






What Does the LA Do?



What Does Gatherwell Do?

Page 33



-  Website
-  Marketing
-  Running The Lottery
-  Support
-  Your Lottery Expert

What Does Gatherwell Do?



Website

- Bespoke website designed in partnership with you
- Powered by the Gatherwell LAP engine
Regularly updated with new features to keep up with the latest technology and improve player acquisition and retention
- Hosted on your own domain
- Fully secure, PCI compliant site
- 99% uptime SLA, monitored 24/7
- Responsive website
Viewable on all devices (mobile, tablet and desktop)

What Does Gatherwell Do?



Marketing

- Professional high resolution marketing materials
- Updated regularly (currently bi monthly):
 - Maximises participation
 - Motivational and keeps campaigns fresh
 - New materials are great for encouraging causes to do extra marketing and always result in increased ticket sales
- Bespoke good cause marketing materials:
 - Printable and Digital leaflets
 - Image files for use on social media
 - Branded for each good cause with their own logo, name and other details
 - Unique links and QR codes which point to the cause's page
- Marketing assistance for all other campaigns:
 - Social media campaign management
 - Artwork provisioning for promotional banners, car livery, magazine articles etc

Page 35

Spring into action! **V A L E** LOTTERY **Carers Bucks**

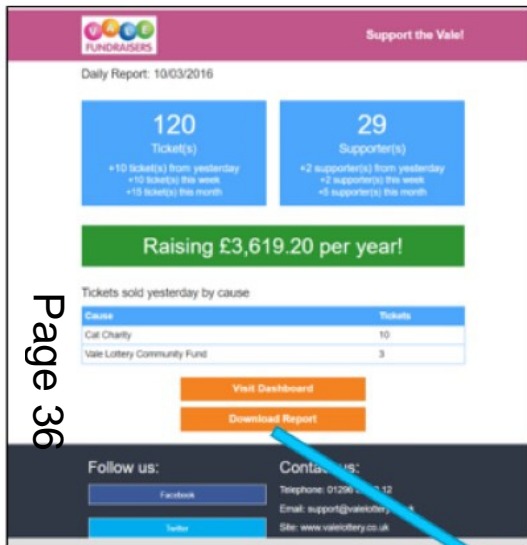
Join Vale Lottery and help our cause grow!

- ✓ 50% of all tickets sold from our Vale Lottery page go to us!
- ✓ A further 10% goes to other good causes in the Vale!
- ✓ Tickets only cost £1 per week and can win prizes up to £25,000!
- ✓ Anyone can join, not just Vale residents!

To Start Supporting, visit:
www.ValeLottery.co.uk
And Search For:
Carers

Supporters must be 16 years of age or older

What Does Gatherwell Do?



Page 36



Running The Lottery

- Payments
 - Payment methods to suits all preferences (Direct Debit 57%, Debit & Credit Cards 43%)
 - Branded banking statement identity
 - Winner & cause payment administration
- Player Engagement
 - Fully flexible number selection (42% of players choose their cherished numbers - these players buy more tickets and stay for longer)
 - Winner Communications & reminders
 - Full 'bolt-on' prize capabilities (e.g. win a car/iPad/theatre tickets)
 - Donate back to good cause option for winners
- Player Retention
 - Ticket expiry chasing
 - Card expiry & payment failure chasing
- Lottery Management
 - Daily performance reporting
 - Lottery return completion
 - Campaign Manager Portal for every good cause

What Does Gatherwell Do?



Support

- Dedicated Telephone number for your supporters and good causes - answered as your brand
- Dedicated email address with the same domain name as the website
- Dedicated social media accounts managed by Gatherwell (Facebook and Twitter) for posting results and increasingly direct communication with customers



What Does Gatherwell Do?

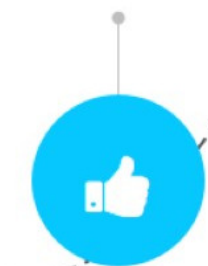


Your Lottery Expert

- We are on hand to help you with everything and anything related to the lottery
 - In the initial phases of the lottery this includes help and support gaining the required Gambling Commission licence.
 - We provide personalised training to the management licence holders.
 - As your lottery partner, we'll be working with you to drive ticket growth and also be on hand for advice and support on anything related to the lottery.
 - As our network of LA's grows there will be opportunity for LA's to share best practice and advice through user forums as well as creating development ideas for the platform.

Timeline to a launch

Go!
Green light to proceed
Once we get the green light to proceed we'll create a project plan



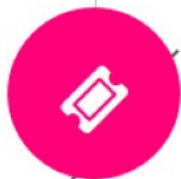
Week 1

Establish Branding requirements and Initiate the Gambling Commission (GC) License application



Weeks 2-12

Progress GC application, Website development, payment accounts, Telephone number



Weeks 12-18

Website Testing, payment account integration, GC Licence issued
Plus Launch Event for Good Causes



Week 20

Launch website and marketing to public - Start selling tickets!



Week 26

First Draw and the Lottery is LIVE!



Cost of a launch



- Gatherwell Setup Fee - **£3,000 + VAT**
 - Website design, hosting, maintenance and development.
 - Payment gateway investments (dedicated Direct Debit and payment card accounts)
 - Dedicated support telephone number, email & social media accounts
 - Marketing strategy support and generic design creation
 - Gambling License application support
 - Training for licence holders
- Gambling Commission Licence – **£692 /year + (application fee £244) ***
- Lotteries Council Membership – **£350 /year + (application fee £25)**
- Launch marketing investment – **est minimum £3000 /year** (as much or as little as you want!)
 - Bolt on launch prizes
 - Good Cause launch event
 - PR & press events
 - Focused above the line marketing e.g press, radio, refuse vehicle branding, etc.
 - Social media campaigns

Page 40



Putting the ♥ into lotteries

We're excited to help your local
good causes flourish

Questions?



Agenda Item 6c



**Corporate Policy and
Resources**

19 July 2018

Subject: ICT Delivery

Report by: Ian Knowles

Executive Director of Resources (S151 Officer),
Chief Executive

Contact Officer:

Cliff Dean
Shared ICT Manager
Telephone: [01427 676688](tel:01427676688)
Email: cliff_dean@west-lindsey.gov.uk

Purpose / Summary:

This report requests the ability to draw down the planned expenditure for the ICT equipment and software refresh, allowing the expenditure on procurements to renew and refresh ICT equipment.

DECISION(S) REQUIRED:

1. Desktop refresh - Capital: Approve the drawdown from reserves to purchase replacement desktop equipment and expenditure at a cost of £175,000. This will be funded from the IT Reserve and the procurement will be a joint procurement with North Kesteven District Council who will replicate the selected devices across their estates and supporting mobile working allowing colleagues to work remotely whilst providing resilience on business continuity.
2. Infrastructure and Wi-Fi: Approve the drawdown from reserves and the expenditure on the switch and Wi-Fi network equipment that is end of life at a cost of £105,000 for the infrastructure replacement and £15,000 revenue cost for a five year license to be funded from the IT Reserve. A joint procurement exercise has been undertaken with North Kesteven District Council (NKDC) who are replicating the work.
3. Microsoft Software License: Approve the drawdown from reserves and the expenditure by the ICT Team on software license at a cost of £34,000 from revenue.

IMPLICATIONS

Legal: None

Financial: FIN-81-19-CC

The current Capital Programme includes, £175k for the desktop refresh, £120,000 for the infrastructure replacement and £34k for software licence infrastructure, all of which are to be funded from the IT Replacement Reserve.

Some elements cannot be capitalised and it will therefore be necessary to amend the capital programme and allocate the reserve to revenue to finance these.

If approved the revised Capital Programme will include:

£175,000 for the desktop refresh

£105,000 for the infrastructure replacement (£15,000 to be allocated to revenue over a five year period to fund licences)

The £34,000 for software licence infrastructure will be fully Revenue Expenditure.

Both Capital and Revenue budgets will be funded from the IT Replacement Reserve.

An annual contribution to the Reserve of £94k is made as part of Medium Term Financial Plan. By the end of 2018/19, taking into account the above projects, there will be a balance of £26k remaining on this reserve.

However an updated IT roadmap detailing future spends is currently being formulated and is due shortly, which will need to inform the next MTFP.

Staffing : The proposed IT transformation adds stability to the function and the required development of individuals within job roles can then be assessed and planned appropriately to move the department forward effectively.

Equality and Diversity including Human Rights :

N/A

Risk Assessment : N/A

Climate Related Risks and Opportunities : N/A

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

Management Team Report ICT Delivery.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Introduction

- 1.1. This report requests the ability to draw down the planned expenditure for the desktop refresh allowing the ICT Team to renew and refresh the ICT equipment used by colleagues to maintain security, increase usability and support new ways of working.
- 1.2. This report outlines the response required, informed by an audit of the network infrastructure, to maintain security, stability and resilience going forward whilst also providing the capacity to implement best practice and support digital ways of working. The report requests the draw down and planned expenditure by the ICT Team for replacing switches and Wi-Fi equipment following a joint Lincs Procurement exercise with NKDC.
- 1.3. To approve the draw down and planned expenditure for Microsoft Software Licensing following a procurement exercise by Lincs Procurement and the ICT Team for the contractual renewal of software licensing in use within the authority.

2. Background

2.1. Desktop refresh

- 2.1.1. Current Position: The current equipment in use is becoming end of life causing an increasing demand on the ICT Team, the equipment has issues on space and this has a knock on effect of failure during periods of security patching.
- 2.1.2. The following risks will be mitigated through the approval of this report.
 - 2.1.2.1. Remote working and improved capacity for business continuity (the new equipment would be configured to connect to the corporate network in a secure and uniform way).
 - 2.1.2.2. Cyber-attack – equipment would not fail during the update process due to space issues.
- 2.1.3. Alternatives: The current equipment could continue to be used but colleagues would have an increased level of downtime as more hardware failures would occur. The current equipment would after a period of time stop receiving security updates and would be vulnerable to a cyber-attack.

2.1.4. The current equipment could be made available for resale following secure data removal and or included within the future procurement contract for secure disposal.

2.1.5. Costs: Approve the drawdown from reserves to purchase replacement desktop equipment at a cost of £175,000. This will be funded from the IT Reserve.

2.2. Infrastructure and Wi-Fi

2.2.1. Current Position: The current IT infrastructure is out of date, unsupported in areas and does not reflect either the logical or physical design of the network. We have had issues on equipment that have begun to fail and are no longer working as required.

2.2.2. The recent Cyber-Attacks have highlighted the need to replace the out of date switches, firewall and wireless infrastructure to allow next generation monitoring and protection to stop future attacks.

2.2.3. The following risks will be mitigated through the approval of this report.

2.2.3.1. The Councils infrastructure is dated and does not support the capacity and capability required in a modern business and will be subject to repeated failures on an increasing frequency.

2.2.3.2. Cyber-attack – equipment would not be subject to an increasing number of published vulnerability's and attack methods (the new equipment would be supported and the security would be updated).

2.2.4. Alternatives: The unsupported units could continue to be used, colleagues would not see speed increases on network requests. The number of failures would increase and the impact on colleagues will rise, and during these periods the length of downtime will increase.

2.2.5. Costs: Approve the drawdown from reserves and the expenditure on the switch and Wi-Fi network equipment that is end of life at a cost of £120,000 this is to be funded from the IT

Reserve and was approved through the business planning process.

3. Microsoft Software License

3.1.1. Current Position: The current licensing contract was renewed through a Lincs procurement exercise and allows the Council to support the demand for infrastructure services that are capable of supporting digital technologies.

3.1.2. The following risks will be mitigated through the approval of this report.

3.1.2.1. The council will maintain a compliant licensing position.

3.1.3. Colleagues will see improvements in the way back office applications work (those applications that are capable of working on improved technology will).

3.1.4. The ability to use cloud services for both current and future applications will be available, allowing for secure data synchronisation.

3.1.5. Alternatives: The council could revert back to the software licenses it purchased in 2011, stop the use of some software and its cloud adoption or become none compliant.

3.1.6. Costs: Approve the drawdown from reserves and the expenditure by the ICT Team on software license at a cost of £34,000 and was approved through the business planning process.

Agenda Item 6d



**Corporate Policy &
Resources Committee**

Date: 19th July 2018

Subject: Market Rasen 3 Year Vision / Strategy and transfer of West Lindsey Area Office to Market Rasen Town Council (MRTC)

Report by:

Executive Director of Commercial & Economic Growth

Contact Officer:

Eve Fawcett-Moralee
Eve.Fawcett-Moralee@west-lindsey.gov.uk
01427 676535

Purpose / Summary:

To maximise the benefits derived from housing led growth to create a self-sustaining town with capacity to address social, economic and environmental issues.

RECOMMENDATION(S):

To accept the recommendation from Prosperous Communities Committee to:

1. Approve an "in principle" allocation of £200k funding from the Capital Programme towards the delivery of growth projects detailed within the strategy subject to:
 - Consultation and support for the strategy
 - Setting up of an agreed implementation mechanism e.g. a Charitable Incorporated Organisation
 - Suitable financial regulation

The Executive Director of Resources be granted delegated authority to make the final decision to award funding subject to the above and following consultation with the Chairman of the Corporate Policy and Resources Committee.

2. Approve the recommendation to conclude disposal/transfer of the Area Office to Festival Hall.

IMPLICATIONS

Legal:

All funded projects will be subject to financial and legal scrutiny. Legal advice will be sought prior to the release of any funds.

Market Rasen Area Office:

It is recommended that WLDC proceed with the above transfer once the following due diligence has been applied:

- Surplus Test and Underutilisation Appraisal – to assess current usage
- Formalise Heads of Terms and present to MRTC for approval.

It is intended that any legal costs incurred in the process of transferring the asset will be met by MRTC (to be agreed within heads of terms)

Financial: FIN-68-19-CC

There is £200k in the capital programme to provide Market Rasen Town Council with the opportunity to draw down funds to help unlock projects, £50k in 2018/19 and £150k in 2019/20. This funding is conditional on projects identified in the strategy and that demonstrate measured outputs and link to strategic objectives within the WLDC Economic Development Strategy.

Economic Regen and Finance will agree a process with Market Rasen Town Council/CIO whereby funding requests are submitted and evaluated before funds are released. Expenditure will be classified as REFCUS, in that no tangible asset will be acquired by the council. The expenditure to be incurred by Market Rasen Town Council must be of a capital nature in order for the funds to be released.

It is not envisaged that any WLDC revenue funding will be required to support this project. Any staffing/wider revenue costs incurred will be funded out of existing Economic Regeneration budgets.

Market Rasen Area Office

This building and land are held on the asset register as a surplus asset with a valuation of £138,900. Should the asset be transferred to Market Rasen Town Council, a business case will need to be submitted for approval justifying the potential loss of this asset against any benefits such as:

- ongoing revenue savings (Current Controllable Budget £13,500);
- use of a meeting room and/or kiosk at little/no cost to WLDC;
- lease of roof in order to continue to benefit from the feed in tariff from the solar panels WLDC installed;

It would also be advisable to obtain a current market value for the asset.

Should the asset be sold to Market Rasen Town Council, consideration should be given to opt to tax. If the council does not opt to Tax then the sale will be exempt from VAT, therefore impacting on the partial exemption calculation.

Staffing:

No changes as a result of this report. Any future management, administration and monitoring of a separate delivery vehicle for the Strategy's capital projects will continue with the existing staffing arrangements.

Equality and Diversity including Human Rights:

Consultation process will be openly promoted to ensure the widest possible views from stakeholders/the local community to ensure openness and transparency.

Ambition to establish a separate delivery vehicle for the Strategy’s capital projects (such as a Charitable Incorporated Organisation (CIO)) as a legal entity for the delivery of the three growth projects. The main benefits of a CIO are that it has a legal personality, the ability to conduct business in its own name and limited liability so that its members/trustees will not have to contribute in the event of financial loss.

Expand the range of services, organisations and interventions for more disadvantaged areas of the community, in order address in-equality and provide a sustained and collective contribution to overall improvements in health and living conditions.

Risk Assessment:

N/A

Climate Related Risks and Opportunities:

None

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

West Lindsey Housing Strategy 2018 – 22 (adopted January 2018)
Central Local Lincolnshire Plan 2012-2036 (adopted April 2017)

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	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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Key Decision:

A matter which affects two or more wards, or has significant financial implications	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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1 Background:

1.1 Within the last seventeen years there have been a number of initiatives focusing on Market Rasen's regeneration and future development:

1.2 Market Rasen Development Trust

A limited-by-guarantee company formed in 2001 with a mission: 'to regenerate the town and surrounding area, enabling community development and economic growth to the benefit of all local people. Market Rasen was one of twelve market towns in the East Midlands to be part of the national Market Towns Initiative (MTI). The Market Rasen Development Trust published an Action Plan in 2005 and was successful in engaging with the community, running town events and setting up a community hub which is still operational. The more ambitious plans within the Action Plan were not all realisable due to a lack of match-funding.

1.3 Market Rasen Business Improvement Group

A Community Interest Company (CIC) incorporated in August 2012, run by volunteer Directors from local business and community groups. MR BIG were successful in winning the first round of Porta's Pilot funding and were one of twelve towns nationally to be granted £100k of funding to regenerate the town centre. They won a further £110k through the government's High Street X Fund in 2013. Four 'promises' formed the basis of a two-year action plan: Put the Market Back in Market Rasen; Town Tidy; Marketing; High Street Sustainability. A review of progress and strategy for year 2 highlighted the success of monthly markets, branding and marketing for the town and a national award-winning heritage tour. The MR BIG CIC was dissolved in July 2017 and its legacy and remaining budget is being taken forward by a newly-formed Town Partnership (with Lincolnshire Chamber of Commerce) and Market Rasen Town Council.

1.4 Neighbourhood and Community Plan 2013 to 2016

During 2013 the Town Council led discussions with stakeholders including Market Rasen Development Trust and MR BIG on the development of a town plan. There are only limited papers from these discussions and the Plan was not advanced. In 2016 West Lindsey District Council and the Town Council explored the option of developing a Neighbourhood Plan. The Town Council agreed to focus efforts on producing the current Vision and Strategy rather than a Neighbourhood Plan.

1.5 Vision Group Report

In April 2013 West Lindsey District Council commissioned Rose Regeneration to develop a vision for Market Rasen. A number of meetings with stakeholders were held and a report published in July 2013 (not available on-line). The Report highlighted the challenges facing the town and the opportunities, via a community-led plan, to engage investors and develop a strong brand for the town and secure its future strategic development.

1.6 Market Rasen Town Council

The Town Council's Vision and Strategy is partly a legacy from previous initiatives but largely based around projects and activities that have commenced within the last few years. Since May 2015, the Council has continued to work with an external consultant to develop discrete projects such as:

- Festival Hall;
- Police Station & Magistrates Court;
- Development of the town Vision and Strategy.

These projects depend upon and are limited to the passion and drive of the individuals involved in their development. The risk is that these, along with other proposed projects will not realise their full potential due to funding and resource constraints. The end result creates a perception that a lot of money is spent on projects that never actually come to fruition. It is hoped that the current Strategy, with support from West Lindsey District Council, will provide a resilient framework for the town's development.

2 Lessons Learnt:

2.1 The above initiatives have served as catalysts for action in terms of the town's development, but the weakness has been in ensuring these are done in a cohesive, planned, strategic way with continued succession planning built in.

2.2 Past initiatives have shown:

- Strong endeavours from individual organisations but limited success from those individual organisations in working together for a common goal – i.e. the town's future.
- A disconnect between West Lindsey District Council's ambitions for the town's development and the town (residents and businesses) engaging with this agenda.
- A perception that Market Rasen is worse off than other towns – Brigg, Gainsborough, Caistor – and that West Lindsey 'favours' Gainsborough to the detriment of Market Rasen.
- Stop / Start progress which give the perception that 'nothing works' in Market Rasen.

2.3 Steps to mitigate these weaknesses could include:

- **A clear, cohesive strategy for the town's growth and future development**, with buy-in from all parts of the community. (The Three-Year Vision provides a framework of aspirations and this will be developed into a delivery plan with outcomes and timelines.)
- **Public 'buy-in' from WLDC** - Support and funding from West Lindsey District Council to demonstrate commitment to the town's development. (Visible and tangible support like the WLDC funded Wolds Festival in October 2016 along with support for the Vision and its delivery.)
- **Building a team approach** with all parts of the community working together and learning to put the common goal (the town's development) first rather than individual agendas. There has to be a 'bottom-up' and detailed approach as a team. Past initiatives have failed because they were 'top-down' and did not

bring people on board. (This will require clear communication and transparent decision-making around the delivery of the Vision.)

- **Leadership, knowledge and skills to deliver the Vision.** The delivery mechanism for the Vision (i.e. an independent body such as a CIO) will need the right knowledge and skills (legal, business, and community) and strong leadership to gain the trust of the town's community. Support is also required from West Lindsey District Council in identifying suitable people and balancing the leadership needed to deliver the Vision whilst involving all parts of the community.
- **Good PR and clear communication** between partners in delivering the Vision. Support from West Lindsey District Council communications teams in publicising positive stories, events, and progress on the delivery of the Vision's priorities.

3 Market Rasen – Role of the Town:

3.1 The vision within the emerging West Lindsey Housing Strategy 2018-2022 is that ***“Everyone has access to good quality housing which meets their housing need and aspiration, in a pleasing environment which enables a healthy lifestyle.”*** This means that everyone should have the opportunity to access good quality housing whereby they can build happy, successful and prosperous lives.

3.2 The Central Lincolnshire Local Plan focuses on the delivery of sustainable growth that meets the need for homes and jobs. Within this plan Market Rasen, defined as a market town, will be the focus for significant but proportionate growth. Consequently the role of the town is already changing, as are the pressures that it is experiencing, physically, economically and socially. Residential development land is allocated which can accommodate 640 dwellings.

3.3 To date planning for in excess of 500 new homes has been granted or is in the planning system for determination and the Town Council acknowledge that successfully attracting this investment is the material difference. Whilst this presents a number of opportunities, there are concerns amongst residents about the impact this will have on infrastructure and capacity along with a declining retail offer within the town centre. In recent months West Lindsey District Council have re-evaluated car parking charges in Market Rasen to try and alleviate this issue.

3.4 It is within this context that the 3 Year Vision and Strategy is of such importance. The Plan will articulate a vision for Market Rasen over the next three to five years highlighting how its distinctive strengths should be safeguarded and be central to the future of the town as well as outlining opportunities for development in the short, medium and longer term. These will address some of the existing weaknesses and contribute to the comprehensive improvement of Market Rasen as a place to live, work and invest.

3.5 Market Rasen Town Council is committed to ensuring the vision, strategy and subsequent delivery plan is driven by sound local leadership. This will require good governance and accountability along with robust project management and delivery of measureable economic outputs.

4 The Market Rasen Vision

4.1 Market Rasen Town Council formally adopted the 3 year Vision and Strategic Priorities (see Appendix 1) at full council meeting held on 10th January 2018. The Vision for a strong and vibrant community is organised around the following Strategic Priorities:

- **Environment and Heritage** - Making Market Rasen an attractive place to live, work in and visit.
- **Health and Wellbeing** - Addressing poor health outcomes and social vulnerability.
- **Leisure and Culture** - Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events
- **Development and Economy** - Ensuring Market Rasen develops the housing, business and commercial capacity for its future growth; helping to address skills deficits.
- **Transport and Access** – Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses.

4.2 Market Rasen Town Council agree to work with West Lindsey District Council, town residents and businesses, stakeholders, and appropriate organisations to deliver the Vision's Priorities over the three-year period.

4.3 Point 7.1 of the Town Council's Strategy (Appendix 1) states the Council's ambition to establish an independent social enterprise (such as a Charitable Incorporated Organisation) to deliver the main commercial and capital projects of its three-year vision. Following the period of community engagement on the Strategy (February to June 2018) it has become clear that this ambition needs to be a longer-term aspiration rather than a necessary early step to achieving the immediate and medium term aims and objectives of the Strategy. Point 3 of the attached Progress Report (Appendix 2) gives more detail on the rationale for this change of timeframe and focus.

4.4 Market Rasen Town Council carried out a series of engagement and listening events with community groups, residents and interest groups on the strategic priorities of the Vision document. These activities included open town meetings, face-to-face and on-line surveys, stakeholder and partnership discussion groups. The activities and analysis of the feedback is detailed under point 2 of the attached Progress Report (Appendix 2). In summary, the feedback on the Strategy has been positive and there is strong support for the three growth projects identified: the Festival Hall, the Old Police Station and the Market Place.

5 West Lindsey District Council - Structure & Governance

5.1 The consultation process has been openly promoted to ensure the widest possible views from stakeholders and the local community in order to ensure openness and transparency. West Lindsey District Council officers agreed to work with Market Rasen Town Council in the following areas;

- Development of the Strategy and aligning it to the wider West Lindsey strategic objectives.

- Support for the consultation phase and engagement with the wider Market Rasen community.
- Interim business development services – including HR, systems and development, corporate governance etc.
- Financial regulation and support to set up an independent organisation or Board of Trustees.

5.2 West Lindsey District Council will work with Market Rasen Town Council and other local organisations and stakeholders in supporting the aims of the three-year Vision. The Town Council's ambition is to set up an independent social enterprise to deliver the main capital and growth projects of the Strategy. However, it has become clear through discussions with stakeholders that this ambition has to be a longer-term aspiration if the work on achieving its strategic priorities is to forge ahead. The likely legal structure of a future social enterprise for this purpose would be a Charitable Incorporated Organisation.

5.3 A proposed new Town Team Partnership, formed from the remaining Market Rasen Business Improvement Group Directors and the Lincolnshire Chamber of Commerce, has recently been constituted. MRTC and WLDC will work with the new Town Partnership to further the Strategic Aims of the Strategy, particularly around the business and economic development of the town.

6 West Lindsey District Council - Financial Support

6.1 West Lindsey District Council is committed to supporting Market Rasen Town Council to communicate and deliver its vision and agreed strategic capital projects in order to deliver economic growth benefits to the area. The Council has therefore ring fenced up to £200k of funding from the capital programme. This will provide Market Rasen Town Council with the opportunity to draw down vital funds to help unlock specified social and economic projects. The funding is designed to help secure or attract external funding either from local organisations and in particular the County Council and Local Enterprise Partnerships or from regional, national and European funding bodies.

6.2 The funding will be conditional and subject to details of agreed capital projects being set out explicitly within the Strategy. This will enable stakeholders and investors to understand how Market Rasen plans to maximise the benefits from housing growth in order to sustain the wellbeing of the town. The strategy will include details of;

- Required funds to unlock projects
- Match funding and/or other sources of funding
- Job creation
- Economic impact assessment and Gross Valued Added (GVA)

6.3 Capital projects will also need to demonstrate measured outputs/outcomes and clearly link back to strategic objectives outlined with West Lindsey District Council Economic Development Strategy.

6.4 Within the Market Rasen Town Council strategy, plans are underway to re-furbish the Festival Hall to create a vibrant community venue for the town. West Lindsey District Council will consider the transfer of their former Area Office as part of the strategy.

6.5 West Lindsey employees have been using the Market Rasen offices on an adhoc basis providing face to face customer services to the residents of Market Rasen along with telephone and self service facilities. This was to be reviewed later in the year but following an intrusion, just over a month ago, it is unlikely that West Lindsey Customer Services will retain a formal presence in the Market Rasen Office and steps are already in place to vacate the building.

6.6 As part of the office transfer strategy West Lindsey District Council aims to negotiate a flexible meeting room booking arrangement with Market Rasen Town Council at little or no financial cost and will continue to review how services are delivered which may result in changes to face to face services in the future. (See Point 6 of Appendix 2 and Appendix 3)

6.7 Disposal of any Council owned assets needs to be compliant with the Physical Assets Disposal and Acquisition Policy November 2012. This policy outlines the disposal process and procedure. The policy allows for disposal to a special purchaser; in this case Festival Hall, Market Rasen if all of the following considerations are addressed:

Criteria	Compliance
True Value	Given the location of the office within the Festival Hall the commercial value is likely to be limited to Class B1 use. A true valuation is to be obtained and it is proposed to apply a well-being test which may offer the potential to sell under value. It is also proposed that WLDC will obtain a lease off the roof as this houses solar panels which were installed by WLDC and yields a feed in tariff. This could be offset against any valuation of the premises.
Special Considerations	Creation of wider regeneration scheme in this case support to the 3 year Vision
Costs and Liabilities	WLDC and MRTC will need to establish heads of terms but it is anticipated that WLDC will have no ongoing costs associated with his asset transfer.
Use & Potential	Addressed in the True Value consideration above but limited to Class B1 use.
Planning & Value	MRTC already have a vested interest in the building given their ownership of the Festival Hall they have the ability to regenerate the entire building as a central project integral to the success of the 3 Year Vision.

All Disposal Options	Proposed freehold transfer of premises to MRTC in addition to the lease back on the roof. Legal advice to be sought as to the best preferred option.
Marketing	Not applicable as it would be an exclusive transfer
Age & Condition Architectural / Historic Interest/Contamination	The building is historically or architecturally significant, rather than a community asset.
Exit Costs	None other than legal costs associated with the retention of the roof by WLDC via a lease.
Third Party Rights	Not applicable

7. Timescales:

7.1 See table below

Action	Who Responsible	Date
Endorse 3-year Strategy for consultation	MRTC	Jan 2018
Research options for establishing an independent delivery vehicle such as a CIO for the capital and growth projects of the Strategy	MRTC / WLDC	July 2018
Complete consultation with key stakeholders, community and business champions. Key capital projects identified	All	Mar-July 2018
Transfer of Area Office to Festival Hall		Sept-Oct 2018
Capital project documentation completed and approved by WLDC	MRTC	July - September 2018
£200k ring fenced and available for drawdown against specific projects or programmes	WLDC Capital Programme	July 2018

Market Rasen Town Council's Three-Year Vision

1 Introduction and Background to the Vision

This document sets out the Town Council's Vision to support the growth and sustainability of the town over the three-year period from June 2018 to March 2021.

The past seventeen years have seen a number of initiatives focusing on Market Rasen's regeneration and future development. The most recent of these was the Portas Town Pilot¹ which prompted a national media focus on Market Rasen and which, amongst other achievements, created a branding legacy and award-winning virtual heritage tour of the town. The shared experience with past town regeneration initiatives would seem to be a challenge in maintaining momentum of endeavour, often because projects and initiatives are volunteer-led. Furthermore, it has not proved possible to achieve a long-term, sustained and cohesive approach from organisations, businesses and the wider community in working together on the shared goal of improving the town.

Past regeneration initiatives have identified the challenges facing the town's future development. Over the years, these priorities show a commonality, for example: the lack of daytime leisure facilities; poor public transport infrastructure; limited employment and leisure opportunities for young people; poor health outcomes across the demographic.

The Town Council's Strategy and Vision has evolved in part as a legacy of past projects and endeavours but also from work carried out more recently on its own projects and activities, including: a feasibility study on the Council's community venue; a re-invigorated calendar of town events; investment in a new skate park and early work on re-imagining the future of the Old Police Station. It is hoped that the current Strategy, with support from West Lindsey District Council, will provide a resilient framework for the town's future development.

2 Our Vision

Our Vision for a strong and vibrant community is organised around the following Strategic Priorities:

¹ Run by the Market Rasen Business Improvement Group from 2012 to 2017

1. **Environment and Heritage** - *Making Market Rasen an attractive place to live, work in and visit.*
2. **Health and Wellbeing** - *Addressing poor health outcomes and social vulnerability. Engage with our community in all its diversity.*
3. **Leisure and Culture** - *Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events.*
4. **Development and Economy** - *Ensuring Market Rasen develops the housing, business and commercial capacity for its future growth; helping to address skills deficits.*
5. **Transport and Access** – *Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses*

3 Making this happen

This strategy will be delivered in partnership with West Lindsey District Council (WLDC) and is based on the explicit understanding that achieving economic growth is critical to its success. It is in accordance with WLDC’s Economic Growth Strategy, which sets out the long-term vision for West Lindsey to become ‘a resilient and diverse rural district which has embraced sustainable growth whilst retaining its quality, heritage and character for the benefit of all’. The Vision supports the following Priorities in WLDC’s Economic Growth Strategy²:

- Priority 1 A thriving micro-business sector (Corporate Plan Priority 1.2³ - Job Creation, NEETs and Apprenticeships)
- Priority 5 A strong visitor economy attracting visitors and serving the needs of the local community
- Priority 6 Skilled and productive workforce with local jobs and training to match need
- Priority 7 A connected economy, improved transport links
- Priority 8 A balanced housing market to support economic growth

(The above Priorities are cross-referenced against each of the Vision’s Strategic Priorities set out in the Action Plan contained in this document.)

The Town Council is committed to working with local organisations to collaborate on projects and prevent duplication and waste of resources. These organisations will include the local heritage society, community learning provider and community information hub.

4 Public Engagement with the Vision

² <https://www.west-lindsey.gov.uk/my-business/growth-and-regeneration/economic-strategy/>

³ <https://www.west-lindsey.gov.uk/my-council/how-the-council-works/key-plans-policies-and-strategies/corporate-plan/>

Market Rasen Town Council (MRTC) has set out its proposed strategic priorities and actions under point 5 below. In developing this Vision further, the Council will ensure that the town’s community, its diverse groups, and all stakeholders will have the chance to contribute to and shape these proposals.

This Vision is a ‘live’ document which will form the basis of the Council’s essential on-going engagement with its community: it gives a framework and reference points for a meaningful dialogue with all parts of the Council’s community and stakeholders. A structured and planned programme of engagement and ‘listening’ events will be set up and run from early 2018 onwards.

The Town Council will work closely with WLDC on the delivery of this Vision over the next three years. WLDC will provide officer support to help carry out a period of engagement with local people and organisations in order to develop the strategy.

The Town Council will lead the work involved in making the Vision a reality.

5 Timescales

Activity	Timeline
Development of Vision by MRTC	October – December 2017
Consideration of Vision and proposal of support by WLDC	Prosperous Communities Committee 30 th January 2018
Community engagement on the Strategy	January – March 2018
Review of Strategic Priorities	April 2018
Endorsement by MRTC and Stakeholders	May 2018
Start of strategy	June 2018

6 Proposed Strategic Priorities and Action Plan

The three-year Vision runs from June 2018 to March 2021. Timescales for the proposed activities to be achieved are indicated as follows: Short Term (S) to March 2019; Medium Term (M) April 2019 to March 2020; Long Term (L) to March 2021 and onwards. A number of activities will be on going over the three-year period. The Cost Estimate is the total for the three-year period. Figures are shown for discrete areas of work and projects only and do not include costs for the Town Council’s on-going duties and responsibilities.

Strategic Priorities and Underpinning Objectives	Activities		Timescale S, M, L	Cost Estimate over 3-year period
<p>1 ENVIRONMENT AND HERITAGE</p> <p>Making Market Rasen an attractive place to live, work in and visit.</p> <p>WLDC Economic Plan Priority 1.</p>	1. 1	Festival Hall refurbishment; to create a modern, vibrant community centre for the town. Town Council to base its civic functions at the Hall.	L	£300k
	1. 2	Old Police Station re-development to form a town heritage and tourism information hub. Working in partnership with Rase Heritage Society ⁴ and Market Rasen Development Trust to secure funding and deliver this major capital project for the town.	L	£200k
	1. 3	Showcase the Grade 2 listed Magistrates' Court and Police Station ⁵ as a visitor attraction and town heritage centre. Build on the success during 2017 of Heritage Open Days and WW1 exhibition and community event.	On-going	£3k
	1. 4	Work with WLDC to improve the standing of the town's Conservation Area and safeguard the future of buildings of Special Architectural or Historic Interest: carry out a character appraisal of the Conservation Area; explore funding and partnership opportunities with Historic England ⁶ and Heritage Lottery Fund for a long-term project.	L	£10k
	1. 5	Enhance the townscape and high street and promote civic pride in the town. Activities will include: <ul style="list-style-type: none"> • Christmas Trees and Lights • Lincolnshire Flags • Planters and hanging baskets • Work to keep the public spaces tidy and attractive • Notice boards spruced up • Work to tidy up High Street • Monthly walk-through the town to note areas of concern 	On-going	£30k
	1.	Development of MRTC's Green Spaces to ensure the equipment and leisure areas are safe and fit		

⁴ Rase Heritage Society www.raseheritage.org.uk/

⁵ Historic England Listing: <https://historicengland.org.uk/listing/the-list/list-entry/1063450>

⁶ Historic England Partnership Schemes in Conservation Areas <https://historicengland.org.uk/services-skills/grants/our-grant-schemes/partnership-schemes-in-conservation-areas/>

	6	for purpose and meet the needs of the growing population: <ul style="list-style-type: none"> • De Aston Field • Bell Park • Mill Road Playing Field • Funding of a new build skate park to replace existing one • Town Green 	Skate park on target for early 2018. Other areas = L	90k 40k
2 HEALTH AND WELL-BEING	Activities		Timescale S, M, L	Cost Estimate
Address poor health outcomes and social vulnerability in the town. Take account of the needs and perspectives of minority groups within our diverse community. Reference has been made to Lincolnshire's Health and Wellbeing Strategy for this Strategic Priority. ⁷	2.1	Work with providers, businesses and individuals to ensure that a wide range of social learning and leisure activities are available at all times of the day and during school holidays.	L	
	2.2	Continue to work with West Lindsey on their leisure centre development to ensure that our community sport and leisure facilities and choices complement their new leisure centre.	M	
	2.3	Improve MRTC's green spaces for recreation and healthy activity by people of all ages with priority development of De Aston Fields for adults.	M	£6k
	2.4	Continue to work in partnership with local learning provider CLIP ⁸ (Community Learning in Partnership) to offer new healthy activities at the Festival Hall and Old Police Station and Courtroom.	S-M	£2k
	2.5	Promote the Festival Hall as a space for hire for new activities, building on the success of ballroom dance in 2017.	On-going	£3k
	2.6	Continue to support the volunteer-run youth club at the Festival Hall. Work with LCVYS ⁹ and the Lincolnshire County Council Youth Development Worker to extend activities to appeal to older teenagers and young people up to 24 years old.	M-L	£1.5k

⁷ <https://www.lincolnshire.gov.uk/residents/public-health/behind-the-scenes/policies-and-publications/joint-health-and-wellbeing-strategy/115339.article>

⁸ <http://www.cliplearning.com/learning-centres/market-rasen.html>

⁹ Lincolnshire Council for Voluntary Youth Services <http://www.lcvys.co.uk/>

	2.7	Support local Health Walk groups by promoting their walks and encouraging new walk groups to set up. (The printing of new Health Walk brochures was funded by MRTC in October 2017.) Continue to support the town's Walkers Are Welcome branch and offer free of cost use of the Festival Hall for their meetings. Support and promote the annual Wolds Walking Festival ¹⁰ with the consideration of financial and marketing support. Work with community groups, schools, clubs and societies to encourage people to walk more (link with this with the 'walkability' of the town in strategic aim 'Transport and Access'. Set up projects and take part in national initiatives such as 'Walk to School Week' ¹¹	M-L	£3k
	2.8	Work with existing groups, organisations and networks in initiating a town-wide approach to improving the mental health and wellbeing of the town's residents and vulnerable groups – whatever their background, race and ethnicity. This will involve working with, amongst others: GP surgery, community health team, community Learning Disability providers in the town (FocusAbility Service Provider ¹²) ACIS Housing Market Rasen House, CLIP, Market Rasen Hub, Churches and Schools. Care will be taken to ensure we engage with all groups and people in our community, whatever their background, diversity or needs. We will work to ensure we engage with hard-to-reach groups.	L	£1k
	2.9	Work with existing groups, organisations and networks in initiating a town-wide approach to improving the mental health and wellbeing of the town's residents and vulnerable groups – whatever their background, race and ethnicity. This will involve working with, amongst others: GP surgery, community health team, community Learning Disability providers in the town (FocusAbility Service Provider ¹²) ACIS Housing Market Rasen House, CLIP, Market Rasen Hub, Churches and Schools. Care will be taken to ensure we engage with all groups and people in our community, whatever their background, diversity or needs. We will work to ensure we engage with hard-to-reach groups.	L	£1k
	2.10	Continue to liaise with Market Rasen Children's Centre and Town and Kiddies' Nursery to keep informed of issues and developments within the pre-school demographic. Explore the potential for a community gardening / community allotment project on Town Council land. This includes interest in developing a project with learning disability day-care services provider FocusAbility and CLIP.	On-going	
	2.11	Explore the potential for a community gardening / community allotment project on Town Council land. This includes interest in developing a project with learning disability day-care services provider FocusAbility and CLIP.	M-L	£500
3 LEISURE AND CULTURE	Activities		Timescale S, M, L	Cost Estimate
Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events.	3.1	Promote the Festival Hall as the town's 'go-to' venue for live music, theatre and cultural events.	On-going	£3k
	3.2	Build on the success of live music nights and the ticket selling initiative with Lincoln Drill Hall to reach a wider audience for our high-quality events.	On-going	£3k
	3.3	Promote pride in our town with a full calendar of local civic events.	On-going	£3k

WLDC Economic Plan Priority 5.	3.4	In partnership with community groups and organisations, organise and deliver between four and six family events per year to improve the profile of the town.	On-going	£6k
	3.5	Encourage and support people to set up interest groups and activities; offer community rates and free of cost trial periods at the Festival Hall and Old Police Station.	On-going	£1.5k
	3.6	Continue to expand on the number and variety of cultural events for children running at the Festival Hall. In particular, build on the success of the Christmas 'Pint-Sized Panto' (around 200 attending in December 2017).	On-going	£300
	3.7	Offer high quality children's theatre events at the Festival Hall and commission two annual children's theatre events from the national Live and Local programme ¹³	On-going	£1.5k
	3.8	Continue to work with the West Wolds U3A ¹⁴ as an important cultural and learning stakeholder in the town and surrounding area.	On-going	
	3.9	Explore the viability of offering a community cinema by trialling a film night at the Festival Hall.	M	£400
4 DEVELOPMENT AND ECONOMY	Activities		Timescale S, M, L	Cost Estimate
Ensure that major housing developments are appropriate to the character of the town and the needs of the local people. WLDC Economic Plan Priority 8.	4.1	Give the people of Market Rasen a forum for debate on planning and development, this will include via: monthly Council meetings and Market Place Surgery, Annual Town Meeting and one-off meetings to discuss topics of wide interest, such as car parking.	On-going L	
	4.2	Where appropriate, lobby for parish boundary changes so that the Town Council's precept realistically reflects the use of services in the town by residents of neighbouring parishes.	L	
	4.3	Maximise the benefit of S106 ¹⁵ agreements for the town. Work with developers and WLDC to ensure that new housing development bring investment to town amenities and services.		
	¹⁰ http://woldswalkingfestival.co.uk/supporters			

¹¹ <https://www.livingstreets.org.uk/what-we-do/projects>

¹² <http://www.focusability.co.uk/>

<p>Support the growth of the town and area visitor economy.</p> <p>WLDC Economic Plan Priority 5.</p>	4.4	Promote Town 'Live' and Community events to draw in people from the surrounding villages and wider area.	On-going	£3k
	4.5	Showcase the Market Place as the 'centre piece' for town 'live' and civic events. Sustain the MR BIG promise of revitalising the town's market town with themed Market Place events four to six times each year.	On-going	£1.5k
	4.6	Explore options for the development and reinvigoration of the weekly markets, focusing on a main market day (Tuesday) as a draw for people to the town. Take advice from market experts including NABMA ¹⁶ on the strategic focus needed to grow the town's market.	M-L	£1.5k
	4.7	Take part in Love Your Local Market Week ¹⁷ and other national initiatives in collaboration with the market traders.	On-going	£1.5k
	4.8	Connect with and support the Love Lincolnshire Wolds initiative, use the LLW branding on Town Council events. https://lovelincolnshirewolds.com/	On-going	
	4.9	Organise Town Council events to tie in with county and national initiatives such as Heritage Weekend, Lincolnshire Day, AONB Week, and British Food Fortnight.	On-going	
	4.10	Capitalise on links with wider history and heritage initiatives such as Mayflower 500 ¹⁸ . Organise exhibition space and talks at our Grade 2 listed Magistrates' Courtroom to link with Mayflower 500 trails (Gainsborough to Immingham) encouraging national and international visitors to the town.	On-going	£1.5k

¹³ <http://www.liveandlocal.org.uk/>

¹⁴ <http://westwoldsu3a.org/> The Festival Hall is the venue for the group's monthly meetings and talks which attract up to 200 attendees.

¹⁵ S160 is likely to be replaced with the Community Infrastructure Levy (CIL) from January 2018 <https://www.west-lindsey.gov.uk/my-services/planning-and-building/planning-policy/west-lindsey-community-infrastructure-levy-cil/>

¹⁶ <https://www.nabma.com/about-nabma/>

¹⁷ <https://www.nabma.com/your-local-market/>

¹⁸ <http://www.mayflower400uk.org/>

	4.11	Promote the town's virtual heritage tour ¹⁹ and use this award-winning feature as a prompt to further develop the town's heritage offer to visitors and residents alike.	On-going	
Support businesses and the High Street economy. WLDC Economic Plan Priorities 1 and 6.	4.12	Support the Development of the Town Business Partnership.	On-going	
	4.13	Build on the existing Local Data Company Foot Sensor Survey currently funded by WLDC by exploring the option of commissioned expertise (LDC or other organisation) to provide analysis and support to MRTC and Town Partnership.	M-L	£12k
	4.14	Offer sponsorship opportunities at town community events and Festival Hall live nights.	On-going	
	4.15	Work with the Town Partnership, develop closer links with businesses through promotional event / meal tie-ins to support the night time economy.	S-M	
	4.16	Continue to promote the Festival Hall box office on the high street (Garnetts' Sweet Shop).	On-going	
	4.17	Maintain face-to-face contact with the high street and Town Partnership through monthly distribution of 'What's On' listings and other promotional materials.	On-going	
	4.18	Support Construction's re-development of the Railway Station ²⁰ building into a commercial office let (Town Council sits on project committee).	L	
	4.19	Maximise the commercial offer at the Town Council properties: renovate garage and outdoor space at the Old Police Station to rent out as workshop space; work with current dental surgery tenant to safeguard the long-term viability of the lease agreement.	M-L	£6k
Help to address skills deficits in the labour market. WLDC Economic Plan	4.20	Increase and extend volunteer opportunities through the Town Council's projects and functions.	M-L	£9k
	4.21	Work with the local learning provider CLIP and Market Rasen Development Trust (Rasen Hub) to offer new courses and classes in community and employment-related learning.	On-going	£1k

¹⁹ <http://marketrasenheritagetour.co.uk/>

²⁰ Heritage Lottery funded renovation of Grade 2 listed building led by owner Lindum Group Ltd <https://marketrasenstation.com/>

Priorities 1 and 6 and reference has been made to West Lindsey District Council's Employment and Skills Action Plan ²¹	4.22	Encourage local businesses to take up apprenticeship and trainee opportunities. Town Council to take a lead and develop trainee and work experience opportunities in its organisation.	M-L	£24k
5 TRANSPORT AND ACCESS		Activity	Timescale S, M, L	Cost Estimate
Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses. WLDC Economic Plan Priority 7.	5.1	Work with transport providers and Highways to improve transport links to the surrounding villages and the main urban areas.	L	
	5.2	Continue to review the town car parking strategy for Market Rasen and work with WLDC to mitigate any negative impact on the town's development.	M-L	
	5.3	Ensure that the roads and footpaths in the town are in good order; report potholes and issues to Highways Agency.	On-going	
	5.4	Work with developers to ensure that, wherever possible, new housing and other infrastructure developments (including the new leisure centre) increase the town's 'walkability' measure.	On-going	
	5.6	Work with the town's rail user group and Station Adoption Group to lobby Train Operating Companies for improved services and rolling stock.	On-going	
	5.7	Work with North Nottinghamshire and Lincolnshire Community Rail Partnership to lobby for increased frequency of train service, improvements to bus links between Market Rasen and Louth and upgrades to the A631	March 2018	
	5.8	Support West Lindsey District Council in its response to the Government's 'Creation of a Major		

²¹ <https://www.west-lindsey.gov.uk/my-business/business-services/employment-and-skills/>

		Road Network ²² consultation document. Work with WLDC in mitigating the consequences of not being part of the proposed strategic road network.		
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7 Delivery and Communication of the Strategy

7.1 In order to maximise financing and funding opportunities it is proposed that the Town Council sets up a separate ‘trading-arm’ organisation to deliver key project areas of the Strategy. It is envisaged that this separate organisation will be structured as a Charitable Incorporated Organisation (CIO) and will have representation from the partners, businesses and community organisations as identified in the Strategy. The Town Council will continue to use its duties and powers to fulfil its procedural and civic responsibilities and will have representation on the CIO.

A suggested split of areas of activity for the Town Council and CIO is shown below:

Town Council

- Civic Events
- Planning
- Transport and Access
- Statutory Duties

Charitable Incorporated Organisation

- Festival Hall Development
- Old Police Station Development
- Town Heritage Projects
- Town ‘Live’ Events and Visitor Economy
- Business Development
- Green Spaces and Health Promotion

7.2 The Town Council will ensure that its partners and the town’s residents are kept up-to-date on progress in the delivery of the Strategy’s activities. There will be a period of community engagement on the Strategy and from this a more detailed Delivery Plan will be developed. Monthly Town Council meetings will report on progress and regular Town Meetings will be convened as a more informal forum where the community can ask

²² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/670527/major-road-network-consultation.pdf

questions and learn how they can get involved in the projects being delivered. Monthly updates will be published in the local press (column space for Town Council updates has been guaranteed by the Rasen Mail).

8 Resourcing the Vision

8.1 WLDC proposal of a three-year grant funding agreement of up to £200K based on the above Vision.

8.2 Funding streams are being explored and applied for as follows:

Funding / Financing Option	Activity Area / Project	Amount
European RDPE Growth Programme for Rural Tourism https://www.gov.uk/government/publications/rdpe-growth-programme	Old Police Station redevelopment	£150k
Heritage Lottery Grant https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-grants	Old Police Station redevelopment	£100k
Architectural Heritage Fund Project Viability Grant and Project Development Grant http://ahfund.org.uk/grant/	Old Police Station redevelopment	£5k to £25k
CIL / S106 funding from housing developments via WLDC	Skate park	£45K
Sports England Community Asset Fund http://www.sportengland.org/funding/community-asset-fund/	Skate park	£20k
West Lindsey Community Grant https://www.west-lindsey.gov.uk/my-services/my-community/grants-and-funding/large-community-grant/	Skate park and Festival Hall	£16k
County Playing Fields Association http://www.cpfas.org.uk/page.asp?node=1	Green spaces and playing field improvements and development	£5k
LCVYS http://www.lcvys.co.uk	Youth Club	£1k
Town Partnership local funds	Town 'Live' community events	£5k

Market Rasen Town Council - Three Year Strategy

Community Engagement and Progress Report

1 Introduction

The Town Council's Three-Year Strategy was adopted in draft form at Full Council on 10th January 2018. The Strategy was considered by West Lindsey District Council's Prosperous Communities Committee on 30th January and will be considered by WLDC Corporate Policy and Resources Committee on 19th July. This Committee will consider the recommendation from Prosperous Communities for funding to support the capital growth projects within the Strategy and the transfer of office space at the Festival Hall. Four requirements for this Committee are:

- The growth projects have been identified
- There is evidence of consultation and support for the Strategy
- There is an agreed implementation mechanism e.g. a CIO
- Suitable financial regulation is in place

It was agreed that the Town Council would carry out a series of engagement and listening events with community groups, residents and interest groups on the Strategy's objectives prior to the Policy and Resources Committee meeting. This report details the engagement activities and their findings undertaken by the Town Council from January 2018 to July 2018.

Additionally, it was agreed that the Town Council would further explore setting up a social enterprise, independent of the Town Council, to deliver key projects in the Strategy¹. Progress on this is included under point 3 of this report.

In order to inform West Lindsey's Policy and Resources Committee, the report gives an update on progress with the key growth projects in the Strategy, i.e.: The Festival Hall, The Old Police Station and Market Place. Progress on relocating the Town Council's office function to WLDC's office space at the Festival Hall is reported on in item 6 and the Town Council's arrangements for financial management of any grant funding allocated are outlined in item 5.

2 Engagement on the Strategy

2.1 Approach and Methods

Four open meetings were held where residents, businesses and representatives from community groups could drop in and ask questions about the Strategy. These were held on Saturday markets and at the Annual Town Meeting (evening). Special interest groups, were invited to discussion group meetings for a more in-depth consideration of the draft Strategy. Councillors and the project officer were present at these events and a Summary Document [Appendix 2] was made available.

- ¹ Festival Hall Development
- Old Police Station Development
- Town Heritage Projects
- Town 'Live' Events and Visitor Economy
- Business Development
- Green Spaces and Health Promotion

A short survey was made available [Appendix 1] asking for feedback on the three main capital projects within the Strategy: Festival Hall, Old Police Station and Market Place / High Street. The Survey was distributed at the open events and was available on line via Survey Monkey <https://www.surveymonkey.co.uk/r/3TCLMVD> and via a link on the Town Council’s website. The draft Strategy was uploaded to the Town Council’s website.

2.2 Events Held

Date	Group	Location	Description
Thursday 22 February	Festival Hall Stakeholder Group	Festival Hall	Discussion and question and answer on the draft survey
Saturday 3 March	Town Meeting	Church Room, Market Place	Drop-in session for public
Wednesday 7 March	WLDC, Lincolnshire County Council and Town Council (officers and councillors)	Festival Hall	Open discussion on the draft survey in wider county policy context
Tuesday 3 April	Rasen Hub and MRTC Councillors	Advocate Arms	Initial discussion about tenancy of Old Police Station
Wednesday 25 th April	Annual Town Meeting	Festival Hall	Strategy objectives highlighted in Annual Report. Q and A opportunity
Thursday 17 th May	Town Council officers and councillors	Festival Hall	Discussion about Strategic Priority – Market Place and High Street
Saturday 2 June	Gardeners’ Fair	Market Place	Survey on Strategy Priorities and Q and A for public
Saturday 23 June	Bric a Brac Market	Market Place	Survey on Strategy Priorities and Q and A for public

2.3 Feedback and Analysis

2.3.1 Survey

55 surveys were completed (by 13th June) the headline findings to date are:

72% of respondents agreed with the regeneration of the Festival Hall being a priority project

There was less support for the development of the Old Police Station into a community and heritage hub, with 49% supporting and 33% against the proposed project. However, it is recognised that there is less awareness about the project to develop the Old Police Station since this has been a more recent development initiated by the Town Council. Comments from those who were not sure or in disagreement included the view that the building is too far from the town centre to be a community hub; others thought that it would be a ‘waste of money’. However, there were very positive comments about the ‘jewel in the crown’ of the town’s architectural heritage and support for a visitor and tourist information hub.

There was strong feeling about the market place and the need to improve the physical space as well as bring more life to the town with special markets and events. 85% of respondents supported this project. There were a lot of comments too about the need for a market 'put the market back into Market Rasen' to echo the MR BIG Portas Pilot promise. However, it should be noted that respondents and residents generally may not be aware of the true costs to the Town Council of providing a market three times a week.

General feedback from the survey highlighted the following concerns from respondents which can be grouped under three main areas

(i) Attracting visitors, Branding, Signage

Events and markets - a need for more town events throughout the year to attract visitors and residents alike. Showcase the Market Place to better effect.

What makes Market Rasen unique, showcase the shops and businesses better.

Signage – improvements needed to indicate car parking and the town's attractions to visitors

(ii) Appearance and Public Space

High Street – a strong feeling that the shops and business premises need improving to present the town in a better light.

Strong feeling that the Market Place needs improving as the focal point of the town.

(iii) Traffic, Transport, Jobs

A call for better transport connections to jobs; apprenticeship opportunities.

Traffic management – a perception that the traffic flows through the town and people are not encourage to stop to discover the town.

(ii) Feedback from Festival Hall Stakeholder Group on 22nd February

Notes from the meeting are attached in Appendix 3. The main points made by the Group were their concerns about the legal status and structure of any new organisation to take forward the proposed projects: there was consensus that this should be independent of the Town Council. There was agreement that it would be challenging to find volunteer directors / trustees with the skills, time and experience required to run the proposed social enterprise. There was strong support for an independent organisation to manage the Festival Hall and Old Police Station projects but limited to the activities and events, with the Town Council retaining responsibility for maintenance and insurance aspects of the buildings.

2.3.2 Feedback from Meeting of Town Council on 17th May

The Town Council and officers met to discuss the future of the Market Place and High Street in the context of the Strategy.

Points, concerns and ideas discussed included:

- The Market Place is the central meeting point of the town, but it is 'hidden'
- The cost to the Town Council of a market three times a week
- Proposal that Tuesday be the main focus for the weekly market and resources put into marketing and branding this as Market Rasen's market day

- Re-configure the Market Place space to present a more inviting appearance; consider restricting car parking to create a more 'continental' market space
- A focal point needed for the space – for example a flagpole
- Better signage and advertising of the high street shops and businesses is needed
- Improved signage and 'branding' of the town from the road entrances

2.3.3 Conclusions on Feedback from Engagement on the Strategy

The aims of the Strategy and the main projects identified have been broadly very well received with support for the development of the Festival Hall, improvements to the Market Place and townscape and a strong appetite for community and visitor events to showcase the town. There has been less enthusiasm for the development of the Old Police Station into a heritage / community hub; however, this project has been less publicised than the other development projects. There is strong support from individuals and groups (heritage, tourism businesses) who share an interest in the building's development.

3 Progress on Implementation Mechanism

The draft Strategy proposed that a social enterprise structure e.g. CIO take responsibility for the delivery of the growth projects.

3.1 Feedback

Feedback from the engagement events is supportive of an independent group to be responsible for elements of the projects – e.g. the OPS and Festival Hall to have a committee / project group leading the activities taking place, but with the Town Council retaining responsibility for the legal, insurance and maintenance aspects of the buildings. Feedback from stakeholders and town councillors is that it will be difficult to appoint volunteer directors / trustees with the time and required skills and experience to run an independent company such as a CIO. The Town Council recognises that setting up a separate organisation to run the growth projects will be time and resource consuming.

3.2 Proposed way forward

The Town Council is taking a pragmatic view with regard to the delivery mechanism for the projects by continuing to push the three projects forward whilst building up the volunteer base associated with each of the three projects. The Council does not want to jeopardise progress by putting time and energy into setting up an independent organisation which may then founder due to lack of support. For each of the growth projects the way forward is proposed as follows:

3.3 Festival Hall

The existing group of volunteers and stakeholders to be formalised and a constituted management committee formed (timeline from September to December 2018). Live music and theatre events at the Hall have built up good audiences over the last eighteen months. A small but dedicated team of volunteers works with the Project Manager to make these events a success. Volunteers include a sound and lighting engineer and a theatre company director.

The proposed management committee will take on all aspects of event management at the Hall including booking live acts, promotion and artist liaison. Support from the Town Council will be assured with the existing Bookings Clerk working to the committee. The Council will continue to be responsible for all aspects of work related to the maintenance and insurance of the Hall.

3.4 The Old Police Station

A tenant has come forward to take over the areas of the building currently occupied by the Town Council. It is proposed that Market Rasen Development Trust (The Hub) will relocate from their premises in Union Street and take on the responsibility for managing the community and heritage activities at the OPS. The Hub will work with Rase Heritage to The Town Council will retain responsibility for the building and the management of the tenancy with BUPA dentist. The Town Council will work with the Hub and other partners to apply for funding to support the development of the OPS into an exhibition and heritage space, also to develop the building into the town's Tourist Information Centre.

3.5 The Market Place – The Town Council will continue to lead on this project whilst building on the positive partnership working with stakeholders including charity groups (Lions, Rotary) and town businesses to stage six to eight events / markets each year, showcasing the Market Place as the focus of the town to attract visitors as well as local people.

4 Update on Growth Projects

The Strategy identifies 3 key growth projects and these have received broad support through the engagement activities carried out. The Festival Hall and Old Police Station projects have been underway for three years and one year respectively; the Market Place has been adopted as the third growth project following the feedback from the engagement activities described in this report.

4.1 Festival Hall

(i) Live music and theatre events continue to grow audiences, with 11 live music nights held over two years of the project. Private hire of the Hall has increased as a result of improved promotion and new visitors to events spreading the word. New initiatives supported by the Town Council over the past year include ballroom dance classes in partnership with the learning provider CLIP and a volunteer-run youth club.

(ii) The main concern with the fabric of the building is the asbestos pitched roof which needs replacing. A roofing contractor inspected the pitch roof on June 13th and estimates the cost of removal and a new roof to be up to £60K. The Town Council will be issuing a tender for the work shortly.

4.2 Old Police Station

(i) As mentioned in 3.4 above the Town Council is in discussions with Market Rasen Development Trust (The Hub) to become the new tenant of the Old Police Station. Informal discussions in January have now been put on a formal footing and it is envisaged that the Hub will move into the Old Police Station towards the end of 2018 / early 2019, depending on minor works and decorating to be carried out once the Town Council offices move out. As part of the Old Police Station growth project, the Hub will work with the Town Council to create the town's tourist information / heritage hub and community outreach centre at the Old Police Station.

(ii) Following on from the Project Manager's meetings and discussions over the past year with Heritage Lincolnshire, Heritage Lottery Fund and the Architectural Heritage Fund, a tender was published in March 2018 for a costed conditions survey and options appraisal of the Old Police Station. Scorer Hawkins Architects of Horncastle were awarded the contract and their report will be presented to the Town Council in the next few weeks.

(iii) A full calendar of events and exhibitions is in place for the remainder of 2018:

- Equali-Tea Democracy Debate – 1st July
- Wolds Women of Influence Historical Exhibition – June to August
- Heritage Open Day – Picture the Past - 8th September
- Jayne Cooper’s Rebel Daughters <http://www.jaynecooperpaintings.com/> Suffragette themed exhibition – September to October
- Bastions of the Air – WW1 Aviation exhibition – Remembrance weekend to early December

(iv) It is envisaged that as part of the growth project, the Hub will form a volunteer group (Friends of the Old Police Station) and to work with partners such as Rase Heritage to manage the exhibitions and events at the Old Police Station

4.3 Market Place

(i) Markets and events continue to attract residents and visitors to the town:

- 2nd June - Gardeners’ Fair
- 23 June - Bric a Brac Market
- 1st July – Equali-Tea Democracy Event <https://equaliteas.org.uk/event/100-years-of-democracy-tea-party/>
- Town Live and Heritage Open Days – 8th September

Community support has been very good and there is an appetite for more town events, with the Market Place as a focal point.

(ii) The WLDC sponsored Footfall Sensor initiative is working well and has had a positive spin off through Project Manager’s connection with the Local Data Company and Matthew Hopkinson (Report Author) at Didobi Limited: with Market Rasen featured as a town case study in the Grimsey Report 2 <https://www.didobi.com/grimsey-review-2/> The Report will be published on July 2nd 2018.

Data from the sensors has been used by the Town Council to show the effect on footfall from town events: the WW1 history event at the Old Police Station in November 2017 showed a 40% increase in footfall and the Christmas Market a 50% increase. The evidence from the footfall sensors is a valuable tool in promoting the benefits of the Town Council’s promotion and investment in town events and markets.

(iii) The Chairman of the North Nottinghamshire and Lincolnshire Community Rail Partnership addressed the Town Council Meeting on 6th June 2018. The Partnership is keen to work with the Town Council to improve the connectivity of Market Rasen (increase the frequency of the train service, improve bus links to Louth and beyond); their aims chime with those set out in Strategic Priority 5 ‘Transport and Access’. The Council is looking forward to working with the Partnership to further their ambitions for Market Rasen.

(iv) Engagement with shops and businesses continues on a day-to-day basis. The Town Council will continue to engage with the town’s shops and businesses. As part of the setting up of a management committee for the Festival Hall the Town Council will be contacting local businesses with a view to recruiting volunteer trustees.

5 Financial Regulation

A discrete budget will be set up with cost centres for each growth project. The Town Council’s Resource and Finance Officer will manage all financial aspects of any grant funding allocated by West Lindsey. Monthly reports on the three growth projects will be presented to the Town Council’s

Finance and Facilities Committee. A suitable arrangement for appropriate financial reporting to West Lindsey will be agreed.

6 Town Council Office Relocation to the Festival Hall

Steps have been taken to move the Town Council office function from the Old Police Station to the vacated WLDC offices at the Festival Hall. The office relocation is part of the Town Council's Strategy to develop the Festival Hall into the town's civic and entertainment venue. There are significant benefits to moving the office from the Old Police Station, including: better access and parking at the Festival Hall; more office space; releasing space at the Old Police Station for a community / heritage hub as identified in the Town Strategy.

The Town Council Clerk met with Gary Reeve, Team Manager Property & Assets, on 16th May and with colleague Chris Drury on 13th June. The Town Clerk met with Town Council office staff on 23rd June to consider the office space and their requirements. These findings are included in a report from the Deputy Chairman Stephen Bunney is attached as Appendix 4.

Survey on the Strategy's Capital Projects

The Town Council has three big projects for Market Rasen over the next few years: The Festival Hall, Old Police Station and Market Place.

Are these are the right priorities for the town?

Project	Yes	No	Not Sure	Comment
Festival Hall				
Old Police Station				
Market Place				

What would improve Market Rasen? Shops and high street, jobs, health and leisure, events tell us what you think:

Optional contact details:

Name	
Email	
Telephone Number	

The Town Council's Draft Three Year Strategy is available to see on the Council's website <http://parishes.lincolnshire.gov.uk/MarketRasen/section.asp?catId=36811> and in person at the Town Council Offices (Open Mon, Tues, Thurs and Fri 10.30 am to 1.30 pm or by appointment).

Phone 01673 842479, email townclerk@marketrasentc.co.uk

Thank you for completing the survey.

Please return to:

Market Rasen Town Council

The Old Police Station

Dear Street

Market Rasen

THE VISION

“to build a strong and vibrant community”

around the following strategic priorities:

- ENVIRONMENTAL AND HERITAGE – making Market Rasen and attractive place, to live, work and visit.
- HEALTH AND WELLBEING – addressing poor health outcomes and social vulnerability.
- LEISURE AND CULTURE – a wide choice of music, entertainment, theatre and live events.
- DEVELOPMENT AND ECONOMY developing the housing, business and commercial capacity for future growth and to address skill deficits.
- TRANSPORT AND ACCESS – influencing responsible bodies to deliver good quality and affordable services and transport links for residents and businesses.

DELIVERY

will be by a **Charitable Incorporated Organisation [CIO]**, set up by the stakeholders.

- a non-profit making organisation
- no financial risk to trustees
- supported by stakeholders
- free from council and company red tape
- can apply for grants and financing not available to Councils

‘Team work from bottom up is the key to success’

Micro Gains

‘Giant oak trees from small acorns grow’

Some of the events that are now occurring regularly in MR

- Music / Theatre / Dance events in The Festival Hall
- Local Youth Club set up
- Special Markets
- Heritage Exhibitions at OPS, The Hub, Library
- Sports Centre and Skate Park
- Green space

Opportunity

Planning Gain from 640 dwellings Central Lincolnshire Plan

£200K + Capital Investment from WLDC over 3 years

Market Rasen Development Trust, Rase Heritage Society, Market Rasen Council.

Festival Hall Stakeholder Group – Meeting to consider draft Strategy on 22 February 2018**Points made (taken from notes of the meeting, item 3).****3 Discussion**

The meeting was opened up to a general discussion and questions were welcomed on the Vision document. The main discussion points related to the proposed establishment of a new delivery vehicle to take forward the Vision, as follows:

- The legal status and structure of the new organisation will need careful thought and planning. It would be useful to have some options of possible structures for a further discussion: for example, number of trustees and structure of the organisation (e.g. whether there would be an ‘advisory’ board to guide a more operational delivery group).
- The recruitment of trustees / directors could be a challenge. The responsibility of the positions would be significant and such arrangements are usually voluntary and not remunerated.
- It was agreed that the CIO would need to balance having representation from across the town’s community with running an efficient decision-making organisation.
- Grant funding: SB confirmed that the funding from West Lindsey would be in grant form and would not need to be paid back. Volunteer directors / trustees would not be exposed to financial risk – the legal constitution of the organisation would ensure this was the case.
- There was strong feeling from the group that the new organisation be independent of the Town Council. SB concurred and stated that although the Town Council would have representation on the CIO (or equivalent) that it would not be leading or directing but would be an equal partner with other representative groups. [Post-meeting addendum to the Vision document: Point 7.1 final sentence to be amended to read: *‘The Town Council will continue to use its duties and powers to fulfil its procedural and civic responsibilities and will have representation on the CIO’*]
- A potential third capital project was suggested: ‘Green and Public Open Spaces’.

Market Rasen Town Council: Proposed Office Move to Festival Hall Office Wing

Ownership/Financial Responsibilities

It is proposed that Market Rasen Town Council take over the responsibility for the current, empty, suite of offices at the Festival Hall. The ownership of the office wing, including the roof solar panels, to be transferred; the whole Festival Hall building and site will then be in the ownership of The Town Council. If this is not possible/practical a second, less satisfactory, option is that the office wing be leased at a peppercorn rent to Market Rasen Town Council.

Before the transfer of responsibilities is made West Lindsey District Council will make sure that the office wing is at a sound and suitable standard for office and public use. Once the transfer is activated Market Rasen Town Council will take maintenance, internal and structural, and utility charges for the office wing.

Market Rasen Town Council will benefit from the free electrical energy produced by the solar panels on the roof. They accept that they will need to negotiate with WLDC who retains any feedback tariffs, or the like, earned from the grid.

MRTC are happy to host the existing free community Wi-Fi arrangements on the same terms as enjoyed by other local communities.

The Town Council are prepared for the move to take place as soon as possible but anticipate a four to six week lead period may be required to sort out wiring, phone/data contracts etc. The Town Clerk has drawn up a proposal for use and details of the infrastructure and equipment required. They have also identified the various services that will be required and how these link in with the providers at the existing offices at The OPS.

Plans for use

MRTC undertake to reserve at least one of the current small rooms for use by WLDC, LCCC or other public authorities as a meeting room for their employees to meet with Market Rasen Residents. MRTC officers will maintain and operate an on line booking system for this service. It and photocopying facilities will be made available to visiting officers. It is anticipated that these meetings will take place during normal MRTC office hours – in which case they will not involve a charge. MRTC and LCC employees will have access to all cloakroom and kitchen facilities.

MRTC are happy for WLDC, LCCC to maintain terminals with fixed phone/data lines to their main offices, if they so wish. These terminals will be at the appropriate authorities cost [not electrical power].

Initially, MRTC will use the rooms and reception areas as they are currently operated. They will equip the rooms using accordingly, bringing furniture from the office suite at The Old Police Station. Where necessary new furniture will be purchased. MRTC is prepared to look at any of WLDC's furniture and fittings that are surplus to requirement. [Terms to be negotiated].

MRTC will install an integrated multi line phone and data system throughout the office wing.

In time, MRTC may well adjust the entrance and reception areas to the Office Wing and Festival Hall. This will be undertaken as part of The Market Rasen Three Year Strategy.

Appendix 3

Transfer of the Market Rasen Office to Market Rasen Town Council.

Until recently, West Lindsey employees have been using the Market Rasen offices on an adhoc basis – providing face to face customer services to the residents of Market Rasen along with telephone and self service facilities.

This use was to be reviewed later in the year but following an intrusion, just over a month ago, there is less appetite from West Lindsey Customer Services to retain a formal presence in the Market Rasen Office and steps are already in place to vacate the building.

In March 2018, the office block (TF Ref S093) was given a valuation of c. £139k (Basis Fair Value) by valuation agents Wilks, Head & Eve.

West Lindsey District Council is proposing to fully offset the value of the building by offering a disposal by way of part freehold transfer of the premises to Market Rasen Town Council on the basis that WLDC:

- Are provided with a peppercorn lease of the roof (if deemed necessary) until 2037 thus retaining the solar panels on the roof in order to generate income from the feed in tariff – estimated to be £1400 per annum.
- Retain the car park
- Have access to meeting room use at zero cost (hours to be negotiated)
- Allow the space to provide a WLDC self-service kiosk
- MRTC cover all legal costs associated with the transfer

By transferring the building it is anticipated that West Lindsey District Council will save around £13k per annum on maintenance, rates and room hire costs.

It is recommended that WLDC proceed with the above transfer once the following due diligence has been applied:

- Surplus Test and Underutilisation Appraisal – to assess current usage
- Formalise Heads of Terms and present to MRTC for approval.

Agenda Item 6e



**Corporate Policy and
Resources Committee**

Date: 19 July 2018

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

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

RECOMMENDATION(S):

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

IMPLICATIONS

Legal: None

Financial: FIN/76/19

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

Contents

Introduction	4
Measures where performance is outside agreed tolerance levels for at least two consecutive periods	5
Corporate Health.....	8
Programme Delivery	9
Appendix A: Service Exceptions	10
Asset and Facilities Management	10
Benefits	10
Building Control.....	11
CCTV	11
Community Safety.....	12
Contracts Management and Procurement	12
Council Tax and NNDR.....	13
Customer Services.....	13
Democratic Services	14
Development Management.....	14
Economic Development and Town Centre Management.....	15
Enforcement.....	15
Enterprise and Community Services	16
Garden Waste.....	16
Healthy District.....	16
Home Choices	17
Housing.....	17
IT and Systems Development	18
Licensing.....	18
Local Land Charges	19
Markets	19
Regulatory Services.....	19
Street Cleansing	20
Trinity Arts Centre	20
Waste Collection	21

Introduction

1.0 Introduction

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

2.0 Overall Summary of Performance

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

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

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

Table 1: Overall summary of performance

3.0 Performing Well

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

4.0 Risk Areas

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

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

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

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

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

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

Corporate Health

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

Table 3: Corporate Health measures

Programme Delivery

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

Table 4: Programme delivery

Appendix A: Service Exceptions

Asset and Facilities Management

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

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

Table 5: Asset and Facilities Management performance exceptions

Benefits

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

Building Control

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

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

Table 6: Building Control performance exceptions

CCTV

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

Community Safety

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

Contracts Management and Procurement

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

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

Table 7: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

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

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

Table 8: Council Tax and NNDR performance exceptions

Customer Services

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

During this period we dealt with 7,621 telephone calls and 9,219 face to face enquiries or 16,840 customers 410 customers a day.

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

Table 9: Customer Services performance exceptions

Democratic Services

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

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

Table 10: Democratic Services performance exceptions

Development Management

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

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

Table 11: Development Management performance exceptions

Economic Development and Town Centre Management

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

Enforcement

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

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

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

Table 12: Enforcement performance exceptions

Enterprise and Community Services

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

Garden Waste

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

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

Table 13: Garden Waste performance exceptions

Healthy District

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

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

Table 14: Healthy District performance exceptions

Home Choices

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

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

Table 15: Home Choices performance exceptions

Housing

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

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

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

Table 16: Housing performance exceptions

IT and Systems Development

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

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

Table 17: IT and Systems Development performance exceptions

Licensing

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

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

Table 18: Licensing performance exceptions

Local Land Charges

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

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

Table 19: Local Land Charges performance exceptions

Markets

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

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

Table 20: Markets performance exceptions

Regulatory Services

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

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

Table 21: Regulatory Services performance exceptions

Street Cleansing

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

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

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

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

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

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

Table 22: Street Cleansing performance exceptions

Trinity Arts Centre

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

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

Table 23: Trinity Arts Centre performance exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 49.6%, which is lower than this time last year but was expected to drop due to the now chargeable green waste service (just under the 50% target). Residual waste collected has gone up slightly but many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins probably encourages recycling. Missed collections are just above targets due to a new line of seasonal workers being introduced into the service. The cost of service is now £28.28 per household, which is around £20 cheaper than last year. Well under target but with rising wages and fuel costs still an excellent rate when benchmarked with others. Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income of over £20k per month.

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

Table 24: Waste Collection performance exceptions



**Corporate Policy and
Resources Committee**

19 July 2018

Subject: Mobile Phone Usage Policy

Report by:

Executive Director of Resources

Contact Officer:

Jeannette Anderson
Corporate Systems Manager
01427 676649
jeannette.anderson@west-lindsey.gov.uk

Purpose / Summary:

The mobile device policy was written and adopted in 2015, and it included reference to the use of mobile phones. This policy has updated the usage of mobile telephone element and included references to social media, use of pin or passwords, and driving whilst using a mobile phone.

RECOMMENDATION(S):

1. Delegated authority be granted to the Executive Director of Resources (S151 Officer), to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of Joint Staff Consultative Committee.

IMPLICATIONS

Legal: None.

Financial : FIN-20-19 no financial implications.

Staffing : HR053-4-18 Affects all staff with council owned mobile phones.

Equality and Diversity including Human Rights :

This report supports the rights and freedoms of all individuals by setting out West Lindsey District Council's policy for managing and protecting personal and special category personal data.

Risk Assessment : None

Climate Related Risks and Opportunities :

N/A

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

None.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 The technological advances made in mobile telecommunications over the last decade mean that modern phones are now routinely used to send and receive email, access social media, process documents and capture and process images.
- 1.2 The Mobile Device Policy was written and adopted in 2015, revised in April 2017, and includes reference to the use of mobile phones.
- 1.3 This new policy supplements the Mobile Device Policy with specific emphasis on the use of the latest generation of mobile phones and will be part of the council's Information Security Policy Framework.

2 The Policy

- 2.1 The Policy sets out the safe and acceptable usage of mobile telephones supplied to West Lindsey District Council employees. It describes current legislation and also provides Health & Safety guidance relating to the usage of such devices.
- 2.2 There are a number of risks to both users of mobile phones and the council. These are primarily around acceptable and safe use, information security and the potential implications on privacy.
- 2.3 The policy addresses these risks by setting out the following:
 - 2.3.1 Responsibilities for requesting and approving the issue of mobile phones to staff;
 - 2.3.2 The administration and support of the phones;
 - 2.3.3 Security controls that must be applied;
 - 2.3.4 Permitted and acceptable use on mobile phones;
 - 2.3.5 Health and Safety implications; and
 - 2.3.6 Requirement to protect personal data.

3 Decisions Required

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

Mobile Telephone Policy

DRAFT

JSCC Presented: 5 July 2018

Change Control

Quality Assurance		
Document:	Mobile Phone Policy	
Version:	1.0	
Status:	Draft	
	Name	Date
Prepared by:	Christopher Green	01/03/18

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CONTENTS

Introduction	3
Scope	3
Exclusions	3
Responsibilities	4
Key points: Line Manager Responsibilities	4
Delegation of Responsibilities	4
Administration and Support of Mobile Devices	4
Requesting	4
Authorisation	4
Personal Usage Monitoring	5
Reporting Faults	5
Security	6
PIN Codes	6
Accidental Loss/Theft of Mobile Device	6
Usage & Password/PIN Code security	6
Returns Policy	6
Permitted Use of Mobile Communications Devices	8
General	8
International or Premium Rate Calls	9
Health & Safety	9
Driving whilst using Mobile Devices	9
Privacy	10
Audit	10
Breaches of the Terms of this Policy	10

Introduction

This document describes the safe and acceptable usage of mobile devices supplied to West Lindsey District Council employees. It describes current legislation and also provides Health & Safety guidance relating to the usage of such devices. There is a comparative table in Appendix 1 showing the differences between the existing Mobile Device Policy and the New Mobile Phone Policy.

Scope

It includes within its scope the acceptable use of mobile telephones, and similar wireless data transmission devices.

Exclusions

This policy does not cover two-way radios, desktop computers, or laptop computers. The acceptable use of the Internet is covered in a separate document, and is the same as for desktop computers.

Responsibilities

The responsibility for the appropriate use of mobile devices rests with the designated user, their line manager and ultimately the relevant Director. Users and Line Managers **MUST** read the whole of this document.

Key points: Line Manager Responsibilities

2.1.1. Line Managers are responsible for:

- ensuring that members of their teams who are likely to make use of mobile devices are aware of their rights and obligations under the usage policy;
- monitoring the overall cost of every mobile device used by a member of their team;
- ensuring that any user whose mobile usage/costs have exceeded to have breached this policy justifies their costs/usage; See Section 5.1.2.
- ensuring that the cost of personal calls is recouped from mobile device users for whom they are responsible;
- informing the ICT Department who will then inform the Mobile Phone Supplier, in writing if any mobile device should be disconnected.
- informing the ICT Department in writing if the mobile device is to be paid for subsequently using a different account number, or using a different cost code.
- reporting to the ICT Department any concerns regarding any abuse, misuse or breach of policy regarding any Mobile Devices.

2.1.2. In cases where new account numbers / costs codes / cancellation requests have not been provided in writing, the line manager's own cost code may be liable for any subsequent charges for that mobile device.

Delegation of Responsibilities

2.2 In the event of any doubt arising over responsibilities of duties then authorisation of duties requires the approval of the Director of Resources.

Administration and Support of Mobile Devices

Requesting

3.1.1. Employees who require a mobile device to perform work duties should request authorisation from their line manager.

3.1.2. Any request for a mobile device must be justifiable and in line with the job role of the requester/recipient.

Authorisation

3.2.1. The authorising line manager must contact the ICT Manager to discuss a suitable and justifiable device before purchasing.

3.2.2. Only basic models for mobile devices are to be used unless otherwise justified and authorised.

3.2.3. Handsets, accessories and SIM cards will be ordered by the ICT Department and delivered to the Line Manager of the requester, from where they can be collected or delivered to site.

3.2.4. Itemised monthly usage and rental invoices are supplied for each mobile device and will be passed on to account coordinators within each Department, who then have responsibility for passing the invoices on to Line Managers / cost code owners.

Personal Usage Monitoring

3.3.1. West Lindsey District Council will on a regular basis monitor usage of mobile devices including personal usage.

3.3.2. Inland Revenue guidance indicates that no personal tax liability results from the personal use of mobile devices supplied for business use, other than the payment of VAT on call and text charges.

Reporting Faults

3.4.1. Faulty devices should be reported to the Helpdesk (SharedlincsHelpdesk@sharedlincs.net) with details of:

- the User's name
- the phone number;
- the type of device
- where possible its serial / IMEI number (generally found inside the battery compartment, or by typing *#06# <call> from the keypad);
- the nature of the fault.

3.4.2. Where necessary, replacements will be supplied by West Lindsey District Council.

Security

PIN Codes

- 4.1.1. All mobile phones / data devices must have the PIN enabled. This can be done from within the phone settings menu, and the security menu
- 4.1.2. Once the SIM PIN is enabled, it is then possible to change the PIN to a 4 – 8 digit PIN of your choice.
- 4.1.3. It is highly important to set this PIN so that if the device is lost or stolen, costly fraudulent calls are kept to a minimum.
- 4.1.4. In the event that a PIN code is forgotten then please contact the ICT Helpdesk for assistance
- 4.1.5. A voicemail PIN should be set up by every user. To set up your Voicemail PIN, please call 123 from your mobile and then press option 3.

Accidental Loss/Theft of Mobile Device

- 4.2.1. The loss of devices that can send, store and retrieve email or access West Lindsey District Council information systems has potentially serious repercussions for West Lindsey District Council because of the sensitivity of the information that may be stored on them. Sensitive, confidential or otherwise valuable information should not be permanently stored on mobile communications devices
- 4.2.2. All losses of mobile data devices must be reported to the ICT Manager/ICT Department immediately.
- 4.2.3. The ICT Department will arrange to have a special “kill” message sent to the device, which will disable it and, where appropriate, wipe all of the information contained on it.
- 4.2.4. If the loss is discovered out of hours, it must be reported to the EE Customer Services team immediately, on **07953 966 250**, to ensure that the “kill” message is sent to the device immediately.
- 4.2.5. The ICT Department should be contacted as soon as possible within working hours to report the loss, in order that a replacement unit can also be arranged.
- 4.2.6. The use of email on a mobile phone is still covered by the Email Policy and users should be aware of this policy.

Usage & Password/PIN Code security

- 4.3.1. West Lindsey District Council provided mobile devices may be used by designated users only.
- 4.3.2. The West Lindsey District Council IT Security Policy applies to these devices and users should be aware of their responsibilities under this Policy and in particular policy relating to passwords and PIN Codes, and to ensure that the password associated with the device is known only to them and not divulged to any unauthorised person.

Returns Policy

- 4.4.1. West Lindsey District Council reserves the right to withdraw any mobile device at any given time.
- 4.4.2. Any member of staff who is due to leave/terminate contracts with West Lindsey District must return any mobile device to the ICT Department or their Line Manager who in turn must return it to the ICT Department on the day of contract expiry.
- 4.4.3. It is the Line Manager’s responsibility to complete and submit the online ICT Leavers Form to notify the ICT Department of any staff intending to leave/terminate their employment contract with West Lindsey District. This allows equipment to be returned,

assessed on value for money.

4.4.4. It must not be assumed that equipment allocated to a member of staff immediately gets allocated to a replacement member of staff, an additional member of staff or passed on to another department.

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Permitted Use of Mobile Communications Devices

General

5.1.1. The mobile device is the property of West Lindsey District Council and should normally be used for legitimate business purposes only.

5.1.2. Mobile devices provided by the Council for work use may only be used for work. Use for any other purpose (except in genuine emergency) may cause the device to be withdrawn, and subject the user to disciplinary action.

5.1.3. It may be necessary from time to time to make a personal call or send a personal text message. Users will be required to identify such personal use from the associated monthly invoice, and will be expected to pay for this use by means of a payment on your departmental budget code via customer services.

5.1.4. Communications devices capable of transmitting and receiving data information should only be used for the purposes for which they were supplied. They must not be connected to third party networks or directly or indirectly to the public Internet, unless previous authorisation to do so has been received from the relevant Line Manager and ICT Department.

5.1.5. Users must not use, try to use, or let anyone else use staff mobile communications devices for:

- Anything that is illegal or immoral;
- Making offensive, threatening or harassing calls;
- Use of the Short Message System (SMS), multi-media messaging or email to send or receive inappropriate or offensive remarks, graphics or images;
- Use in contravention of Regulation 104 of the Road Vehicles (Construction & Use) Regulations, 1986; i.e. using a mobile phone whilst driving.

5.1.6. The sending or receiving of SMS text messages for the purposes of downloading, or otherwise accessing, ring tones, games, commercial competitions, sports report services and other non-business related activities or applications is not permitted. It should be noted that many of these services operate on an on-going subscription basis, and can be charged at anything up to £5 per item.

5.1.7. Users should always consult their Line Manager or ICT Department before sending any SMS text message to a commercial service.

5.1.8. Note that it is the responsibility of Line Managers to monitor invoices for such usage and failure to do so will result in the Line Manager's cost centre or the end user bearing the costs of any such activity.

5.1.9. The monthly billing summary of all calls made from each handset includes details of this type of activity, and is supplied to the West Lindsey District Council billing coordinators.

5.1.10. Users have a responsibility to utilise the West Lindsey District Council's communications resources and services in a manner that is consistent with the West Lindsey District Council's standards of business conduct.

5.1.11. Voicemail is automatically provided on all mobiles. Voicemail greetings should be personalised with a suitable message inviting the caller to leave a message. To record a personalised message please call Voicemail by dialling 123 from your mobile and then press option 2.

5.1.12. When visiting public sites, users should be aware of, and respect, local policies regarding the use of mobile communications devices. For instance, it may be necessary

to switch such devices off in Hospitals, Courts etc. If in doubt, local staff will be able to advise on local policies.

5.1.13. Mobile communications devices should be securely stored when not in use. Handset covers provide a degree of physical protection and can be provided with mobile handsets. Users may be liable for repair or replacement costs, should their handset be damaged or lost. Any such damage should be reported to the Line Manager, and to the ICT Department.

5.1.14. Storage of documents (particularly confidential and ones containing personal data) should not be routinely stored or left on phones longer than necessary. Documents should be transferred to corporate or departmental filing systems as soon as possible.

5.1.15. Photographs of people are Special Category Personal Data (biometric data) and therefore a lawful basis is required under GDPR Article 6 and a condition under Article 9 in order to process them (which means anything like store, view, email, etc).

5.1.16. Deliberate breaches of the policy such as removing or disabling technical controls may lead to gross misconduct and could lead to dismissal while extreme cases could lead to criminal prosecution.

5.1.17. The council recognises that employees may have a need, at times, to conduct personal business within social media while at work or using council resources. Therefore, the council allows limited access to non-business social media content, in accordance with the Social Media Policy.

International or Premium Rate Calls

5.2.1. All phones supplied to West Lindsey District Council are, by default, barred from making international or premium rate calls while in the UK or making or receiving any calls whilst abroad.

5.2.2. These restrictions can be lifted for individual phones, for instance where there is a need to contact counterparts in foreign countries or to contact local staff while attending conferences etc. outside the UK.

5.2.3. Where International access is required, users should seek authorisation from their Line Manager who should contact the ICT Manager, providing details of the phone number concerned and the start and end dates of the requirement.

5.2.4. At the end of this time, International access will be removed from the handset in order to reduce the impact of fraudulent use should the handset subsequently be stolen. While there is no cost for enabling international access, it should be noted that it is expensive both to make and receive calls while abroad.

Health & Safety

Driving whilst using Mobile Devices

6.1.1. From 1st December 2003, it is an offence to use a mobile phone or similar device while driving, if the device has to be held in doing so; this includes the cradling of the device between shoulder and ear. Amendments to this legislation, mean that a convicted offence will attract a fixed penalty of £200, and a 6 point license endorsement.

6.1.2. The only statutory exemption relates to emergency calls made to 999, which will be permitted only where it would be unsafe to stop before making the call.

6.1.3. The Highway Code makes it clear that drivers should never use a hand-held mobile phone unless either a suitable cradle and earpiece or a fully installed car kit is used.

6.1.4. There is scope for the police to charge a driver with failure to have proper control of

their vehicle, or with careless or even reckless driving, if they are seen not to be paying proper attention while driving. The penalties for these offences range from endorsement of licences, through disqualification from driving and even imprisonment in the most serious cases.

6.1.5. Any penalty imposed as a result of a successful prosecution for having insufficient control of a vehicle while using a mobile phone, will be the responsibility of the driver. West Lindsey District Council accepts no responsibility for the payment of fines or other penalties imposed as a result of any such prosecution.

6.1.6. In light of the above, staff must never read or send text messages or e-mails when driving, and must ensure that calls are only made or received when safe to do so.

6.1.7. Should they have an accident while using a mobile phone when driving on West Lindsey District Council business, users should note that their private motor insurance will be expected to meet the costs of damage repairs and any personal injury claims that arise unless the above guidelines are strictly adhered to.

6.1.8. The HR Driving Policy should be considered in conjunction to this policy, which has further information regarding use of mobile phones.

Privacy

Audit

7.1.1. Mobile telephony usage is monitored and audited on a regular and ongoing basis.

7.1.2. Itemised invoices are available in respect of each phone number. Line Managers can request access to this information either via ICT.

7.1.3. All calls from mobile phones are logged and can be traced by the Mobile Service provider, and this function can be invoked at any time should misuse of a handset be suspected.

7.1.4. Given that the device is provided for use on West Lindsey District Council business, there should be no expectation of privacy in anything created, stored, sent or received using West Lindsey District Council equipment.

Breaches of the Terms of this Policy

7.2.1. Breaches of this Policy will be viewed seriously and may result in action being taken under the West Lindsey District Council disciplinary Procedures.

Appendix 1 – Mobile Phone Usage – comparison between section within the Mobile Device Policy dated 13/04/2017 and due for review April 2018.

Scope	Mobile Device Policy	New Mobile Phone Policy
Personal devices not to be connected to a council owned laptop or tablet for any other purpose than re-charging.	Included	Included
No personal or sensitive data stored on device	Included	Included
No spam, chain or other junk emails stored on device	Included	Included
No device left on view in a car, or public place	Included	Included
All devices shall be password protected / PIN codes	Included	Included
All devices shall be locked when device not in use	Included	Included
Specific to mobile phones not general devices. Also includes personal mobile phones if actively synchronised to the officers' work emails.		Included
Personal usage - costs and usage of the phone is monitored, recorded and recouped		Included
Reporting Faults		Included
Returns Policy		Included
Driving whilst using Mobile Devices		Included
Using Social Media on council owned mobile phones		Included



Committee CP&R

19 July 2018

Subject: Review of the Equality Policy

Report by:

Executive Director of Resources
Ian Knowles

Contact Officer:

Emma Redwood
People & OD Team Manager
Emma.redwood@west-lindsey.gov.uk

Purpose / Summary:

To review the Council's Equality Policy and recommend changes

RECOMMENDATION(S):

That Corporate Policy and Resources Committee approve the Equality Policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Executive 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 the Joint Staff Consultative Committee (JSCC).

IMPLICATIONS

Legal:

Equality Act 2010

Financial : None

Staffing : None

Equality and Diversity including Human Rights :

West Lindsey District Council has a commitment to equal opportunities. It seeks to ensure that no potential or current employee receives less favourable treatment than another on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Risk Assessment :

Climate Related Risks and Opportunities :

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

None.

Call in and Urgency:

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

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

Yes

No

x

Key Decision:

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

Yes

No

x

1. Introduction

The council has an Equality Policy which has needed reviewing, this review has taken place and an amended policy is brought to committee for approval.

2. Purpose

The council recognises the importance of the Equality Act 2010 and the principles which come from that are embedded within our employment practices.

3. Scope

This policy applies to all employees within the council.

4. Engagement

The policy has been reviewed by the HR team and Legal services have also reviewed and signed off the reviewed policy. The reviewed policy has been supported by members, staff representatives and Unison at JSCC.

5. Training and Awareness

This policy will be made available to view on the Minerva site and hard copies available at the depots once formally agreed.

A clear communication will be sent to Managers to make them aware that the policy has been reviewed and to update them on their responsibilities. Training and support will also be offered by HR in the implementation and application of this policy.

6. Recommendation

That Corporate Policy and Resources Committee approve the Equality Policy and the policy is adopted for all employees of the council.

Delegated authority be granted to the Executive 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.

Equality Policy

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JSCC Approved –

P&R Approved –

Policy Statement

West Lindsey District Council values all of its employees and recognises the importance of equality of opportunity. It aims to achieve this by ensuring the operation of fair and consistent employment practices that take account of the diversity of groups and individuals. Equality is regarded as an issue for all employees, who must adhere to, and can expect, certain standards of behaviour.

The council will promote equal treatment in accordance with legislation, and will strive to provide an environment free of prejudice and unlawful discrimination. Senior management will be responsible for ensuring that this is understood and adhered to by all employees of the council.

The Equality Act 2010 protects people from discrimination, victimisation and harassment on the basis of the following nine characteristics:

- Age
- Disability
- Sex
- Race
- Religion or (non)-Belief
- Sexual orientation
- Gender Reassignment
- Marriage and Civil partnership (protection against direct discrimination only)
- Pregnancy and maternity

Discriminatory treatment on the above grounds is seen as potentially harmful to both employees and the council. The council will endeavour to protect its employees from such treatment, whether by colleagues, members of the public or service users.

Any employee who feels that they have been discriminated against due to any of the protected characteristics mentioned in this policy or treated unequally and unfairly for another reason is encouraged to contact their manager or HR.

The council seeks to meet its legal requirements and to safeguard employees' rights.

Scope of Policy

All Councillors, employees and others who work on behalf of the council are expected to carry out their responsibilities under this policy and to follow relevant policies and procedures. All employees have a role to play in ensuring fairness towards colleagues and to all sectors of the community we serve

Any breach of this policy by employees may result in action being taken under the Disciplinary Policy. Volunteers and contractors may be excluded from further involvement with provision of council services.

Responsibilities

All employees/volunteers/contractors etc:

- Have a legal duty to have due regard or consciously consider the need to eliminate unlawful discrimination, and to promote equality of opportunity and good relations between all people including those having, or being perceived to have, one or more of the protected characteristics.
- Will cooperate with measures introduced to ensure equality and non-discrimination and will ensure that their own behaviour towards colleagues, service users and members of the public is appropriate in terms of this policy.
- Should be aware that discrimination can be based on a person having or being perceived as having one or more of the protected characteristics.
- It can also be based on discriminating against someone because they associate with a person having, or perceived as having, one or more of the protected characteristics.
- Will not induce or attempt to include colleagues to practice unlawful discrimination.
- Should report and suspected discriminatory practice, by following the guidelines set out in the Bullying and Harassment Guide.
- Will not victimise individuals who have taken action regarding discrimination and any such action, whether in the workplace or not, may result in disciplinary investigation by the council and/or by a professional body.
- Are encouraged to take action under the appropriate policies if they are subjected to any discriminatory behaviour.
- Are reminded that this policy applies in relation to conduct at work related social events.
- Should note that legal action could be taken against them personally if they discriminate unlawfully.

All managers will:

- Ensure that they and their staff are fully aware of this policy, its contents and their obligations.
- Establish and maintain a working environment which is free from discrimination and promote equality of opportunity.
- Address instances of suspected discrimination that they observe or are brought to their attention. In some cases it may be appropriate to investigate under the Disciplinary policy.

The council as an employer will:

- In carrying out its functions, have due regard or consciously consider the need to eliminate unlawful discrimination, and to promote equality of opportunity and good relations between all people including those having, or being perceived to have, one or more of the protected characteristics.
- Provide training and guidance to managers and other employees as appropriate on the content of this policy and also raise awareness of equality and diversity issues.

Equal Opportunities Legislation

The list below details the key equality legislation.

The Equality Act 2010:

The Equality Act replaces all previous antidiscrimination legislation and brings together, harmonises and extends the current equality law. It aims to make it more consistent, clearer and easier to follow.

The main changes are:

- Defines nine protected characteristics.
- Removes potentially discriminatory recruitment procedures.
- Changes definitions of disability and gender reassignment.
- Protects against perceptive and associated discrimination.
- Introduces the Public Sector Equality Duty.

Policy Statement

West Lindsey District Council has a commitment to equal opportunities. It seeks to ensure that no potential or current employee receives less favourable treatment than another on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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Guildhall, Marshall's Yard

Gainsborough, Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170
DX 27214 Gainsborough

www.west-lindsey.gov.uk



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Agenda Item 6h



**Corporate Policy and
Resources Committee**

19th July 2018

Subject: Budget and Treasury Management Monitoring – Period 1 2018/19

Report by:

Executive Director of Resources (S151)
Ian Knowles

Contact Officer:

Tracey Bircumshaw
Finance and Business Support Manager (Deputy S151)
01427 676560
tracey.bircumshaw@west-lindsey.gov.uk

Sue Leversedge
Principal Accountant
01427 676541
Sue.leversedge@west-lindsey.gov.uk

Purpose / Summary:

This report sets out the revenue, capital and treasury management activity from 1 April 2018 to 31 May 2018.

RECOMMENDATION(S):

- a) That Members accept the forecast out-turn position of a £72k net contribution to reserves as at 31 May 2018. (1).
- b) Members note the use of Earmarked Reserves during the quarter approved by the Executive Director of Resources using Delegated powers (1.5.1).
- c) Members accept the Commercial Income position.
- d) Members approve the amendments to Car Parking fees and charges detailed within Appendix A (1.4.2).
- e) That Members accept the Treasury Management and Prudential Indicators to 31

May 2018.

IMPLICATIONS

Legal: None arising as a result of this report.

Financial: FIN/66/19

The draft revenue forecast out-turn position for 2018/19 is currently reflecting a net contribution to reserves of £72k as at 31 May 2018.

This position relies on using £142k of the commercial contingency at this stage however we expect the reliance to reduce as the year progresses. Therefore there is a risk that there may be a deficit at the year-end which dependent on the source, would require funding from either volatility/contingency reserves or General Fund Balance.

The items with significant variances are contained within this report at 1.1.

The capital forecast out-turn position for 2018/19 is £27.822m.

The Treasury Management activities during the reporting period are disclosed in the body of this report. Average investments were £17.120m which achieved an average rate of interest of 1.378% (1.16% October to March).

There has been no external borrowing undertaken.

There have been no breaches of Treasury or Prudential Indicators within the period of this report.

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

x

Key Decision:

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

Yes

No

x

REVENUE BUDGET MONITORING PERIOD 1 (Forecast out turn for 2018/19)

- 1 The Revenue Budget forecast out-turn currently stands at a net contribution to reserves of £72k as detailed in the table below;

Forecast Outturn by Cluster

SERVICE CLUSTER	2018/19 Budget £	2018/19 Forecast Outturn £	May 2018 Forecast Outturn Variance £
People	4,871,700	4,679,752	(191,948)
Places	1,016,500	1,176,310	159,810
Policy and Resources	5,179,500	5,175,554	(3,946)
Controllable Total	11,067,700	11,031,616	(36,084)
Corporate Accounting:			
Interest and Investment Income	(263,300)	(263,300)	0
Interest Payable	371,800	367,000	(4,800)
Investment Income	(579,700)	(579,700)	0
Precepts and Levies	2,260,749	2,260,749	0
Movement in Reserves:			
To / (From) General Fund	(1,416,100)	(1,416,100)	0
Use of Specific Reserves	(349,800)	(349,800)	0
Contribution to Specific Reserves	4,303,493	4,303,493	0
Repayment of Borrowing	32,400	32,400	0
Net Revenue Expenditure	15,427,242	15,386,358	(40,884)
Funding Total	(15,427,242)	(15,458,085)	(30,843)
NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR	0	(71,727)	(71,727)

Details of headline variances by Cluster can be found below at 1.1.

1.1 The significant movements being;

Cluster	EXPENDITURE	Total £000	Direction of Travel
BUDGET UNDERSPENDS			
	Salary savings.	-£56	new
PRESSURES			
Places	Leisure - final invoice plus annual retention fee for previous financial year.	£29	new
Places	Property Services costs - net pressure across all properties (service charges/utilities/NNDR)	£34	new
Policy & Resources	Legal costs settlement.	£19	new
	Various forecast outturn variances <£10k	£22	new
		£48	

Cluster	INCOME	Total £000	Direction of Travel
BUDGETED INCOME EXCEEDED			
People	Green Waste service income target exceeded.	-£212	new
	LCTS Admin Grant higher than anticipated.	-£31	new
BUDGETED INCOME NOT ACHIEVED			
Places	Rental income lost due to sale of assets and voids.	£21	new
Places	Car park income - not achieving target based on actuals to date.	£12	new
Places	Impact of acquisition lease unlikely until mid year - loss of rental income and NNDR.	£64	new
People	Market stallage income not expected to meet budgeted target based on current take up-review of market service in progress.	£15	new
People	Housing Benefits - forecast net outturn position.	£11	new
		-£120	
TOTAL VARIANCE		-£72	

1.2 Significant items of note by Cluster:

1.2.1 People

- Green Waste Charging commenced in 2018/19 and was forecast to generate a net contribution of £502k. With actual income currently at £850k from subscriptions achieved during this period the forecast net contribution is £714k, £212k above the original forecast.

1.2.2 Places

- Approval to spend up to £20m on investment property (with £16m budgeted this financial year) was estimated to provide a net contribution of £270k in 2018/19 raising to £600k by 2020/21. Our first acquisition of £2.4m was made early in October 17 and this will achieve a £100k contribution (after borrowings) to the savings target. Whilst we continue to identify suitable properties which meet our Policy criteria our bids have been unsuccessful. However, we are forecasting to make further acquisitions before the year end. A £142k net pressure is forecast for the year (includes a saving on borrowing costs and pressure on rental income).

A Commercial Contingency budget of £200k was built into 2018/19 base budgets and the forecast pressure will be offset by this provision.

- The acquisition of the former Lidl building was anticipated to generate a full years lease income and additional car parking income. The property is currently being marketed for lease and we are forecasting tenancy from October 2018. The Car Park is now fully operational as part of our Car Parking Strategy and generating an income stream.
- Industrial estates income was assumed at the time of budget setting for 2018/19 to be a full year. However, after the budgets for 2018/19 were approved the project timelines were reviewed and the units are now due to be operational from February 2019 resulting in a £16k pressure in the current year.

1.2.3 Policy & Resources

- Included in the significant variances at 1.1 is a £19k legal costs settlement.

The Magistrates Court deemed that the Council had, on the balance of probability, committed an abuse of process in relation to the serving of a Section 16 notice, for which the Court felt there was no justification. As a result the Council was liable for the defendants' legal costs, after negotiation the amount of £19k is the final settlement. A review of the process followed in relation to this notice has been undertaken as a result. The court also recognised that due to the circumstance the case was an exceptional one.

1.2.4 Establishment

- Current vacancy levels after costs of interim staffing resources is forecast to achieve a £56k budget underspend. This is broken down by cluster as follows;

Cluster	Forecast Outturn £
People	(48,629)
Places	(700)
Policy and Resources	(6,669)
Grand Total	(55,998)

1.3 Commercial Projects and Income Target

1.3.1 The Commercial Plan 2015/16 – 2019/20 was intended to be a proactive response in contributing to future financial sustainability. This was to be achieved through charging, trading and investment in order to reduce the net subsidy on services. A target contribution of £1m was set.

1.3.2 Progress against this target has delivered £1,084k of ongoing savings thus far as detailed below;

- £100k Investment in Commercial Property (Target £600k by 2020/21)
- £142k Trade Waste Income
- £714k Green Waste
- £ 5k Building Control Complimentary Services
- £ 57k Pre-Application Planning Advice
- £ 25k Surestaff Lincs Ltd (Recruitment Agency)
- £ 41k Commercial Loan income

1.3.3 Green Waste Charging commenced in 2018/19 and was forecast to generate a net contribution of £502k. With actual income currently at £850k from subscriptions achieved during this period the forecast net contribution is £714k, £212k above the original forecast.

1.3.4 In relation to Commercial Investment Property acquisition we continue to bid for properties which meet our criteria. It is highly likely that a further acquisition will be made in the near future. [The recent acquisition of the building in Sheffield, currently leased to a gym operator is included in our forecast outturn].

1.4 Fees and Charges

1.4.1 £1.565m has been received in Fees and Charges during this period against a budget for the period of £1.273m. The significant variances are detailed in the table at 1.1 above.

1.4.2 Approval to Amend Car Park Fees and Charges for 2018/19

Formal approval is required for the change in car park charges to being free for the first hour at any time (rather than the previous free after 3pm policy). These charges have been implemented since 1.4.2018 based on this Committee's decision to support the outcome of the consultation exercise undertaken during 2017 although no formal approval has previously been made.

The amended fees and charges schedule is included at Appendix A.

1.5 Use and Contribution to Reserves

1.5.1 2018/19 Use of Reserves – Delegated Decisions

The Executive Director of Resources has used delegated powers to approve the use of earmarked reserves up to £50k, new delegated decisions totalled £32.2k;

- £32.0k – from Unapplied Grants reserve (RE13). Planning and Housing Monitoring officer funded from DCLG grant (FIN/VAC/1/18).
- £0.2k - from Unapplied Grants reserve (RE13). To support the Gainsborough in Bloom event.
- £15.0k – from Local Development Order (RE95). Contribution towards the salary of the Local Development Order and Major Projects Officer for the year 2017/18.

1.6 Grants

As at 1st April 2018 we had an amount of £564k relating to grants received which had yet to be expended. Budget provision will be created throughout the financial year as required to deliver projects in accordance with grant terms.

1.6.1 Successful Grant Bids and New Grant determinations

The following grants have been awarded during this period:

Grant Issued By	Name of Grant	Revenue/ Capital	£
DWP	Verify Earnings and Pensions (VEP)	Revenue	14,290
DWP	New Burdens	Revenue	32,400
DWP	Universal Credit	Revenue	16,400
DWP	Northgate System	Revenue	2,400
Homes England (formerly HCA)	Housing Infrastructure Fund	Capital	2,123,000
DCLG	New Burdens - preventing homelessness	Revenue	19,300
		TOTAL:	2,207,790

Other Items for information

1.7 Planning Appeals

In period 1 2018/19 there were 2 appeals determined, as follows;

April 2018 – 0 appeals – 0 allowed, 0 dismissed.

May 2018 – 2 appeals – 0 allowed, 2 dismissed.

1.8 Aged Debt Summary – Sundry Debtors

Aged Debt Summary Period 1 Monitoring Report

At the end of May 2018 there was a total of £195k outstanding debt in the system over 90 days. The majority of this debt was over 150 days old and mainly comprised of:

Housing Benefits overpayments £76k most of which is being recovered on agreed repayment schedules.

Housing £61k

Month	90 – 119 days	120 – 149 days	150+ days	Total
April	4,249	14,669	196,747	215,664
May	3,719	3,904	186,931	194,554

1.9 CHANGES TO THE ORGANISATION STRUCTURE

There were no changes to the organisation structure during period 1 2018/2019.

APPENDIX A

Prosperous Communities Committee

Car Parks & Bus Station

2017/18	Proposed Increase		2018/19	VAT Amount	2018/19 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Car Parks								
Gainsborough not including Roseway	0-1 hours	£0.50			£0.00	£0.00	S	
	1-2 hours	£0.92			£0.92	£0.18	S	
	2-3 hours	£1.33			£1.33	£0.27	S	
	3-4 hours	£1.67			£1.67	£0.33	S	
	4-6 hours	£2.75			£2.75	£0.55	S	
	6+ hours	£3.25			£3.25	£0.65	S	
Roseway only	0-1 hours	£0.50			£0.00	£0.00	S	
	1-2 hours	£0.92		£0.23	£1.15	£0.23	S	
	2-3 hours	£1.33		£0.33	£1.66	£0.33	S	
	3-4 hours	£1.67		£0.42	£2.09	£0.42	S	
	4-6 hours	£2.75			£0.00	£0.00	S	
	6+ hours	£3.25			£0.00	£0.00	S	
Market Rasen	0-1 hours	£0.25			£0.00	£0.00	S	
	1-2 hours	£0.42			£0.00	£0.00	S	
	2-3 hours	£0.67			£0.67	£0.13	S	
	3-4 hours	£0.83			£0.83	£0.17	S	
	4-6 hours	£1.42			£1.42	£0.28	S	
	6+ hours	£1.67			£1.67	£0.33	S	
Annual Season Tickets								
Gainsborough only	Mon-Sat	£177.36		£182.64	£360.00	£72.00	£432.00	S
	Mon-Sat (If paid by monthly DD)	£153.36		£146.64	£300.00	£60.00	£360.00	S
	Mon-Fri	£150.86		£139.14	£290.00	£58.00	£348.00	S
	Mon-Fri (If paid by monthly DD)	£124.36		£115.64	£240.00	£48.00	£288.00	S
Market Rasen Only	Mon-Sat	£88.68			£88.68	£17.74	£106.42	S
	Mon-Sat (If paid by monthly DD)	£76.68			£76.68	£15.34	£92.02	S
	Mon-Fri	£75.43			£75.43	£15.09	£90.52	S
	Mon-Fri (If paid by monthly DD)	£62.18			£62.18	£12.44	£74.62	S
Penalty Charge Notice								
Higher Rate		£70.00			£70.00	£0.00	£70.00	OS
Higher rate discounted if paid within 14 days		£35.00			£35.00	£0.00	£35.00	OS
Lower Rate		£50.00			£50.00	£0.00	£50.00	OS
Lower rate discounted if paid within 14 days		£25.00			£25.00	£0.00	£25.00	OS

Penalty Charge Notices have replaced the Excess Charge Notice.
 The Traffic Management Act 2004 has introduced differential Penalty Charge Notices.
 Notices are categorised as 'Higher' or 'Lower' dependent on the severity of the parking infringement.
 Higher penalties are payable at £70 and lower penalties at £50. These categories are as determined in National Guidance.

2.1 CAPITAL BUDGET MONITORING – Period 1

2.1.1 The Capital Budget forecast out-turn for schemes approved for spend (includes Stage 3 and Business as Usual) totals £22.481m against a revised budget of £22.781m with pipeline schemes (Pre Stage 1, Stage 1 and Stage 2) expected to spend £5.340m (subject to future formal approval) This gives an overall total of £27.821m as detailed in the table below;

Corporate Priority / Scheme	Actuals to 31/05/2018	Original Budget 2018/19	Revised Budget 2018/19	Forecast Outturn	Over/ (Underspend)	Carry Forward Requests/ Drawbacks
Total Capital Programme Expenditure - Stage 3 and BAU	115,321.55	17,518,700.00	22,781,341.00	22,481,341.00	(250,000)	(50,000)
Stage 2	0.00	3,595,310.00	4,279,023.00	3,399,023.00	(580,000)	(300,000)
Stage 1	0.00	4,292,560.00	1,998,860.00	1,767,560.00	(10,000)	(221,300)
Pre-Stage 1	0.00	50,000.00	173,700.00	173,700.00	0	0
Total Capital Programme Expenditure	115,321.55	25,456,570.00	29,232,924.00	27,821,624.00	-840,000.00	-571,300.00

2.1.2 The capital programme spend to date is £0.115m against a revised budget of £29.233m. Expenditure is forecast to be £27.822m resulting in a £1.411m variance. £0.571m is planned to be carried forward as part of the year end procedures and formalised through this Committee.

2.1.3 Individual schemes are detailed in the table below and commentary provided on performance.

Corporate Priority / Scheme	Stage (1 April 2018)	Stage	Actuals to 31/05/2018	Original Budget 2018/19	Revised Budget 2018/19	Forecast Outturn	Over/ (Underspend)	Carry Forward Requests/ Drawbacks	Comments
				£	£	£	£	£	
Open for Business									
Telephony	Stage 2	Stage 2	0	150,000	190,200	190,200	0		
People First									
Disabled Facilities Grants	BAU	BAU	79,049	555,200	579,008	579,008	0		
Independent Living	BAU	BAU	-2,071	0	6,664	6,664	0		
Customer Management	Stage 1	Stage 1	0	180,000	181,300	0		(181,300)	Capital Spend for Customer First not anticipated until 2019/20
Asset Management									
Capital Enhancements to Council Owned Assets	BAU	BAU	0	36,000	116,000	116,000	0		
Carbon Efficiency Project	BAU	Stage 3	0	225,000	270,000	270,000	0		
Development Loan	Stage 3	Stage 3	0	0	24,026	24,026	0		
Hemswell Masterplan - Public Realm Improvements	Stage 2	Stage 2	0	150,000	150,000	0		(150,000)	Slippage to 2019/20 due to delays from the County and Infrastructure
Commercial Investment	Stage 3	Stage 3	40,351	2,900,000	2,864,357	2,864,357	0		
Caistor - South Dale Redevelopment	Stage 2	Stage 2	0	100,000	100,000	100,000	0		
Car Park Strategy Investment	Stage 3	Stage 3	0	700,000	700,000	450,000	(250,000)		Purchase of land - Car Park Tesco no longer proceeding
Leisure Facilities	Stage 3	Stage 3	0	1,397,500	2,037,500	2,037,500	0		
Commercial Investment - Property Portfolio	Stage 3	Stage 3	0	10,000,000	13,509,645	13,509,645	0		
Central Lincolnshire Local Plan									
Gainsborough Growth Fund	Stage 3	Stage 3	3,772	139,000	195,754	195,754	0		
Gainsborough Shop Front Improvement Scheme	Stage 3	Stage 3	0	45,000	110,000	60,000		(50,000)	Four shop fronts anticipated for completion in 2018/19 the residual will be completed in 2019/20 from the resulting slippage
Gainsborough Heritage Regeneration - THI	Stage 2	Stage 2	0	65,310	65,310	65,310	0		
Unlocking Housing - Albion Works	Stage 2	Stage 2	0	580,000	580,000	0	(580,000)		Project now closed Albion Works not available for purchase
Unlocking Housing - Living over the Shop	Stage 2	Stage 2	0	150,000	215,000	65,000		(150,000)	Schemes due to complete in 2018/19 the residual will slip to 2019/20 depending on a successful bid for GLLEP funding
Riverside Gateway - Marina/Transformational Change	Stage 2	Stage 1	0	1,002,560	1,102,560	1,102,560	0		
Gainsborough Regeneration - Dev Partnership	Stage 1	Stage 1	0	2,450,000	0	0	0		
Viability Funding - Capital Grant	Stage 3	Stage 3	24,220	700,000	1,105,952	1,105,952	0		
Market Rasen 3 year vision	Pre stage 1	Pre-Stage 1	0	50,000	50,000	50,000	0		
Rural Transport	Stage 3	Stage 3	0	0	40,000	40,000	0		
Private Sector Renewal	Pre stage 1	Stage 2	0	500,000	325,000	325,000	0		
Food Enterprise Zone infrastructure	Stage 1	Stage 2	0	1,900,000	1,983,513	1,983,513	0		
Saxilby Industrial Units	Stage 3	Stage 2	0	0	670,000	670,000	0		

Corporate Priority / Scheme	Stage (1 April 2018)	Stage	Actuals to 31/05/2018	Original Budget 2018/19	Revised Budget 2018/19	Forecast Outturn	Over/ (Underspend)	Carry Forward Requests/ Drawbacks	Comments
Excellent, VFM Services									
Vehicle Replacement Programme	BAU	BAU	0	628,000	677,435	677,435	0		
Replacement Planning/Building Control/Land Charges System	Pre stage 1	Pre-Stage 1	0	0	123,700	123,700	0		
Desktop Refresh and experience	BAU	BAU	0	29,000	214,000	214,000	0		
Commercial Loans	Stage 3	Stage 3	0	0	167,000	167,000	0		
Replace IDOX Scanner	Stage 1	Stage 1	0	0	10,000	0	(10,000)		No longer progressing
Email Upgrade	Stage 1	Stage 1	0	0	30,000	30,000	0		
Financial Management System	Stage 1	Stage 1	0	150,000	150,000	100,000		(50,000)	Scheme rephased from 2019/20 to 2018/19
Replacement Housing Register & Homeless IT System	Stage 3	Stage 3	-30,000	0	0	0	0		
IT Infrastructure Refresh and Software	BAU	BAU	0	154,000	154,000	154,000	0		
Performance Management	Stage 1	Stage 1	0	10,000	10,000	10,000	0		
Project Management	Stage 1	Stage 1	0	0	0	10,000		10,000	Scheme rephased from 2019/20 to 2018/19 to align with the planned Performance Management System
Upgrade Council Chamber Technology	BAU	BAU	0	10,000	10,000	10,000	0		
Public Sector Hub	Stage 1	Stage 1	0	500,000	515,000	515,000	0		
Total Capital Programme Gross Expenditure			115,322	25,456,570	29,232,924	27,821,624	(840,000)	(571,300)	

Capital Programme Update 2018/19

- 2.2.1 The Better Care Grant Funding of £649k has now been confirmed. This grant is used to support Disable Facilities Grants (DFG), however for 2018/19 up to 18.5% can be utilised to support strategy and policy development. Monies equivalent to 7.68% of the grant have now been moved to revenue to cover these salaries. The residual increase of £44k in the Better Care Grant Funding has been applied to the DFG capital budget in 2018-19.
- 2.2.2 Investment in commercial property is ongoing with a number of opportunities being evaluated and it is hoped further bids will be successful.
- 2.2.3 The following projects have been re-phased affecting future financial years of the current capital programme in the 5 year MTFP:
- Project Management System from 2019-20 to 2018-19 (£0.010m)
 - Saxilby Industrial Estate from 2019-20 to 2018-19 (£0.670m)
 - Leisure Facilities from 2019-20 to 2018-19 (£0.140m)
 - Private Sector Renewal from 2018-19 (£-0.275m)
 - Development Partnership from 2018-19 (£-2.700m)
- 2.2.4 The CCTV expansion as part of the Supporting Vulnerable Communities Programme and approved in principle at this Committee 6 February 2018 will be added to the capital programme in June (£50k financed from the Supporting Vulnerable Communities EMR).
- 2.2.5 £840k of the current capital programme has been assessed as no longer required:
- Acquisition of Tesco Car park no longer proceeding (£250k)
 - Acquisition of Albion Works no longer proceeding (580k)
 - Acquisition of IDOX scanner no longer progressing (£10k)
- These will be confirmed as part of the mid-year capital review and presented to the Committee for approval to formally remove from the capital programme.

2.3 Acquisitions, Disposals and Capital Receipts

- 2.3.1 There have been no asset acquisitions during period 1.
- 2.3.2 There have been no asset disposals during period 1.
- 2.3.3 The total value of capital receipts at the end of period 1 was £236k this was mainly due to income of £234k from the Housing Stock Transfer Agreement share of Right to Buy receipts and £2k due to loan repayments.

3. TREASURY MONITORING – PERIOD 1 (April-May)

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.

4.1 There have been no breaches of Prudential Indicators as detailed at 4.5 below.

4.2 Interest received has been in excess of the 7 day average libid (0.361%) with an average yield of 1.378% (including CCLA) and 0.52% (excluding CCLA).

4.3 Interest Rate Forecasts

The Council's treasury advisor, Link Asset Services, has provided the following forecast:

Interest Rate Forecasts								
Bank Rate	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Link	0.50%	0.50%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%
Cap Econ	0.50%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
5Y PWLB RATE								
Link	1.90%	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%
Cap Econ	1.80%	2.00%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
10Y PWLB RATE								
Link	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
Cap Econ	2.30%	2.40%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
25Y PWLB RATE								
Link	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.30%
Cap Econ	2.85%	2.95%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
50Y PWLB RATE								
Link	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.00%
Cap Econ	2.65%	2.80%	3.15%	3.15%	3.15%	3.15%	3.15%	3.15%

4.4 Investment in Local Authority Property Fund (CCLA)

The total the Council has invested now stands at £3m [of an approved £4m]. Interest is receivable on a quarterly basis with Q1 due during July.

4.5 New External Borrowing

No borrowing was undertaken during this period.

4.6 Borrowing in advance of need

This Council has not borrowed in advance of need during the period ended 31 May 2018.

4.7 Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

During the financial year to date the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

The prudential and treasury Indicators are shown below.

Treasury Indicator Forecasts	Original £'000	P1 £'000	Q2 £'000	Q3 £'000	Q4 £'000
Treasury Indicators					
Authorised limit for external debt	42,202	42,202			
Operational boundary for external debt	22,916	26,666			
External Debt	21,298	18,412			
Long term Leases	27	27			
Investments	(13,403)	(17,076)			
Net Borrowing	7,922	1,363			
Prudential Indicators					
Capital Expenditure	25,456	27,822			
Capital Financing Requirement (CFR)*	23,821	24,070			
Annual change in CFR*	15,048	19,354			
In year borrowing requirement	22,756	19,446			
Under/(over)borrowing	2,524	5,659			
Ratio of financing costs to net revenue stream*	1.39%	0.28%			
Incremental impact of capital investment decisions:					
Increase/Reduction (-) in Council Tax (band change per annum)	(£6.77)	£0.76			

4.8 The Monthly Investment Review report for May is attached below;



West Lindsey District Council

Monthly Investment Analysis Review

May 2018

Monthly Economic Summary

General Economy

The data releases for the month kicked off with the Markit/CIPS Manufacturing PMI, which fell to 53.9 in April from a downwardly-revised 54.9 in March. This was the lowest headline level since November 2016. The release suggested that the sector has struggled to re-gain momentum at the start of Q2, which further reduced the chances of a rate hike at the Monetary Policy Committee (MPC) meeting on May 10th. The Markit/CIPS Services PMI, on the other hand, picked up slightly in April, to 52.8 from 51.7 in March. Nonetheless, the reading remains only showing tepid growth, implying that the economy has lost some of its underlying momentum. The construction PMI also improved, rebounding to 52.5 in April from 47.0 in March, suggesting that the sector was making up for activity delayed by March's adverse weather. Taking the three surveys together, the all-sector PMI suggests quarterly GDP growth of around 0.3% at the start of Q2, indicating only a small improvement on the weak start to the year.

Despite markets pricing in an almost 100% chance of a rate hike in mid-April, weaker economic data, alongside recent comments by Mark Carney, meant that the MPC's actual decision to leave policy unchanged at its May meeting was fully expected. Note that in the second half of April, market rate hike expectations fell from near 100%, to just 10%! Minutes for the meeting showed that the MPC thought that the economy's slow start to the year should prove to be temporary and is waiting for more evidence before it considers tightening monetary policy conditions. In the May Inflation Report, the Bank of England revised down GDP growth for this year from 1.8% to 1.4%, reflecting the weak start to the year. The Bank also revised down its wage growth forecast for this year by 25 basis points. Otherwise, the minutes from the MPC meeting noted that the central forecast for economic activity remained little changed from the Bank's February Inflation Report. Even with the weaker growth this year, the more hawkish members of the MPC – Ian McCafferty and Michael Saunders – still voted for an immediate rate hike as they believe that the weakness in growth figures for Q1 may have been overstated given the tendency for revisions. The rest of the Committee, on the other hand, wanted to wait until it becomes clearer that the weaker start to the year was only temporary before raising rates. Through the remainder of the month, markets were mixed as to their view of a change in August, November, or the potential for any move to be delayed into 2019.

Labour market data seemingly left an August rate hike looking more likely as employment rose by a substantial 197,000 in the three months to March. This was some way above the market consensus of a 130,000 rise and the biggest quarterly rise since the end of 2015. Furthermore, jobs growth was solely driven by the 271,000 rise in employees, while the number of self-employed workers dropped by 33,000. The unemployment rate remained at 4.2%, its lowest level since 1975 while the headline rate of weekly earnings excluding bonuses rose from 2.8% to 2.9% - above the MPC's 2.75% forecast for 2018 as a whole.

In other news, April's public finances figures gave the new fiscal year a positive start. The public sector net borrowing excluding public sector banks measure came in at £7.8bn, the lowest April figure since 2008. Thus, this should provide the Chancellor with some wriggle room to scale back any planned austerity in the Autumn Budget.

Inflation continued to head downwards as CPI dropped to 2.4% in April from 2.5% in March, its lowest level since March last year. However, fuel price and utility price rises are likely to hinder further drops in CPI inflation in the next few months, thus according to some analysts, a rate hike in August looks more likely.

The second estimate of first quarter GDP confirmed that the economy slowed down sharply as the 0.1% quarterly gain was left unrevised. The annual rate of 1.2% was also left unchanged and is the weakest since Q2 2012. GDP growth would have been stronger if it had not been for the large negative contribution from inventories. Without this, GDP would have risen by 0.3%, which would have been in line with the Bank of England's original forecast for growth.

Over in the EU, headline inflation rose to 1.9% in May from 1.2% in April, which was far higher than the consensus forecast of 1.6%. The increase was partly due to a jump in energy inflation to 6.1% in May from 2.6% in April. Core inflation also increased to an eight-month high of 1.1% due to a rise in services inflation. The boost in services prices could also be a result of the improving labour market in the EU as unemployment fell to 8.5% in April. Additionally, slowly rising wage growth is likely to push core inflation steadily higher this year and the recent rise in oil prices is expected to send the headline rate above 2%.

In the US, the unemployment rate hit an 18-year low of 3.9% in April while non-farm payrolls increased by 164,000 in April, which was below the consensus expectation of a 198,000 increase. However, the 103,000 rise in March was revised upwards to 135,000. The original estimate of Q1 GDP growth was revised down to 2.2% annualised in the second estimate, from 2.3%. However, incoming monthly data suggests that Q2 GDP growth will be much stronger, a trend that the US economy has seen in a number of recent years. Minutes of the latest Federal Reserve policy meeting revealed that most members thought another rate hike would be appropriate soon, reinforcing market views that the next hike will come in June.

Housing

Nationwide revealed house prices fell by 0.2% m/m in May, cancelling out the 0.2% rise in April. Compared with May last year, prices are 2.4% higher. According to Halifax, house prices fell by 3.1% in April following a 1.6% rise in March. Annual house prices rose by a weaker-than-expected 2.2% in the three months to April, compared with a 2.7% rise in March and significantly weaker than the expectation of a 3.3% rise.

Forecast

Link Asset Services (LAS) updated its Bank Rate forecast in May following the MPC meeting. LAS suggests that the next interest rate rise will be to 0.75% in the final quarter of this year, with further rises of 25 basis points in Q3 2019, Q2 2020 and Q4 2020. Capital Economics, however, changed their forecast to expect that the next rate rise to 0.75% will be in August, with further rises of 25 basis points in Q4 2018, Q2 2019, Q4 2019 and Q4 2020.

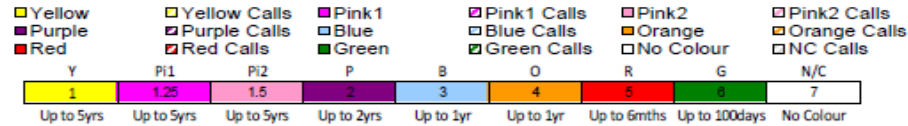
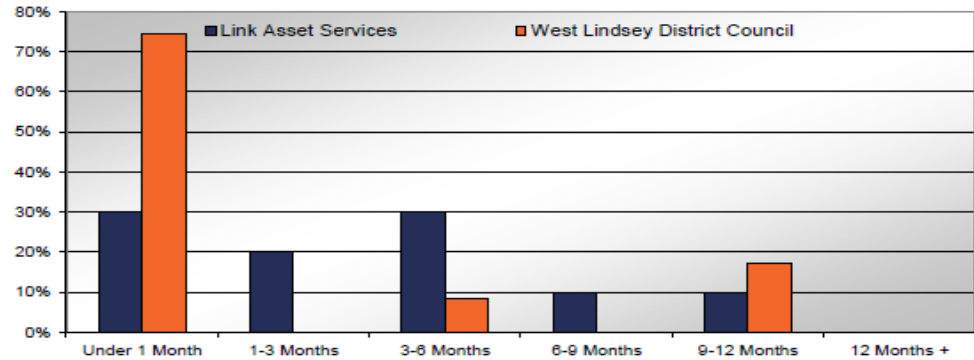
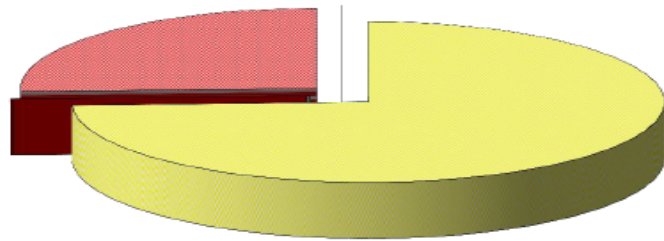
Bank Rate	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19
Link Asset Services	0.50%	0.50%	0.75%	0.75%	0.75%
Capital Economics	0.50%	0.75%	1.00%	1.00%	1.25%

West Lindsey District Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest Long Term Rating	Historic Risk of Default
MMF Insight	3,700,000	0.50%		MMF	AAA	0.000%
MMF CCLA	5,000,000	0.53%		MMF	AAA	0.000%
Santander UK Plc	1,000,000	0.70%		Call180	A	0.027%
Santander UK Plc	2,000,000	0.70%		Call365	A	0.054%
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date		
CCLA Property Fund	3,000,000					
Total Investments	£14,700,000					
Total Investments - excluding Funds	£11,700,000	0.56%				0.012%
Total Investments - Funds Only	£3,000,000					

Portfolio Composition by Link Asset Services' Suggested Lending Criteria



Portfolios weighted average risk number = 2.03

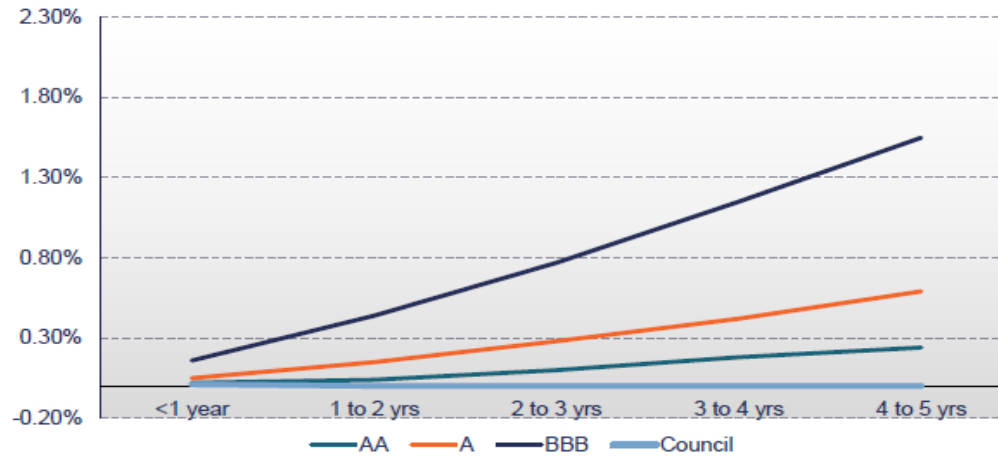
WARoR = Weighted Average Rate of Return
WAM = Weighted Average Time to Maturity

	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	Excluding Calls/MMFs/USDBFs	
									WAM	WAM at Execution
Yellow	74.36%	£8,700,000	100.00%	£8,700,000	74.36%	0.52%	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	25.64%	£3,000,000	100.00%	£3,000,000	25.64%	0.70%	303	303	0	0
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%	£11,700,000	100.00%	£11,700,000	100.00%	0.56%	78	78	0	0

West Lindsey District Council

Investment Risk and Rating Exposure

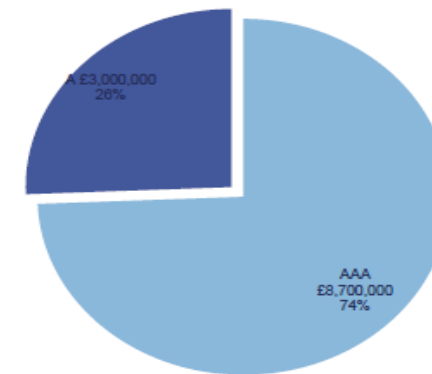
Investment Risk Vs. Rating Categories



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	0.02%	0.04%	0.10%	0.18%	0.24%
A	0.05%	0.15%	0.28%	0.42%	0.59%
BBB	0.16%	0.44%	0.77%	1.15%	1.55%
Council	0.012%	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
01/05/2018	1606	National Westminster Bank Plc	UK	Long Term Rating upgraded to 'A-' from 'BBB+', removed from Positive Watch and placed on Stable Outlook
08/05/2018	1607	Commonwealth Bank of Australia	Australia	Outlook on the Long Term Rating changed to Negative from Stable
16/05/2018	1610	NatWest Markets Plc (NRFB)	UK	Outlook on the Long Term Rating changed to Positive from Stable
16/05/2018	1610	National Westminster Bank Plc (RFB)	UK	Outlook on the Long Term Rating changed to Positive from Stable
16/05/2018	1610	The Royal Bank of Scotland Plc (RFB)	UK	Outlook on the Long Term Rating changed to Positive from Stable
16/05/2018	1610	Royal Bank of Scotland Group Plc	UK	Outlook on the Long Term Rating changed to Positive from Stable

West Lindsey District Council

Monthly Credit Rating Changes S&P

Date	Update Number	Institution	Country	Rating Action
08/05/2018	1609	Lloyds Bank Plc	UK	Long Term Rating upgraded to 'A+' from 'A', Outlook changed to Stable from Positive
08/05/2018	1609	Bank of Scotland Plc	UK	Long Term Rating upgraded to 'A+' from 'A', Outlook changed to Stable from Positive
31/05/2018	1612	Natwest Markets Plc (NRFB)	UK	Outlook on the Long Term Rating changed to Positive from Stable
31/05/2018	1612	National Westminster Plc (RFB)	UK	Long Term Rating upgraded to 'A-' from 'BBB+'
31/05/2018	1612	The Royal Bank of Scotland Plc (RFB)	UK	Long Term Rating upgraded to 'A-' from 'BBB+'

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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
20/09/2018	Annual Health and Safety Report	Emma Redwood	To provide an update on the Corporate Health and Safety
	Gainsborough Growth Fund Review	Marina Di Salvatore	to present a Review of the GGF Scheme, its performance over the last 3 years and any recommendations going forward
	Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure
	Review of Career Break Scheme	Emma Redwood	To review the Career Break Scheme
	Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy
	Joint Working with ACIS - Japan Road	Eve Fawcett-Moralee	Recommendation 3 of the Japan Road paper that went to committee on 06/02/18 stated that a further report would be brought to the Committee in April with a proposed Business Plan of the JVCo and the financial investment implications for West Lindsey District Council.
	Business Plan update for Market St Renewal	Wendy Osgodby	To bring the next steps for Market Street Renewal to CPR committee.

	Made in Gainsborough - update paper	Amanda Bouttell	Members requested an update to the paper taken to CPR in April to see how the project was going.
	Under 25 Carer Leavers Council Tax Relief	Alison McCulloch	To approve the award of 100% council tax relief to any care leavers under the age of 25
	Health & Safety Policy Review	Emma Redwood	To update the council's Health and Safety Policy
	Caistor Southdale Development	Karen Whitfield	To agree development of Caistor Southdale site to include new GP surgery and homes in conjunction with Lace Housing
	Gainsborough Living Over the Shop (LOTS) Grant	Elaine Poon	Following the success of the LOTS pilot carried out by Market Street Renewal, Officers recommend the scheme to be rolled out as a grant to encourage more residential dwellings and footfall within the Gainsborough Town Centre. The funding will be reclaimed from the GLLEP as part of WLDC's successful £4 million Single Local Growth Fund bid.
08/11/2018	Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	To review the car parking charges in Market Rasen to come into effect April 2019, as resolved by Prosperous Communities in October 2017
	Garden Waste Review	Ady Selby	A report on the first year of charging for Garden waste, as requested by CPR committee in December 2017

	Councillor Initiative Fund	Grant White	To present Members with an update on the Councillor Initiative Fund and give options for it's continued delivery after March 2019.
	Budget and Treasury Monitoring 2	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 2
	Committee Timetable 19/20 and beyond	Katie Coughlan	To look at dates for committee for 2019/20, and 2020/21.
	Fees and Charges 2019-20	Tracey Bircumshaw	To recommend to Council the Fees and Charges 2019-20
13/12/2018	Write Offs	Alison McCulloch	This report details debts which are irrecoverable
	Council Tax Support Scheme	Alison McCulloch	For Council to agree the Local Council Tax Support Scheme for West Lindsey DC for 2019/20.
	P&D Period 2 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 2 2018/19
07/02/2019	Medium Term Financial Plan	Tracey Bircumshaw	The MTFP for 19/20
	Budget and Treasury Monitoring 3	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 3
	Base Budget 19/20	Tracey Bircumshaw	To set the budget for 2019/20
11/04/2019	Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4
	P&D Period 3 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 3 of 2018/19
Grand Total			

Agenda Item 8a

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted