

Guildhall Gainsborough

Lincolnshire DN21 2NA

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AGENDA

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

Corporate Policy and Resources Committee
Thursday, 13th December, 2018 at 6.30 pm
The Council Chamber - The Guildhall

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 Meetings

To confirm as a correct record the minutes of the previous meeting of Corporate Policy and Resources, as well as noting the minutes from the previous meeting of the Joint Staff Consultative Committee:

i) For Approval

Corporate Policy and Resources Committee meeting 8 November (PAGES 4 - 11) 2018;

- ii) For Noting

Joint Staff Consultative Committee meeting on 22 November 2018; (PAGES 12 - 16)

4. **Declarations of Interests**

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

5. **Matters Arising Schedule**

(PAGES 17 - 18)

Setting out current position of previously agreed actions as at 5 December 2018;

6. **Public Reports for Approval:**

- i) Budget Consultation Report 2018 (PAGES 19 - 58)
- ii) Progress and Delivery Report - Period 2 2018/19 (PAGES 59 - 85)
- iii) Content Management System (Website) Replacement (PAGES 86 - 91)
- iv) ICT & Digital Strategy - 6 month progress update (PAGES 92 - 109)
- v) Sub-Lease of Rose's Sports Ground (PAGES 110 - 141)
- vi) Review of the Garden Waste Subscription service roll-out (PAGES 142 - 154)
- vii) Local Council Tax Support Scheme for 2019/20 and Empty Property Charges (PAGES 155 - 170)

7. **Committee Work Plan**

(PAGES 171 - 174)

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) National Non Domestic Rates, Council Tax and Housing Benefit Overpayments Write Offs (PAGES 175 - 190)
- ii) Sun Inn Redevelopment - Proposed Variation to Grant Funding Agreement (PAGES 191 - 200)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 5 December 2018

Agenda Item 3a

Corporate Policy and Resources Committee- 8 November 2018
Subject to Call-in. Call-in will expire at 5pm on 29 November 2018

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in The Council Chamber - The Guildhall on 8 November 2018 commencing at 6.30 pm.

Present:

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

Councillor Matthew Boles
Councillor David Cotton
Councillor Michael Devine
Councillor Ian Fleetwood
Councillor Stuart Kinch (from item 51)
Councillor John McNeill
Councillor Tom Regis
Councillor Trevor Young
Councillor Robert Waller
Councillor Roger Patterson

In Attendance:

Ian Knowles	Executive Director of Resources and S151 Officer
Alan Robinson	Strategic Lead Governance and People/Monitoring Officer
Grant White	Enterprising Communities Manager
Tracey Bircumshaw	Strategic Finance and Business Support Manager
James Welbourn	Democratic and Civic Officer

Apologies:

Councillor Mrs Sheila Bibb
Councillor Mrs Maureen Palmer

Membership:

Councillor Robert Waller substituted for Councillor Mrs Sheila Bibb
Councillor Roger Patterson substituted for Councillor Mrs Maureen Palmer

45 WITHDRAWAL OF SAXILBY WORKSHOPS AND INDUSTRIAL SPACE FUNDING BID

The Chairman highlighted to Committee that item 9a on the agenda, Saxilby Workshops and Industrial Space Funding Bid, had been withdrawn. This was because one of the conditions associated with the proposed funding stream could not be achieved. The additional cost of achieving this specification was not supported by a corresponding increase in value, making the scheme very difficult to justify in commercial terms.

The Chairman also reminded Members that there were exempt appendices for two reports

on the agenda: Market Street Renewal Ltd – Annual Update and Proposed Fees and Charges 2019/20. It was noted that should Members wish to discuss the contents of these appendices, it would be necessary to enter into closed session. A Member of Committee enquired as to whether the resolutions for these reports would be passed prior to considering the appendices and the Democratic and Civic Officer confirmed that decisions could be made subject to further discussion if Members felt that was needed.

46 PUBLIC PARTICIPATION PERIOD

There was no public participation.

47 FOR APPROVAL

The minutes of the Corporate Policy and Resources Committee meeting held on 20 September 2018 were agreed as a true record.

48 FOR NOTING

The minutes of the Joint Staff Consultative Committee meeting held on 4 October 2018 were noted.

49 DECLARATIONS OF INTEREST

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

50 MATTERS ARISING SCHEDULE

The matters arising schedule was noted.

51 COUNCILLOR INITIATIVE FUND

The Enterprising Communities Manager introduced a report regarding the continuation of the Councillor Initiative Fund. He explained that the report had been through the Prosperous Communities Committee and that Members were asked to agree the continuation of the Councillor Initiative Fund.

Note: Councillor S. Kinch arrived at 18:40

A Member of Committee highlighted a slight anomaly in that the grant to the Lincoln & Lindsey Blind Society in 2016/17 had been from all Market Rasen Ward Members, not just one as named in the report, however that did not affect the totals of monies paid out. It was also commented that the Councillor Initiative Fund was very useful and all grants were gratefully received by all involved.

RESOLVED that the recommendation from the Prosperous Communities Committee be agreed and Option 1, as detailed in the report be approved, namely the continuation of the Councillor Initiative Fund, aligned to a four year political term, with £4,000 available to each Member, noting the introduction of a maximum award cap of £1,000 per Councillor, per project.

52 REVIEW OF JOINT STAFF CONSULTATIVE COMMITTEE (JSCC) TERMS OF REFERENCE

Members were asked to give consideration to a report as introduced by Councillor D. Cotton as Chairman of the Joint Staff Consultative Committee (JSCC). Councillor Cotton explained that it was recommended to amend the Terms of Reference for the JSCC in relation to the quorum as there had been several occasions in the past 12 months where meetings had needed to be cancelled as the quorum could not be reached. Members heard details of the history of the membership of the JSCC and were assured that the amended Terms of Reference were aiming to make it easier for the Committee to meet rather than seeking to exclude any branch of representation.

Councillor Cotton explained the current quorum was a minimum of two Councillor Members, one Union Representative and one Staff Representative. The proposed change was for quorum to be a minimum of two Councillor Members and one member of staff (either Union Rep or Staff Rep).

The Vice-Chairman asked for it to be placed on record his personal thanks to the JSCC for the work and involvement they had with some very detailed matters. He also thanked Councillor Cotton for his direct involvement with the Committee.

There was discussion regarding union membership within the council and again it was reiterated that the amended Terms of Reference around the quorum would not exclude anyone from attending the JSCC and was purely to ensure the Committee could continue to meet in the event of some staff absence.

RESOLVED that the recommendation from the Joint Staff Consultative Committee (JSCC) for the quorate membership to be two Councillors and either one staff member or union representative be adopted.

53 REVIEW OF CAREER BREAK SCHEME

Councillor D. Cotton introduced a second report as Chairman of the JSCC in respect to the Career Break Scheme. He explained there were a few legislative changes which had been incorporated into the report and would otherwise have been classed as housekeeping changes.

There was a query from a Member of Committee regarding the responsibilities of the council to HMRC in relation to PAYE contributions and it was confirmed that, as an individual on a career break would not be receiving any salaried payments, there would be no PAYE contributions made to HMRC.

RESOLVED that:

- a) The Corporate Policy & Resources Committee approve the revised Career Break Scheme for the council; and
- b) 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).

54 REVIEW OF THE COUNCIL'S HEALTH, SAFETY AND WELFARE POLICY

Members were invited to consider the final report presented by Councillor D. Cotton as Chairman of the JSCC. He explained the Council's Health, Safety and Welfare Policy had been reviewed and amended sections would usually be accepted as minor housekeeping updates.

There was discussion between Members regarding smoking breaks for staff and it was agreed that the no smoking policy was followed as far as could be enforced and there had been no issues with any member of staff being reported as breaching the policy. There was also a query regarding the reference to 'grey fleet' and this was clarified as being personal vehicles being used on business purposes. It was also suggested that the word 'reasonable' be inserted into the final sentence of section 25 in relation to costs to be borne by the council.

RESOLVED that:

- a) The Corporate Policy & Resources Committee approve the Health, Safety and Welfare Policy for the council; and
- b) Delegated authority be granted to the Executive Director of Operations to make minor housekeeping amendments to the policy in future, in consultation with the Chairman of Corporate Policy & Resources Committee and Chairman of the Joint Staff Consultative Committee (JSCC).

55 COMMITTEE TIMETABLES 2019-2021

The Democratic and Civic Officer introduced a report detailing the proposed committee timetables for 2019-2021. He highlighted that because of the elections in May 2019, the meeting date for Annual Council had been delayed slightly and also noted that where previously the meetings of the Licensing and Regulatory Committees had been held on both Tuesdays and Thursdays, the new timetable proposed all meetings would be held on a Thursday. Finally, it was noted that the number of meetings for the Governance and Audit Committee had reduced from seven to six but there was to be a meeting in October to avoid the extended break through to November.

RESOLVED that, having given consideration to setting the committee timetable for the two ensuing municipal years, the proposed timetables as presented to Committee be approved and implemented.

56 MID-YEAR MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE

The update report for the Mid-Year Medium Term Financial Plan (MTFP) was introduced by the Executive Director of Resources. Continued progress in the areas of commercial, green waste and leisure was highlighted and although there was a forecast deficit of £234,000 for next year, it was confirmed that through potential growth in other areas, this deficit should be covered. The Executive Director of Resources also explained to Members that there was ongoing work with a view to reducing the predicted deficit for 2023/24 and he fully expected that those figures would have changed by February when the next report is generated.

A Member of Committee enquired as to the nature of two payments made in May and July in relation to leisure expenditure and it was confirmed by the Finance and Business Support Officer that these had been payments for a part year contract (April to date) and a retention on the previous contract. There was significant discussion regarding the options for a swimming pool at Market Rasen and it was explained by the Chairman that it would be necessary for any such facility to be financially viable which would become clearer over time.

Note: Councillor T. Regis left the Chamber at 19:11 and returned at 19:13.

A Member of Committee commented on section 6 of the report regarding the underlying principles of the MTFP. He enquired of the Executive Director of Resources whether the increase to Council Tax rates was binding regardless of any change of directive from Central Government; what was classed as a discretionary service; and whether the terms of the business rates pilot were at the discretion of the council. The Executive Director of Resources clarified that should Central Government bring in a change of policy regarding council tax, that could affect a change for the council and it would come before Committee to be considered; he explained that discretionary services are those for which the council are not obliged to provide and gave the example of the health partnership work; and also that the business rates pilot was as a part of greater Lincolnshire and there was a requirement to invest as a part of the pilot.

RESOLVED that:

- a) Members accept the current MTFP position and latest funding gap projection; and
- b) Members approve the underlying principles and assumptions to be contained within the MTFP 2019/20 to 2023/24.

57 BUDGET AND TREASURY MANAGEMENT MONITORING - PERIOD 2 2018/19 INCLUDING TREASURY MID-YEAR REPORT

The Committee were asked to consider the Budget and Treasury Management Monitoring

report for period two, including the Treasury Mid-Year report. The Finance and Business Support Manager explained that there was a forecast surplus of £175000 for the end of the financial year and highlighted the request to approve new earmarked reserves for CCTV replacement equipment and as a contingency for possible repairs or maintenance of the Park Springs Community Centre.

A Member of Committee enquired about the financial implications of installing charging points for electric cars in council owned car parks and it was confirmed that although there was a slight loss initially in comparison with using the space as standard parking spaces, over time there would be more income from the electric charging. There was further discussion about the use of electric vehicles, options for installing other charging points through the District and also an enquiry as to how to ensure only electric vehicles needing charging were parked in those spaces and how to ensure they vacated the space once fully charged. The Executive Director of Resources agreed to find out further details to feedback to Members.

RESOLVED that:

- a) Members accept the forecast out-turn position of a £175k net contribution to reserves as at 30th September 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 approve the creation of new Earmarked Reserves from in year surpluses (1.5.2)
- d) Members accept the Commercial Income position (1.3).
- e) Members approve the revised Capital Budget of £30.248m, the new capital bid of £0.050 for an income management system and the capital amendments as detailed in 2.2.2 and 2.2.3.
- f) Members give approval to spend Capital Budgets totalling £492k as detailed at 2.2.6.
- g) Members accept the Treasury Management and approve the revised Prudential Indicators.

58 MARKET STREET RENEWAL LTD - ANNUAL UPDATE

The Executive Director of Resources introduced the annual update report for Market Street Renewal Ltd. He explained that the council had entered into a joint venture with Dransfield and that the costs incurred by the company to acquire and develop properties had been far greater than had been expected or anticipated. He highlighted that the aim had been to begin development of Gainsborough town centre and that the dedication shown by the council had helped to secure funding and grants for other projects in the area. It was acknowledged that the Directors of the company had chosen not to develop two properties on North Street however these properties had been acquired and developed by the owners

of the hotel.

There was discussion amongst Members as to the most beneficial way of regenerating the town centre and whether, in the face of increased online shopping habits, it was prudent to consider alternatives to retail on the high street. It was acknowledged that the face of the high street, as a national concern, was evolving and it would be sensible to consider future options. However, it was also highlighted that the principal aim of redeveloping the town centre was to also encourage retail back to the high street.

Committee Members also enquired about the flats for sale and what interest had been received so far. The Executive Director of Resources confirmed there was genuine interest in the flats and retail units. There was further discussion about the benefits or otherwise of selling property versus renting it out.

The Chairman confirmed the recommendations before Committee and with no further comment it was voted upon, and, with two abstentions, it was

RESOLVED that:

- a) Members accept the Financial Statements of Market Street Renewal Ltd up to 30 September 2017; and
- b) Members approve the Business Plan for 2018/19 for the joint venture company – Market Street Renewal Limited and authorise the Council's Shareholder Directors to deliver activity and agree expenditure in accordance with the plan.

59 PROPOSED FEES AND CHARGES 2019/20

Note: Councillor D. Cotton declared a personal interest as Springthorpe burial yard was mentioned in the paper and was part of his ecclesiastical parish.

Members heard from the Finance and Business Support Manager regarding the proposed revised fees and charges to take effect from 1 April 2019. She advised Members there were few changes and Committee was asked to recommend the proposed fees and charges for approval by Council.

A Member of Committee noted the change in car parking tariffs for Market Rasen and Gainsborough and felt this was an accurate reflection of the difference between the two locations.

RESOLVED that:

- a) Members recommend to Council for approval the proposed Fees and Charges as detailed in Appendices A and B; and
- b) Members recommend to Council for approval the proposed Fees and Charges at Appendices 1-3, as well as those recommended by Prosperous Communities Committee detailed at Appendices 4-14.

60 COMMITTEE WORK PLAN

The Democratic and Civic Officer explained that, following the approval of the Committee timetables 2019-2021, the work plan could now be populated beyond April 2019.

The work plan was noted.

61 PROPOSED CHANGE OF MEETING DATE - FEBRUARY 2019

The Chairman explained the proposal to move the date of February's meeting of the Corporate Policy and Resources Committee from Thursday 7 February 2019 to Thursday 14 February 2019. This was moved, voted upon and

RESOLVED that the meeting date be changed from Thursday 7 February 2019 to Thursday 14 February 2019.

62 EXCLUSION OF PUBLIC AND PRESS

The Chairman invited Members to review the appendices for Market Street Renewal Ltd – Annual Update and Proposed Fees and Charges 2019/20. It was therefore

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 involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

63 SAXILBY WORKSHOPS AND INDUSTRIAL SPACE FUNDING BID

This item had been previously withdrawn (see item 45).

64 MARKET STREET RENEWAL LTD - ANNUAL UPDATE - EXEMPT APPENDICES

The exempt appendix was noted.

65 PROPOSED FEES AND CHARGES - EXEMPT APPENDICES

The exempt appendix was noted.

The meeting concluded at 7.55 pm.

Chairman

Agenda Item 3b

JOINT STAFF CONSULTATIVE COMMITTEE – Thursday, 22 November 2018

WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held in Ancholme Meeting Room - The Guildhall on Thursday, 22 November 2018 commencing at 4.00pm.

Members: Councillor Matthew Boles (in the Chair)
Councillor Mrs Jackie Brockway
Councillor Paul Howitt-Cowan

Representatives of Union members: James Deacon

Representatives of Non-union staff: Amy Potts

In attendance: Alan Robinson, Strategic Lead Governance and People/Monitoring Officer
Emma Redwood, People and Organisational Development Manager
Ele Durrant, Democratic and Civic Officer

Apologies: Councillor David Cotton (Chairman)
Councillor Mrs Jessie Milne
Rachel Parkin, Senior Home Choices Officer (Vice Chairman)

24 TO ELECT A CHAIRMAN FOR THIS MEETING ONLY

Having received apologies from the Chairman and Vice-Chairman, the Monitoring Officer opened the meeting and asked for nominations for Chair for this meeting only. On being nominated, seconded and voted upon unanimously, it was

RESOLVED that Councillor Matthew Boles be elected as Chairman for this meeting only.

25 MEMBERS' DECLARATION OF INTEREST

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

26 MINUTES

RESOLVED that the Minutes of the meeting of the Joint Staff Consultative Committee held on 4 October 2018 be confirmed as a correct record.

27 MATTERS ARISING SCHEDULE

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 14 November 2018. The Democratic and Civic Officer explained that the sole item on the schedule had been shared with the HR and Communications Team and would be shared with staff.

RESOLVED that the Matters Arising Schedule as at 14 November 2018 be received and noted.

28 MANAGING STAFF DURING DISRUPTIONS AT WORK

The Committee were asked to give consideration to a report from the People and Organisation Development Manager regarding a new policy for Managing Staff During Disruptions at Work. It was explained that this was a new policy designed to put guidelines in place for a number of possibilities and therefore avoid any heat of the moment decisions when faced with any kind of disruption. It was also designed to ensure parity across all departments and not leave decisions to the discretion of Team Managers, which could lead to staff receiving conflicting information as to what to do.

The Committee heard that there were two specific scenarios that were addressed within the report. The first being situations where the council made the decision that staff could not work, and the second being where staff made the decision that they could not work. An example given was in the case of severe weather such as snow storms. If the council made the decision that staff should not come to work because of safety concerns or no access to the council building, staff would be paid for their usual working hours but would be expected to be easily available to work should alternative arrangements be possible, such as another place of work or roads being re-opened. However, if members of staff made their own decision not to come to work without the direction from the council, they would need to arrange with their manager whether this time be taken as annual leave, flexi time, unpaid time off or look into working from home. It was explained that Team Managers should have this discussion with their teams in advance of such a situation arising in order that no member of staff was left unaware of how they would be affected. It was also clarified that no one would be expected to come into the office to work if they believed it to be unsafe and that Team Managers would be expected to be flexible in their handling of such scenarios, for example allowing more time than usual for flexitime to be repaid.

A Staff Member of Committee explained that in their team meetings the Manager had requested for staff to get into the habit of taking their work tablet home every night so that should something arise needing them to work from home, they would be able to do so. It was enquired whether this

flexibility was expected across the council and the People and Organisation Development Manager explained that it would depend on individual facilities at home and would need to be agreed within the team. A staff member would need prior agreement from their manager in order to work from home.

There was discussion around the bad weather in February 2018 and how it had proven to be an example of the system working well, with very few council services being impacted as staff had been able to continue working either from home or by working reduced hours in the office. The policy had been designed to ensure that these arrangements were fair across all teams and that staff would know what was expected of them. It was acknowledged that a number of staff live outside of the district and therefore weather conditions could be different across the areas. A Member of Committee enquired about childcare considerations and it was explained that this policy did not cover situations where staff could not come into the office because of childcare issues. Such scenarios would be covered by other arrangements.

It was highlighted again that the council operate a flexible working policy and the objective was for staff to be able to continue working as far as possible without detriment to themselves. It was also clear what the expectations would be should the council decide staff could not work, that is, they would receive full pay but be expected to be available if and when necessary. There was discussion regarding the waste operatives and it was confirmed that the council would often make the decision for waste collections to be suspended in the interests of operative and public safety. In those situations, the operatives would receive full pay and be expected to be available to return to work when possible.

There was an enquiry as to what provisions the council had to deal with situations where people may be unable to return home, whether there were air beds or safe houses or suchlike. It was explained that there were frequent emergency planning meetings where provisions for food, beds and the like were planned out. There were also key locations identified for use by the council depending on the circumstances of the emergency. It was identified that there were options for working elsewhere, should the building be inaccessible, such as other council offices or venues such as village halls with internet access. It was again highlighted that the weather conditions experienced at the end of February 2018 had been a test for the council and it had proven to be an excellent example of how the emergency planning and business continuity plans worked well.

At the conclusion of discussions, it was

RESOLVED that:

- a) Members, unions and staff representatives support and recommend the 'Managing Staff During Disruptions at Work' policy to the Corporate Policy and Resources Committee for adoption; and

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

29 REVIEW OF DISCIPLINE AT WORK PROCEDURE

The Committee gave consideration to a report from the People and Organisation Development Manager regarding recent updates made to the Discipline at Work procedure. She explained that most of the changes had been minor housekeeping amendments however there were additional details regarding disciplinary hearings. It was highlighted that the minimum notice period for a hearing had increased from three to five days.

There was concern from a Member of Committee that five days' notice would not allow a member of staff sufficient time to collate any relevant information, evidence or arrange for union representation if necessary. The People and Organisation Development Manager highlighted that a disciplinary hearing was the final stage of the process and so there would have been plenty of opportunity prior to the hearing date to present relevant information and suchlike. She also clarified that the notice period was the minimum time required from receiving the hearing pack to the date of the hearing. Often there would be a greater amount of notice time and also the person would already be aware of the move to a hearing and so would have the opportunity to consult with unions if necessary.

There was further discussion with regard to who could accompany a staff member to a hearing and it was agreed that ordinarily this would be a union representative or a work colleague, however, other requests could be considered on a case by case basis. It was also discussed that there were different ways of dealing with the suspension of a member of staff to avoid it being seen as anything other than a neutral period away from the office. The Monitoring Officer highlighted that there was a separate policy which dealt with Statutory Officers. There was acknowledgement from the Committee that it was important for any disciplinary proceedings to be fair and handled discreetly and for any outcome to be the right decision.

RESOLVED that:

- a) Members, unions and staff representatives support, note and recommend the reviewed Disciplinary Procedure to the Corporate Policy & Resources committee for formal adoption; and
- b) delegated authority be granted to the Director of Resources to make minor housekeeping amendments to the policy in future, in consultation with the chairman of the Corporate Policy & Resources committee and chairman of JSCC.

30 **WORK PLAN**

The Work Plan for the business of the Joint Staff Consultative Committee was presented. Members were advised that there was no business scheduled for the January meeting and although there was one item potentially to be added to the work plan, this would not be ready in time for the January meeting. With this in mind, it was proposed, seconded and with unanimous agreement

RESOLVED that the meeting of the JSCC in January be cancelled due to insufficient business.

There was further discussion regarding the report about mental wellbeing in the workplace and it was confirmed this would be brought to Committee in 2019.

RESOLVED that the work plan be noted.

31 **TO NOTE THE DATE OF THE NEXT MEETING**

The Chairman confirmed that, as had been discussed earlier in the meeting, the January meeting would be cancelled due to lack of business.

NOTED that the next meeting of the JSCC be held on Thursday, 28 March 2019, 4.00pm in the Council Chamber, Guildhall.

The meeting closed at 5.00 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.

Black					
	ACIS - Japan Road	An item had been on the Forward Plan around joint working with ACIS on Japan Road - this has now been removed and Executive Directors can provide an update on this piece of work.	Eve/Ian to update Cllrs at December's committee.	13/12/18	Eve Fawcett-Moralee

	<p>Cars using electric charging spaces</p>	<p>During the CPR meeting on 8 November 2018, Cllr Devine asked:</p> <p>"How does WLDC police the fact that once a car is charged the owner moves it from the charging space?"</p> <p>WLDC officers offered to consult with car parks to see if there was an answer to this.</p>	<p>It is intended for the two spaces at Roseway car park to allow 20 minutes grace following a charge of the vehicle. If that isn't adhered to, then the wardens will issue parking tickets in the same way as for all other spaces.</p> <p>There is no charge for the space, but there is a cost for the electricity.</p>	13/12/18	David Kirkup
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**Corporate Policy and
Resources Committee**

13 December 2018

Subject: Budget Consultation Report 2018

Report by:	Executive Director of Resources
Contact Officer:	Ian Knowles Executive Director of Resources 01427 675183 ian.knowles@west-lindsey.gov.uk
Purpose / Summary:	To provide Members with the final report on the budget consultation for 2018.

RECOMMENDATION(S):

1. That Members accept the findings from the 2018 budget consultation and agree to publication of the final report.
2. Agree to the proposals for the 2019 consultation exercise

IMPLICATIONS

Legal: Requirement to consult on the budget

Financial : FIN/172/19

None from this report.

Staffing : None

Equality and Diversity including Human Rights :

Consultation designed with different routes to ensure as many residents and businesses as possible are able to take part and results published online with copies available upon request.

Risk Assessment :

Risk that no residents or businesses take part. Work undertaken to ensure that as many respondents as possible are received through different consultation routes.

Climate Related Risks and Opportunities : None

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

None

Call in and Urgency:

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

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

Yes

☐

No

x

Key Decision:

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

Yes

☐

No

x

1. Background

- 1.1 Each year a consultation is undertaken on the following year's budget prior to it being set. Although there is no legal requirement to undertake this West Lindsey District Council (WLDC) has a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.
- 1.2 During 2018 budget consultation was undertaken with invites going to citizen panel members, councillors and parish councils.
- 1.3 This consultation ran for 6 weeks during September and October 2018 with the consultation being available through 3 events, paper survey or online budget tool.

2. Results

- 2.1 A summary of the results are below which have been pulled from the full report, attached at Appendix 1.

2.2 Response Rates

Response rates this year were higher than 2017 by 41, however this is still lower than 2016 when 461 responded. There was an increase this year in both the number of attendees to the events (49 in 2018 compared to 44 in 2017 and 64 in 2016) as well as completing either the online tool or survey (460 in 2018 compared to 324 in 2017 and 402 in 2016).

2.3 Council Tax Level

Residents were asked whether they preferred a 1%, 2% or 3% increase in Council Tax. The figures returned showed no overall option being the favoured although the 2% increase option had a slight advantage response. Comments received included why there was no option for a 0% change to council tax, which due to increasing costs and reducing funding keeping the council tax level at the same rate for next year is not an option for the council and was therefore not consulted on.

2.4 Service Priorities

For the service priorities the results were gained through 2 different routes. For the events and the online tool respondents were asked to mark whether they would keep each service budget the same, or to reduce by either 5%, 10% or 15%. For the paper survey respondents were asked to rank the same services but just in order from 1 to 11 with 1 being the highest priority and 11 being the lowest. By analysing these figures it showed that the top 4 services in regards to priority are the same as last year with Waste, Environmental, Housing and Economic Development.

2.5 New Homes Bonus

Nearly half of the respondents felt that the new homes bonus should be used to support growth and regeneration across the whole of West Lindsey and 57% felt that it should not be used to support the revenue budget for the council. Respondents felt that the support needed to be across the whole district and not focused on the towns.

2.6 Fees and Charges

While looking at the current policy respondents felt that there should be no further increase in car parking charges and that green waste should be free or at least all year around. There was a positive attitude in the comments to the policy being in place and some felt that it is important to ensure the fees and charges policy remains in place.

When asked what additional services should be included the services mentioned included pest control and enforcement including enforcement of fly tipping and dog fouling.

2.7 Joint working with 3rd party organisations

The results that came back from this section outlined that nearly 2 thirds (73.6%) of respondents felt that WLDC should work with other organisations and these included any adjoining council, Fire, Police, NHS, RAF and environmental organisation.

2.8 Feedback

There was a great number of comments received on all sections of the consultation. It is worth noting that it highlighted to respondents the difficulty the council has in ensuring a balanced budget is achieved. The comments also raised on numerous occasions the amount of respondents who do not understand the split between the responsibilities of services for West Lindsey compared to Lincolnshire County Council.

3. Next Steps

3.1. To ensure WLDC keeps the budget consultation relevant to the council and to residents it is suggested that the process for 2019 includes the following:

- Record the presentation being spoken and put that online as well as the actual slides;
- Look into an animated video being developed as an introduction to the consultation;
- Aligning the council's revenue and capital budgets with the new corporate plan and allow residents the chance to comment if the new corporate plan could be achieved;
- Undertake the consultation earlier in the year to avoid school holidays and allow easier integration into the following year's budget.

Budget Consultation 2018

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1 Introduction

1.1 Background and introduction

With reduced grants from central government, it is critical that we direct our resources in a way that benefits our communities and meets their needs and priorities.

Each year a consultation is undertaken on the following year's budget prior to it being set. Although there is no legal requirement to undertake this we have a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.

This report summarises the views of residents that completed the budget allocator tool online, attended a budget consultation event or completed a paper survey. West Lindsey residents, Parish Councillors, West Lindsey District Council Members and West Lindsey businesses were invited through either a direct invite, word of mouth or by visiting the website.

The objectives of this engagement were to:

- Raise awareness of the financial challenges
- Raise awareness of the diversity of services the Council provides
- Seek views on ideas for efficiencies and areas for further income
- Identify services the public would feel could be reduced or have low local priority

1.2 Methods

To undertake this work we used multiple routes to consult with our stakeholders and following on from feedback of previous years we made the consultation more interactive. The methods used were 3 events, an online tool, and a paper survey.

Budget Allocator

A budget consultation tool was agreed to be used during 2017 to encourage members of the public to take part. It uses the tool to help residents consider where council budget cuts should be. For the 2017 consultation a company called Budget Allocator was used and a license for 12 months was purchased. This software was used again in 2018 and gave West Lindsey the possibility to set a budget deficit of £935k and the respondents were tasked with trying to get a balanced budget. On top of the service budgets the respondents were asked to give views on whether the council tax for 2019/20 should be increased by 1%, 2% or 3% and then at the end were asked their

views on how the New Homes Bonus should be used, their comments on our fees and charges policy and our joint working with 3rd party organisations. A copy of the questions asked can be seen at Appendix A.

Events

To ensure that as many people as possible are able to take part in the consultation a number of events were held in 3 different locations in either the afternoon or evening. The locations for 2017 were the Arts and Heritage Centre, Caistor, the Guildhall, Gainsborough and Mulsanne Park Pavillion, Nettleham.

Paper Survey

As a rural district we have communities where broadband is an issue, therefore there are a number of residents who are on the West Lindsey Citizen Panel who receive a paper copy of each survey. Currently for this consultation 565 residents received a paper survey. A copy of the paper survey distributed can be found at Appendix B.

1.3 Response

All 1,430 current members of the Citizens' Panel were sent an invite as well as Parish Councils and Parish Meeting Councillors, West Lindsey District Council Councillors and West Lindsey businesses. 3 events were held across the district with a total of 49 attendees.

For the budget allocation we had 121 responses of which were part of the following groups:

Number of businesses responded - 0

Number of Citizen Panel responses - 55

Number of Councillor Responses – 2

Number of residents - 64

Number of attendees at events –

 Nettleham 16 residents, 1 Parish Councillor and 2 District Councillors

 Gainsborough 16 residents 2 Parish Councillors and 4 District Councillors Caistor 6 residents and 3 Parish Councillors

Number of paper surveys returned – 239

Total response – 409

2 Results

2.1 Council Tax level

The results from the council tax level were as follows:

Option	Budget Allocator	Events	Paper Survey	Total	Last years total
1% increase	32	3	89	124 (33.8%)	101 (30.6%)
2% increase	28	5	80	113 (30.8%)	127 (38.5%)
3% increase	54	37	39	130 (35.4%)	102 (30.9%)
Total	114	45	208	367	330

Table 1: Council Tax data

These figures show no overall option being the favourite although the option for a 2% increase had a slightly higher response rate.

A number of comments were received and these are:

- Essential services deserve more funding
- 3% will ensure there is sufficient personnel to run the council efficiently
- Pay taxes for services received!
- Why no option to keep the same.

2.2 Service Priorities

For the Service priorities the figures are different for the paper survey in that they were asked to prioritise the services rather than balance the budget. These figures therefore are separate at the end of this section.

Corporate and Democracy Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	9	24	33	7
Reduce by 5%	32	10	42	14
Reduce by 10%	54	0	54	36
Reduce by 15%	23	0	23	99
Total	118	34	152	156

Table 2: Corporate and Democracy data

Economic Development

Option	Budget Allocator	Events	Total	Last years total
Keep the same	33	14	47	59
Reduce by 5%	50	19	69	44
Reduce by 10%	24	0	24	26
Reduce by 15%	11	0	11	31
Total	118	33	151	160

Table 3: Economic Development data

Environmental Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	48	4	52	57
Reduce by 5%	45	32	77	52
Reduce by 10%	20	0	20	33
Reduce by 15%	4	0	4	17
Total	117	36	153	159

Table 4: Environmental data

Housing Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	36	31	67	56
Reduce by 5%	48	3	51	47
Reduce by 10%	20	0	20	27
Reduce by 15%	13	0	13	30
Total	117	34	151	160

Table 5: Housing data

IT Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	8	3	11	39
Reduce by 5%	43	31	74	32
Reduce by 10%	34	0	34	36
Reduce by 15%	33	0	33	53
Total	118	34	152	160

Table 6: IT data

Land and Property

Option	Budget Allocator	Events	Total	Last years total
Keep the same	23	0	23	22
Reduce by 5%	57	22	79	41
Reduce by 10%	29	12	41	28
Reduce by 15%	9	1	10	69
Total	118	35	153	160

Table 7: Land and Property data

Leisure, Arts and Tourism Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	38	31	69	16
Reduce by 5%	34	0	34	18
Reduce by 10%	29	0	29	28
Reduce by 15%	17	0	17	97
Total	118	31	149	159

Table 8: Leisure, Arts and Tourism data

Planning and Building Control Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	11	20	31	23
Reduce by 5%	55	1	56	56
Reduce by 10%	32	12	44	41
Reduce by 15%	20	0	20	39
Total	118	33	151	159

Table 9: Planning and Building Control data

Revenues and Benefits Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	46	15	61	51
Reduce by 5%	34	2	36	44
Reduce by 10%	19	19	38	29
Reduce by 15%	19	0	19	35
Total	118	36	154	159

Table 10: Revenues and Benefits data

Support Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	6	2	8	6
Reduce by 5%	36	3	39	26
Reduce by 10%	41	28	69	27
Reduce by 15%	34	0	34	101
Total	117	33	150	160

Table 11: Support data

Waste Services

Option	Budget Allocator	Events	Total	Last years total
Keep the same	60	26	86	70
Reduce by 5%	47	8	55	60
Reduce by 10%	11	0	11	23
Reduce by 15%	0	0	0	7
Total	118	34	152	160

Table 12: Waste data

Within the paper survey the respondents were asked to prioritise the services with 1 being the highest priority and 11 being the lowest. The figures came back showing the following priority (with 1 being the highest priority):

Service	Priority	Score	Last years total
Environmental Services	Top priority	487	397 (2 nd)
Waste Services	2 nd	505	340 (1 st)
Housing Services	3 rd	902	468 (3 rd)
Economic Development	4 th	911	596 (4 th)
Planning and Building Control Services	5 th	945	689 (6 th)
Land and Property	6 th	976	814 (7 th)
Leisure, Arts and Tourism Services	7 th	1119	895 (8 th)
Revenues and Benefits Services	8 th	1136	673 (5 th)
Corporate and Democracy Services	9 th	1233	1001 (9 th)
Support Services	10	1261	1021 (10 th)
IT Services	Last priority	1417	1026 (11 th)

Table 13: Paper survey priority

The scores are the votes from the respondents of the survey. The higher the score the lower the priority.

To give an even position the scores from the budget allocator and events have been multiplied by the level i.e. keep the same is the actual figure, -5% is by 5, -10% by 10 and -15% by 15. These figures are then added to the scores above and again the lowest number is the highest priority.

Service	Priority	Score	Last years total
Waste Services	Top priority	976	705 (1 st)
Environmental Services	2 nd	1004	902 (2 nd)
Housing Services	3 rd	1619	1011 (4 th)
Economic Development	4 th	1708	1004 (3 rd)
Leisure, Arts and Tourism Services	5 th	1903	1841 (9 th)
Land and Property	6 th	1954	1542 (8 th)
Planning and Building Control Services	7 th	1996	1298 (6 th)
Revenues and Benefits Services	8 th	2042	1086 (5 th)
Corporate and Democracy Services	9 th	2361	1922 (11 th)
IT Services	10	2633	1354 (7 th)
Support Services	Last priority	2664	1921 (10 th)

Table 14: Budget Allocator priority

Looking at these scores shows that the 4 top priority services have remained the top 4 while the rest of the priorities have changed with Leisure, Arts and Tourism moving 4 places up the ranking.

Numerous comments were received on the services which were:

- Corporate and Democracy
 - Cuts would undoubtedly cost some redundancies – this must be avoided at all costs.
- Environmental
 - Dog licensing – not under our power and would not give WLDC an income.
- Housing
 - Service is already strained and should not be put under any more pressure.
 - Increase homelessness provision.
- IT
 - Shared infrastructure could reduce the costs slightly.
 - Can IT be shared with anyone else?
 - What do Systems development do?
 - Use Google docs instead of Microsoft.
- Land and Property
 - Outsource car parks to reduce running/collection costs.
 - Town Council could take over the market.
 - Increase the cost of parking permits not hourly costs.
 - Do not reduce the amount of public conveniences.
 - Need more car parking in Welton.
- Leisure, Arts and Tourism
 - The budget should be increased not decreased.
 - Lack of bus services from villages to be able to use Trinity Arts.
 - Better publicity needed for Trinity Arts.
 - Excellent facility.
- Planning and Building Control
 - Stability of staffing in regard to the planning officers.
 - Do not delegate all planning decisions.
 - Look at what is best for parishes.

- When planning application is granted there should be a power to ensure the build is carried out.
- Revenues and Benefits
 - What is the impact of Universal Credit?
- Support
 - Reduce debtors. Senior management must show value for money and take some of the sting like the rest of us.
 - 20,000 calls a week between 9-5 are shared with DWP.
 - Reduce costs through efficiency.
 - Increase spend on business development by twice the current amount.
- Waste
 - Generate more income.
 - Always politically important.
 - Keep street cleaning in Gainsborough town centre only.
 - Green Waste. You take away collection at a time which is an important time for gardens (Nov, Dec) putting a garden to bed until March.
 - Heavier fines on fly tipping.
 - Once a month skip service for rural areas, I believe would be more cost effective than the cost to control flytipping. The current recycling for households is not consistent with causes flytipping

2.3 New Homes Bonus

Respondents were asked how the New Homes Bonus should be utilised in West Lindsey. Currently this is used to support growth and regeneration across West Lindsey.

The results were:

Option	Budget Allocator	Events	Paper Survey	Total	Last years total
Provide an allocation based on number of new properties in their parish	35	0	70	105 (27.6%)	116 (34.7%)
Provide an allocation through a communities grant funding scheme in which they can all bid for local schemes	26	20	43	89 (23.4%)	58 (17.4%)

Use all NHB to support growth and regeneration across West Lindsey	53	13	121	187 (49.1%)	160 (47.9%)
Total	114	33	234	381	334

Table 15: New Homes data

Respondents were then asked if the NHB should be used to support West Lindsey's revenue budget.

Option	Budget Allocator	Events	Paper Survey	Total	Last years total
Yes	68	0	42	110 (43.1%)	150 (44.5%)
No	47	22	76	145 (56.9%)	187 (55.5%)
Total	115	22	118	255	337

Table 16: Revenue Budget data

The results show that nearly half of the respondents which the New Homes Bonus to be used to support growth and regeneration across West Lindsey which is the process currently used while a slight majority believe the NHB should not be used to support the revenue budget.

Comments received in this section include:

- Providing this includes benefits to the villages and not just the towns.
- What about rural poverty?
- Support Lincoln fringe area.
- The new Homes Bonus should enable to build council houses.

2.4 Fees and Charges

The council explained the fees and charges policy that the council currently has in place. Respondents were asked if they had any comments they wished to make on the current policy and the comments received were:

- Did the Green waste charge lead to more contamination from those not signed up?
- Ensure this policy is kept.
- No further increase in car park charges. High charges are detrimental to the local businesses.
- I feel green waste collection should not be an additional charge and should be part of the waste collection. I have family whose waste is collected weekly and

they pay no more monthly than we do to their council in relation to size of property.

- Should be charging restaurants, clubs, pubs, food outlets for localised rubbish collection.
- Green waste should be seen to be comparable to nearby LAs i.e. cost per collection not per year as authorities view winter collection differently.
- Don't overcharge car parks serving medical facilities. We can choose to go to shopping car parks but not medical appointments.
- If you can't deliver a service i.e. grass cutting, drain cleaning, road maintenance you should not charge the tax payer for it
- Locally determined fees and charges need to be set to keep everyone on board.
- Free parking for a few hours may benefit many but the few will have to pay too much.
- If car park charges are too high it will have a negative impact on local businesses
- Fees and charges need to strike a balance between income generation and ensuring money is not lost because fees are so high people refuse to purchase chargeable services.
- I understand fees and charges are required to gain revenue, and think these are acceptable rates within WLDC.
- All green waste should be allowed in black bins (not in bags) as it all goes to landfill and therefore rots away. 80% of recyclable stuff isn't recyclable.
- The cost of green waste should be incorporated in the council tax. There is now more burning of waste than ever before which is causing a smoky atmosphere.
- Dumping litter - more waste disposals
- Keep 2 hour free parking
- Major support to aid locally determined needs
- Room hire?
- Planning fees should not be used as a means to revenue. It is making planning an unviable thing at a time of need for more new homes in villages.
- This should at least equal the money generated from council tax
- Hospital parking should be free for all, as in, Wales and Scotland. We are supposed to be a united great Britain, one country should not be treated differently to others, especially as the one country is probably subsidising the others
- If you want to invest in Gainsborough - cut parking fees all together
- I would like to see free car parking in Gainsborough and Market Rasen on market days to stimulate trade and footfall.

After this respondents were asked if there were any additional services not already mentioned that they wished to see included in the policy. These services were:

- Pest control by WLDC not contractor.
- More prosecution of irresponsible dog owners who allow fouling.
- More fees/fines for littering/dumping to support enforcement.
- Environmental control.
- Green bins monthly during winter.

2.5 Joint working with 3rd party organisations

The council maximises its resources through joint working with other organisations. A selection of organisations that we currently work with were mentioned. Respondents were asked if they wish to see WLDC doing more work with other organisations. The results were:

Option	Budget Allocator	Events	Paper Survey	Total
Yes	70	40	63	173 (73.6%)
No	41	0	21	62 (26.4%)
Total	111	40	84	235

Table 17: Should WLDC do more work with other organisations

Results from previous years are not available for this question as this was a new question for 2018.

From the results there was a majority (73.6%) which believes that WLDC should work with other organisations we then asked these respondents who they felt we should look to working with. The organisations mentioned are:

- ELDC as they seem to be more efficient and more aware of rural issues.
- OPE partners.
- Admin particularly computer and HR.
- Other councils to share best practice.
- Recycling bodies to recycle more.
- Lincolnshire Waste Partnership.
- Joint Planning Unit.
- Police.
- Public transport is a must. To reduce traffic on the roads - more public buses.

- Local community groups, being more transparent with plans/developments concerning communities.
- Working with the disabled people more and more public toilets.
- Fire service.
- Homelessness.
- Social Services.
- NHS, other maintenance organisations e.g. gas electric, Anglian water.
- Environmental, waterways, trusts and heritage organisations.
- Buying vehicles, road repair machinery, solicitors.
- Probation services community pay back. These people could pick up litter on the streets of Gainsborough each day.
- RAFA, SSAFA in assistance with resettlement of forces personnel and their dependents.
- Any environmental bodies.
- Local communities.
- Alzheimer's society and other local charities i.e. Nomad Trust.
- MOD such as redevelopment of Scampton.
- The PC Commissioner.

2.6 Comments

At the end of the budget allocator, events and paper surveys there was an option for respondents to add any additional comments. The summary of comments received are:

- I would like the council to be more open about how you spend money. I do not like hearing about properties/businesses being bought from other areas in order to make money. Perhaps you should be utilizing money which has been spent in that way, be spent in the town center which needs re-generating, or the riverside. Also who decides how much of council money is spent and where on such fripperies which appear will be loss making?
- I am in favour of trying to keep all options as viable as possible for raising funds for increasing future revenue for local businesses.
- Challenges to local government are substantial. Tinkering at the edges will not be sufficient. Lincolnshire should have a single body instead of district and county councils, reducing the staffing, purchasing and infrastructure costs. Until this is achieved council tax should be focused on essential services such as social care rather than most services delivered by district councils.
- Great to have a try, but a bit out of practice since leaving full time employment. More practice needed.

- This is a really interesting exercise and would be a great help for more residents to understand the issues faced when budgeting. The idea of investments to help generate income is a good idea.
- The spending calculation is only above the current budget because it makes clear sense to invest in areas where there is likely to be increased income, rather than cut budgets to the detriment of everyone. I have made note as to how I believe money would be better spent to improve income and better management. Unfortunately, there is too much money being paid into senior management positions without justification. Staff would operate better if they had additional staffing and support drawn from SMT budgets.
- I have tried to focus on quality of life and service issues.
- We must support local businesses and cut out waste and non-essential expenditure
- I am unable to make the figures balance as I believe more funding is required to maintain services, protect residents and not put public health at risk.
- Reduce council tax, single parent and it costs simply way too much!
- It would be of assistance to view expenditure and income on a parochial basis as without personal knowledge or experience of the intricacies of these it is difficult to make truly objective decisions in generating any budget. Councillors are inept at either communication or visitation to their constituencies or constituents. In don't even know the name of mine.
- Work to grow and change the district should not bear the lion's share of the cuts. Continued striving for efficiency gains in services must be the focus. I would support an above-inflation increase in council tax (including tax for the police and LCC - especially road repairs) if the government would allow this policy. I also strongly support working with others, not just other councils, to find cost reductions.
- All savings should come from management not apprenticeship staff and if need be one manager should and could manage more than one department as is being proved in private business
- Really good demonstration of the difficult decisions that have to be made. However, I feel that more should be done to lobby government to increase their funding to Local Authorities. Residents are paying more and receiving less and less
- Consider a unitary authority
- Increase productivity rather than cutting service budgets.
- A cohesive plan in all departments. There are a lot of problems and their priorities should be flexible to meet sudden changes and requirements because they do not stand still for long in this would change can happen and sometime without warning. Flexibility and whatever is carried out is to the benefit of town and people.
- Need more consultations to help each other
- I'd like to see you disclose how much tax payer's money is being spent on pensions. If a private company wasn't delivering a service it charged for trading standards would pressure them. Why does local government think it can charge but not deliver services without repercussions?
- To remove parish councils and provide area councils - thus reducing costs and providing a fair system across WLDC. Reduces number of people on PCs who may have personal interests sitting on small pcs
- Keep up the good work - well done
- Why can't there be a facility at the tip where perfectly good/new /serviceable items can be housed for sale as happens in some areas already. money raised

could be used to support some services, particularly the land and property services and leisure, arts and tourism

- Instead of spending on new ideas money should be used to improve the state of grass verges. In my village they are encroaching on paths making them very narrow. Also residents should be forced to cut their hedges back to their property boundary
- It is good to see WLDC making good progress. however the regeneration of Gainsborough town centre is crucial to the success of the town and surrounding areas
- There is a well-established mind-set in local government to protect salaries and positions which out of all kilter with commercial reality. Its hard evidence of a real will to tackle these things and the old ways are perpetuated by those with a vested interest.
- It seems to me a lot of money is spent on systems development and senior management but very little on environmental services. Perhaps you have too many chiefs and not enough Indians
- In view of the investments you are making is support the rates. What is the total interest paid for the year 2017/18?
- Extra work needed on dog fouling and problem getting out of hand
- Caution and optimism to apply until Brexit outcome decisions known
- Too much information.
- It would be nice for all council tax payers to be able to see the accounts for wages and associated costs (absence-sickness-pensions) as well as income received either by grants or other. This would give us the whole picture not just expenditure and we can assess if the authority is acting in a fair and just manner
- Would be interesting to see a breakdown of costs in more detail
- In this changing world all consultation is a good idea
- What of monies that have been used to purchase away properties at this uncertain time for the future? Better use maybe would be appreciated locally!
- Before giving approval for more housing it should be ascertained that there are sufficient facilities to support those people i.e. doctors, schools etc.
- Unbundle services so that each can be considered separately
- I would like to see the market place in Gainsborough revitalised. Lower fees for stall holders and reduced rates for shops in the area. It is sad to see so many shops empty and the market declining. I think all historical aspects of the area should be promoted and advertised to encourage tourism and to encourage local residents to have pride in their towns
- Housing is an emotive area. Housing in my part of the district is expertise with many younger people struggling to find either a home to buy or rent. Projects that are self-financing so not a burden to the council would be a welcome change. There are secured housing building projects going on around here. The starting prices for those houses are prohibitive to money, more partnerships to provide more affordable homes would be more beneficial.
- Make better use of council tax money on improving the towns. Don't make promises and then not keep them

3 Conclusion

3.1 Response rates

Response rates this year were higher than 2017 by 41, however this is still lower than 2016 when 461 responded. There was an increase this year in both the number of attendees to the events (49 in 2018 compared to 44 in 2017 and 64 in 2016) as well as completing either the online tool or survey (460 in 2018 compared to 324 in 2017 and 402 in 2016).

3.2 Council Tax Level

These figures show no overall option being the favourite although the 2% increase option had a slight advantage response. Comments received do ask either why there is no 0% change to council tax.

3.3 Service Priorities

Looking at these scores shows that the top 4 services in regards to priority are the same as last year with Waste, Environmental, Housing and Economic Development.

3.4 New Homes Bonus

Nearly half of the respondents felt that the new homes bonus should be used to support growth and regeneration across the whole of West Lindsey and 57% felt that it should not be used to support the revenue budget for the council. Respondents felt that the support needed to be across the whole district and not distributed to towns and villages.

3.5 Fees and Charges

While looking at the current policy respondents felt that there should be no further increase in car parking charges and that green waste should be free or at least all year around. There was a positive attitude in the comments to the policy being in place and some felt that it is important to ensure the fees and charges policy remains in place.

Additional services which were mentioned were mostly around pest control and enforcement including enforcement of fly tipping and dog fouling.

3.6 Joint working with 3rd Party Organisations

The results that came back from this section outlined that nearly 2 thirds (73.6%) of respondents felt that WLDC should work with other organisations and these included any adjoining council, Fire, Police, NHS, RAF and environmental organisation.

3.7 Feedback

There was a great number of comments received on all sections of the consultation. It is worth noting that it highlighted to respondents the difficulty the council has in ensuring a balanced budget is achieved. The comments also raised on numerous occasions the amount of respondents who do not understand the split between the responsibilities of services for West Lindsey compared to Lincolnshire County Council.

3.8 Next Steps

The following actions are recommended for 2019 budget consultation:

- Record the presentation being spoken and put that online as well as the actual slides.
- Look into an animated video be developed as an introduction to the consultation.
- Undertake the consultation earlier in the year to miss school holidays and allow integration into the following year's budget.
- Look into aligning the council's revenue and capital budgets with the new corporate plan.

4 Appendices

Appendix A: Online questions

West Lindsey District Council

Share your Opinion

BUDGET CONSULTATION 2018

West Lindsey District Council would like to offer you the opportunity to have your say on how you think the council should spend its budget for the next financial year 2019/20.

As you will no doubt be aware, times are challenging for local government. With reduced grants from central government, it is critical that we direct our resources in a way that benefits our communities and meets their needs and priorities.

The Council has managed Government Revenue Support Grant funding reductions of £4.4m since 2013/14, with £0 to be received in 2019/20 and future years. To meet this reduction the Council has embarked on a strategy of increased efficiency and income generation whilst still delivering quality services. Currently the Council is working to deliver three significant projects included within the Medium Term Financial Plan which are designed to contribute £1.8m but these are not without risk. The Medium Term Financial Plan agreed in March 2018 indicated a potential maximum budget deficit over the next five years of £673k. This equates to 7.2% of the gross revenue budget of £9.37m.


We would therefore ask for you to indicate the areas of expenditure you would be content to see reduced and those you wish to be protected by selecting a level of reduction on the next page. If you wish to make a comment at any point please click on the comment icon for the relevant section.

Your responses will form part of a report to council.

Share your Opinion

[f Share](#) [t Tweet](#) [g+ Share](#) [in Share](#) [✉ Mail](#)

[HOME](#) [TERMS & CONDITIONS](#) [PRIVACY](#) [ADMIN](#)

POWERED BY
budget allocator 

COUNCIL TAX LEVEL

Local Councils, the Police and Fire Authorities fund their services through government grant, fees and charges, Business Rates and Council Tax. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax on behalf of Lincolnshire County Council, the Police and Crime Commissioner and Parish and Town Councils. West Lindsey District Council share of your overall Council Tax is 12.51% (excluding Parish/Town Council Precepts).

☐ 1% increase for West Lindsey

A 1% increase would mean a 4 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.118m.

☐ 2% increase for West Lindsey

A 2% increase would mean a 8 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.178m.

☐ 3% increase for West Lindsey

A 3% increase would mean a 12 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.239m.

HOW WOULD YOU SPEND ?

Budget
£11.53m

Your Spend
£0

Feel free to allocate more funds

You are under budget consequences

CORPORATE AND DEMOCRACY

The Corporate and Democracy Service includes the following: Communications £122,300, Corporate Management - Apprentices £90,400, Corporate Management - Finance £1,365,600, Democracy Representation £586,800, Emergency Planning £14,600, Environmental Initiatives £56,900, Financial Services £293,000, General Grants £311,600, Human Resources £286,100, Legal Services £130,700, Register of Electors £130,900

☐ Keep the same budget £3.39m





☐ 5% reduction in budget £3.22m

☐ 10% reduction in budget £3.05m

☐ 15% reduction in budget £2.88m





ECONOMIC DEVELOPMENT

The Economic Development Service addresses the needs of West Lindsey to move forward on projects that will regenerate, stimulate, encourage, development in the district. Working in partnership with public, private and voluntary sector organisations they also look for external funding to support development in the area.

<input type="radio"/> Keep the same budget	£317.80k	
<input type="radio"/> 5% reduction in budget	£301.91k	
<input type="radio"/> 10% reduction in budget	£286.02k	
<input type="radio"/> 15% reduction in budget	£270.13k	





ENVIRONMENTAL SERVICE

The Environmental Service includes the following: Cemeteries and Churchyards £51,300, Community Action and Community Safety £233,200, Public Health £16,100, Food Safety £140,200, Health and Safety £61,000, Land Charges £10,900, Licenses - Community -£20,400, Pest and Dog Control £24,100, Pollution Control £124,500. Please note that any item with a minus budget is the net contribution.

<input type="radio"/> Keep the same budget	£640.90k	
<input type="radio"/> 5% reduction in budget	£608.86k	
<input type="radio"/> 10% reduction in budget	£576.81k	
<input type="radio"/> 15% reduction in budget	£544.77k	





HOUSING SERVICE

The Housing Service includes the following: Fraud £6,300, Homelessness and Housing Advice £212,600, Housing Strategy £193,300, Private Sector Housing Renewal £51,500.

<input type="radio"/> Keep the same budget	£463.70k	
<input type="radio"/> 5% reduction in budget	£440.52k	
<input type="radio"/> 10% reduction in budget	£417.33k	
<input type="radio"/> 15% reduction in budget	£394.15k	





IT SERVICES

The IT Service includes the following: ICT Services £295,900, Systems Development £494,900.

<input type="radio"/> Keep the same budget	£790.80k	
<input type="radio"/> 5% reduction in budget	£751.26k	
<input type="radio"/> 10% reduction in budget	£711.72k	
<input type="radio"/> 15% reduction in budget	£672.18k	





LAND AND PROPERTY

The Land and Property Service includes the following: Admin Buildings £188,300, Car Parks £87,190, Commercial Properties £102,900, Other Council Properties £46,100, Parish Lighting £54,800, Property Services £331,700, Public Conveniences £42,000, Town Centre Markets £77,100.

- | | | |
|---|----------|---|
| <input type="radio"/> Keep the same budget | £930.09k |  |
| <input type="radio"/> 5% reduction in budget | £883.59k |  |
| <input type="radio"/> 10% reduction in budget | £837.08k |  |
| <input type="radio"/> 15% reduction in budget | £790.58k |  |





LEISURE, ARTS AND TOURISM

The Leisure, Arts and Tourism Service includes the following: Culture, Heritage and Leisure £277,900, Parks and Open Spaces £49,600, Tourism £41,000.

- | | | |
|---|----------|---|
| <input type="radio"/> Keep the same budget | £368.50k |  |
| <input type="radio"/> 5% reduction in budget | £350.08k |  |
| <input type="radio"/> 10% reduction in budget | £331.65k |  |
| <input type="radio"/> 15% reduction in budget | £313.23k |  |





PLANNING AND BUILDING CONTROL

The Planning and Building Control Service includes the following: Building Control £316,900, Development Management £944,800, Environmental Initiatives £3,700, Neighbourhood Planning and Local Plans £52,300, Planning Policy - Local Plans £60,800.

<input type="radio"/> Keep the same budget	£1.38m	
<input type="radio"/> 5% reduction in budget	£1.31m	
<input type="radio"/> 10% reduction in budget	£1.24m	
<input type="radio"/> 15% reduction in budget	£1.17m	





REVENUES AND BENEFITS

The Revenues and Benefits Service includes the following: Housing Benefit Payments -£198,800, Housing Benefit Admin £326,300, Local Tax Collection £250,700. Any minus figure is the net contribution.

<input type="radio"/> Keep the same budget	£378.20k	
<input type="radio"/> 5% reduction in budget	£359.29k	
<input type="radio"/> 10% reduction in budget	£340.38k	
<input type="radio"/> 15% reduction in budget	£321.47k	





SUPPORT SERVICES

The Support Service includes the following: Business Improvement and Commercial Development £378,700, Customer Services £501,000, Debtors £26,500, Financial Services £566,000, Support Services - Admin £63,000, Support Services - Corporate £139,600, Senior Management £408,500.

- | | | |
|---|--------|---|
| <input type="radio"/> Keep the same budget | £2.08m |  |
| <input type="radio"/> 5% reduction in budget | £1.98m |  |
| <input type="radio"/> 10% reduction in budget | £1.87m |  |
| <input type="radio"/> 15% reduction in budget | £1.77m |  |

WASTE SERVICE

The Waste Service includes the following: Street Cleansing £518,300, Trade Waste -£131,200, Waste Management £1,338,300. Any minus figures is the net contribution.

- | | | |
|---|--------|---|
| <input type="radio"/> Keep the same budget | £1.73m |  |
| <input type="radio"/> 5% reduction in budget | £1.64m |  |
| <input type="radio"/> 10% reduction in budget | £1.55m |  |
| <input type="radio"/> 15% reduction in budget | £1.47m |  |

NEW HOMES BONUS

New Homes Bonus (NHB) is a government grant awarded to the council based on the number of new properties in the district which now generate council tax. The amount awarded is based on a national average council tax and the councils' benefit by circa £1,500 per property. The current policy is that NHB is used to support regeneration and growth projects throughout the district. The council receives circa £150k per annum in NHB over a period of 4 years. 78 Parish Councils raise £1.9m in Parish Precepts which is between 1.6% and 39% (average 24% currently) of the West Lindsey District Council tax bill.

How should New Homes Bonus be utilised in West Lindsey?

- ☐ Provide an allocation based on number of new properties in their parish.
- ☐ Provide an allocation through a Communities Grant Funding Scheme in which they can all bid for local schemes.
- ☐ Use all New Homes Bonus to support growth and regeneration across West Lindsey.

Should New Homes Bonus be used to support the revenue budget?

- ☐ Yes
- ☐ No

FEES AND CHARGES

The Council generates some £5m of income per annum from fees and charges, some are set by the Government nationally i.e. Planning Fees, Land Charges etc and others are locally determined i.e. car parking, green waste collection, room hire, licensing etc.

- ☐ Are there any comments you wish to make on this policy?
If so please click on the comments icon to add.



- ☐ Are there any services you wish to see included in this policy? If so please click on the comments icon to add.



JOINT WORKING WITH 3RD PARTY ORGANISATIONS

West Lindsey District Council maximises its resources through joint working with other local authorities and public sector organisations such as the Joint Planning Unit, North Kesteven District Council, City of Lincoln Council and the Lincolnshire Waste Partnership etc. These partnerships are an agreement between 2 or more bodies to work together to achieve an agreed objective. There are many benefits to working in this way i.e. sharing costs, resilience of resourcing and enhanced expertise etc. however this can sometimes restrict the Council's ability to act independently.

Do you wish to see WLDC do more work with other Authorities and public bodies?

- ☐ Yes

If you answer yes please comment on any specific bodies you would like to see WLDC working with.



- ☐ No



YOUR DETAILS

Which group do you belong (Please tick one option only for which role you are fulfilling this consultation)

☐ A resident



☐ A business



☐ A Parish/Town Council or meeting



☐ A Citizen Panel member



☐ A WLDC Councillor



Appendix B: Paper survey



West Lindsey District Council Budget Consultation 2018

HELPFUL HINTS FOR COMPLETING THIS QUESTIONNAIRE

- Please read each question carefully. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box, or write in a response.
- Once you have finished please take a minute to check you have answered all the questions that you should have answered.
- If you have any questions about this survey please email Katy Allen on katy.allen@west-lindsey.gov.uk or ring on 01427 675149.

Section 1: Council Tax

Local Councils, the Police and Fire Authorities fund their services through government grant, fees and charges, Business Rates and Council Tax. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax on behalf of Lincolnshire County Council, the Police and Crime Commissioner and Parish and Town Councils. West Lindsey District Council share of your overall Council Tax is 12.51% (excluding Parish/Town Council Precepts).

1. What level of council tax increase would you agree to?

- ☐ 1% increase - A 1% increase would mean a 4 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.118m.
- ☐ 2% increase - A 2% increase would mean a 8 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.178m.
- ☐ 3% increase - A 3% increase would mean a 12 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.239m.

Section 2: Service priorities

2. Please rank the following services in order of priority with 1 being the highest priority to you and 11 being the lowest priority:

Corporate and Democracy Service

The Corporate and Democracy Service includes the following:
Communications £122,300, Corporate Management - Apprentices £90,400, Corporate Management - Finance £1,365,600, Democracy Representation £586,800, Emergency Planning £14,600, Environmental Initiatives £56,900, Financial Services £293,000, General Grants £311,600, Human Resources £286,100, Legal Services £130,700, Register of Electors £130,900

Economic Development Service

The Economic Development Service addresses the needs of West Lindsey to move forward on projects that will regenerate, stimulate, encourage, development in the district. Working in partnership with public, private and voluntary sector organisations they also look for external funding to support development in the area. The budget is £317,800.

Environmental Service

The Environmental Service includes the following: Cemeteries and Churchyards £51,300, Community Action and Community Safety £233,200, Public Health £16,100, Food Safety £140,200, Health and Safety £61,000, Land Charges £10,900, Licenses - Community -£20,400, Pest and Dog Control £24,100, Pollution Control £124,500. Please note that any item with a minus budget is the net contribution.

Housing Service

The Housing Service includes the following: Fraud £6,300, Homelessness and Housing Advice £212,600, Housing Strategy £193,300, Private Sector Housing Renewal £51,500.

IT Service

The IT Service includes the following: ICT Services £295,900, Systems Development £494,900.

Land and Property Service

The Land and Property Service includes the following: Admin Buildings £188,300, Car Parks £87,190, Commercial Properties £102,900, Other Council Properties £46,100, Parish Lighting £54,800, Property Services £331,700, Public Conveniences £42,000, Town Centre Markets £77,100.

Leisure, Arts and Tourism Service

The Leisure, Arts and Tourism Service includes the following: Culture, Heritage and Leisure £277,900, Parks and Open Spaces £49,600, Tourism £41,000.

Planning and Building Control Service

The Planning and Building Control Service includes the following: Building Control £316,900, Development Management £944,800, Environmental Initiatives £3,700, Neighbourhood Planning and Local Plans £52,300, Planning Policy - Local Plans £60,800.

Revenue and Benefit Service

The Revenues and Benefits Service includes the following: Housing Benefit Payments -£198,800, Housing Benefit Admin £326,300, Local Tax Collection £250,700. Any minus figure is the net contribution.

Support Services

The Support Service includes the following: Business Improvement and Commercial Development £378,700, Customer Services £501,000, Debtors £26,500, Financial Services £566,000, Support Services - Admin £63,000, Support Services - Corporate £139,600, Senior Management £408,500.

Waste Service

The Waste Service includes the following: Street Cleansing £518,300, Trade Waste -£131,200, Waste Management £1,338,300. Any minus figures is the net contribution.

Section 3: New Homes Bonus

New Homes Bonus (NHB) is a government grant awarded to the council based on the number of new properties in the district which now generate council tax. The amount awarded is based on a national average council tax and the councils' benefit by circa £1,500 per property. The current policy is that NHB is used to support regeneration and growth projects throughout the district. The council receives circa £150k per annum in NHB over a period of 4 years. 78 Parish Councils raise £1.9m in Parish Precepts which is between 1.6% and 39% (average 24% currently) of the West Lindsey District Council tax bill.

3. How should New Homes Bonus be utilised in West Lindsey? **Please tick one box only**
- ☐ Provide an allocation based on number of new properties in their Parish.
 - ☐ Provide an allocation through a Communities Grant Funding Scheme in which they can all bid for local schemes.
 - ☐ Use all New Homes Bonus to support growth and regeneration across West Lindsey.
4. Should New Homes Bonus be used to support the revenue budget? **Please tick one box only**
- ☐ Yes
 - ☐ No

Section 4: Fees and Charges

The Council generates some £5m of income per annum from fees and charges, some are set by the Government nationally i.e. Planning Fees, Land Charges etc and others are locally determined i.e. car parking, green waste collection, room hire, licensing etc.

5. Are there any comments you wish to make on this policy?

6. Are there any services you wish to see included in this policy?

Section 5: Joint Working with 3rd Party Organisations

West Lindsey District Council maximises its resources through joint working with other local authorities and public sector organisations such as the Joint Planning Unit, North Kesteven District Council, City of Lincoln Council and the Lincolnshire Waste Partnership etc. These partnerships are an agreement between 2 or more bodies to work together to achieve an agreed objective. There are many benefits to working in this way i.e. sharing costs, resilience of resourcing and enhanced expertise etc. however this can sometimes restrict the Council's ability to act independently.

7. Do you wish to see WLDC do more work with other Authorities and public bodies? **Please tick one box only**
- ☐ Yes
 - ☐ No

8. If you answered yes to question 7, what specific bodies would you like to see WLDC working with?

Section 6: Comments

9. Any other comments you wish to make regarding this consultation:

Thank you very much for your time completing this survey.
Please send it back in the enclosed prepaid envelope by 9am on Friday 26th October 2018.

**If you would like a copy of this
in large, clear print, audio,
Braille or in another language,
please telephone
01427 676676**

**Guildhall, Marshall's Yard
Gainsborough, Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170
DX 27214 Gainsborough**

www.west-lindsey.gov.uk





**Corporate Policy and
Resources Committee**

Date: 13th December 2018

Subject: Progress and Delivery Report – Period 2 2018/19

Report by:	Executive Director of Operations and Head of Paid Service
Contact Officer:	Mark Sturgess Executive Director of Operations and Head of Paid Service 01427 676687 mark.sturgess@west-lindsey.gov.uk
Purpose / Summary:	To consider the Progress and Delivery Report for Period 2, 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-125-19
There are no financial implications as a direct result of this report

Staffing : HR-071-10-18
There are no staffing implications as a direct result of this report

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:
N/A

Call in and Urgency:

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

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

Yes

☐

No

☒

Key Decision:

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

Yes

☐

No

☒

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Executive Summary

1.0 Introduction

This report forms the period 2 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 one shows a summary of service performance for period two (June – September) 2018 and also includes a summary of the previous period for comparison.

Performance has remained broadly static with 73% of the Council's KPIs meeting or exceeding target and 23% below target. In total, 4% of information is missing, which equates to five indicators. Of these, three are from Home Choices who are unable to collect the figures at present due to government changing the parameters for reporting which has required the IT provider to amend the system to accommodate this. Information is also missing from Enterprise and Community Services. The Performance and Programmes Team continues to work with Team Managers to ensure that information is provided in a timely manner.

RAG	P1 (2018/19)	P2 (2018/19)
Exceeding target	45%	43%
Meeting target	26%	30%
Below target	21%	23%
Missing information	8%	4%

Table 1: Overall summary of performance

Table two shows the direction of travel when compared to the previous period. It should be noted that period two runs from June – September and is not, therefore, directly comparable to period one which covers April and May. As part of the wider review of the performance management framework, the way in which direction of travel is reported is being reviewed for 2019/20 to ensure it is meaningful and relevant.

Direction of Travel	P1 (2018/19)	P2 (2018/19)
Performance has improved since last period	42%	11%
Performance has remained static since last period	9%	82%
Performance has declined since last period	49%	7%

Table 2: Overall direction of travel

3.0 Performing Well

- **Contracts Management and Procurement** – savings generated by Procurement Lincs on renewal of a number of contracts now totals £98,000 which is significantly ahead of the expected figure.
- **Customer Services** – The number of complaints where the Council is found to be at fault has decreased. This is a result of acting on feedback from customer complaints to implement improvement actions across the Council.
- **Financial Services** – the return on the Council's capital investment is exceeding target at 1.57% and the overall budget forecast is also exceeding target at 0.31% surplus. The Council has received an unqualified audit opinion, with auditors satisfied that the Council has the right procedures in place to achieve Value for Money.
- **Garden Waste** – performance continues to exceed expectations across all areas and take up of the service remains above target as the subscription period comes to an end. Officers are now focusing on year two implementation.

- **Healthy District** – an improved programme of activities, an increased marketing campaign and a newly refurbished centre have led to an above target increase in the number of new participants at the Leisure Centre.
- **Street Cleansing** – performance is within expected parameters and the number of abandoned shopping trollies has decreased by 70% during the period.
- **Trinity Arts Centre** – a review of finances and business operations has resulted in improved models of working, costing and forecasting. This has led to a significant rise in secondary sales and an increased surplus. Income, received surplus and audience figures are all projected to be on or above target by year end.

4.0 Risk Areas

- **Asset and Facilities Management** – rental income received from car parks is below the financial target with a financial pressure of £83k being reported for the year. During October, The forecast was based on acquiring Lidl car park, however, this doesn't necessarily equate to an increase in income to the level suggested.
- **Development Management** – income received from planning and pre-app fees is below the financial forecast with a financial pressure of £262,900 being reported for the year. Whilst it is not expected that income will meet the year-end target set by Finance, it should be noted that income has increased significantly in October (up £95,603 from September) as a result of an increase in the number of larger sites coming forward for planning permission during this period, which has a direct impact on the fee income, as planning fees are related to the scale/quantum of development that is proposed.
- **Enforcement and Regulatory Services** – whilst the time taken to resolve both planning and housing enforcement requests remains below target, it should be noted that there has been significant improvements for both of these measures and this trend is expected to continue for the rest of the year. Further information is attached as Appendix A as requested by Corporate Policy and Resources Committee. The number of food safety inspections carried out remains below target. The ability to meet requirements is impacted by available resource and an additional paper was submitted to CP&R highlighting the challenges faced. The Performance and Programmes Team have scheduled a performance workshop in November to identify improvement actions.
- **Markets** – the number of stalls on a Saturday and Tuesday remains below target for the third and fifth periods respectively. There has been an increase in the number of traders giving notice during the period. An options appraisal and markets review is currently underway and a final decision on available options is needed.

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

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
Asset and Facilities Management	Rental income – received assets	£123,542	£192,532	↑	Voids remain low and upward only RPIs increase income. No improvement action needed.
	Rental portfolio voids	2%	8%	↓	There have been a recent spate of notices to quit at the Plough. Although changes of tenancy are to be expected, there is a need to improve the way that we market our voids. A meeting has been arranged to address this issue and it is expected that performance for this measure will have improved by December 2018.
Building Control	Cost of the Building Control Service to the Council	£4,747.80	£4,197.03	↑	There have been significant savings on salaries and income remains higher than expected. All vacancies have now been filled and this will be reflected in the period three performance figures.
	Total income received	£40,453.07	£78,632.44	↑	There has been an increase in applications during July and an unusually high number of applications in August resulting in higher than expected income. No improvement action needed.
Corporate Health	Compliments received	88	190	↑	The number of compliments remains consistent on a month by month basis. Services have improved the way compliments are logged as a result of the roll out of the customer first improvement plan.
	Complaints received	32	35	↑	Fewer complaints over the four month reporting period. Whilst fewer complaints are to be expected during quieter summer months, this can also be attributed to the successful implementation of the Customer First programme.
	% of complaints where the Council is at fault.	44%	35%	↑	Previously identified improvement actions continue to embed across the Council resulting in fewer complaints where the Council is at fault. The Quality Monitoring Board continues to meet regularly to determine where improvements can be made.
	Staff absenteeism	0.4 days	0.55 days	↓	Continue to monitor.
	Service and system availability	100%	100%	→	No improvement action needed. Continue to monitor.
Contracts Management and Procurement	Savings generated through Procurement Lincs	£0	£98,000	↑	Procurement Lincs have generated a number of savings on renewal of contracts – insurance, telephony and leisure. This will continue to be monitored and no improvement action is needed.

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
Council Tax and NNDR	Cost of the service per property tax base	£3.24	£7.32	↓	Increase in budget spend due to increased legal and court fees. Summons court costs have not yet been recovered. Costs are due to be recovered in November which will affect the cost of service in period 3.
	No of properties on the tax base per FTE ratio	5,753	5,528	↓	Staff vacancies and maternity leave has affected the direction of travel though performance is still above target. Recruitment to cover vacancies is underway and the post is expected to be filled during the next period.
Democratic Services	Satisfaction with member training	100%	100%	→	No improvement action needed. Continue to monitor.
Development Management	Non-major planning applications determined within the government target	100%	99%	↓	No improvement action needed.
	Appeals allowed as a % of all decisions	0%	2%	↓	Whilst performance remains above target, the increase in appeals allowed is under internal review by the Planning Management Team to ensure good quality decision making is maintained to a high level.
Enforcement	% of landlords breaching selective licencing conditions	1%	1%	→	Continue to monitor. No improvement action needed.
	Housing enforcement requests received	17	55	↓	Demand remains consistent and above target on a month by month basis. No improvement action needed.
	Time taken to resolve housing enforcement requests	211.5	142	↑	A high number of complex cases. Continue to monitor caseload
	Time taken to resolve planning enforcement requests	300	224	↑	Focusing on more timely case closures has resulted in an improvement in performance month by month. This improving trend is expected to continue.
	% of licensed property in licencing area	73%	77%	↓	The licence process is ongoing and this is expected to be above target by year end. No additional action is needed.
Financial Services	Time taken to pay invoices	11.41 days	11.53 days	↓	No improvement action needed.
Garden Waste	Subscription take up	53%	58.3%	↑	Take up remains above target. Officers are now focusing on year two implementation.
	Chargeable bins	24,801	25,910	↑	Performance remains above target. Officers are now focusing on year two implementation.

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
Healthy District	New participants at WL Leisure Centres	467	1,129	↑	An improved programme of activities, improved marketing and the refurbished centre has led to an increase in new participants. There has been an increase in new participants of 66% in September alone.
	Customer satisfaction at WL leisure centres	96%	95%	↓	Whilst satisfaction remains above target, there has been a slight decrease during period 2 as a result of ongoing refurbishment work.
Home Choices	Temporary accommodation usage	15	23	↑	The roll out of stricter rules has led to a significant decrease in usage month by month. Officers will continue to enforce these rules and monitor usage levels.
	Bed and Breakfast nights	89	85	↑	Difficult households with complex needs requiring multi-agency intervention means this measure remains below target. All options continue to be explored to ensure the right help is available to households with complex needs. Tackling homelessness has been prioritised as part of the Council's Housing Strategy.
Housing	Average cost of DFGs	£9,864	£7,259	↑	This is a county wide issue. There is a county wide review of pricing underway to address increased contractor costs. DFGs have also been incorporated into the Council's Housing Strategy.
IT and Systems Development	LLPG Standard	Gold	Gold	→	Continue to monitor. No improvement action needed.
	Website availability	100%	100%	→	Improved hosting arrangement which we will continue to monitor. No improvement action needed.
	Online customers signing up to self-service accounts	2,082	1,102	↓	Excellent customer engagement. We will continue with the digital agenda.
	Electronic forms completed and submitted on the website	9,858	10,357	↑	Excellent customer engagement. We will continue with the digital agenda.
	Number of system development requests dealt with	84%	87%	↑	Good work plan management with continual assessment and ensuring detailed specifications of work packages
Licensing	Number of licensing applications received	147	299	↑	The number of received applications continues to exceed expected levels. No improvement action needed.
Local Land Charges	Local land Charges searches received	440	924	↑	This is determined by the property market. Performance is expected to even out over the year as a whole.
	Time taken to process a search	6.78	11.32	↓	There has been an increase in cases, as well as increase in the complexity of cases. In addition, there has also been a reduction of resource in the team. The team has secured the assistance of an apprentice on a temporary

Service	Measure	P1 (2018/19)	P2 (2018/19)	DoT	What do we need to do to improve and by when?
					basis to help with admin work which will allow the rest of the team to focus on searches.
Markets	Average number of stalls on a Tuesday	40	38	↓	There has been a decrease in traders in September due to adverse weather. There has also been an increase in the number of traders giving notice. A markets review and options appraisal is currently underway.
	Average number of stalls on a Saturday	33	63	↑	As above.
Regulatory Services	Number of registered food premises receiving a proactive inspection	43	77	↑	The ability to carry out inspections is impacted by available resource. An additional paper was submitted to CP&R outlining the challenges faced.
	% of food premises rated 3* or above	97%	97%	→	No improvement action needed.
Trinity Arts Centre	Cost of TAC per user	£4.16	£4.51	↓	Improved cost management. Planned improvements will continue to be rolled out across all operations.
	Received surplus	£14,165	£22,220	↑	Fewer events but an improved pricing structure has helped to maximise on secondary sales. Planned improvement will continue to be rolled out across all operations.
	Trade waste income	£42,307	£98,605.01	↑	Continue to monitor.
Waste Collection	Cost of service per household	£28.28	£27.56	↑	The introduction of a subscribed garden waste service has led to a reduced cost for waste collection.

Table 3: Measures performing outside agreed tolerance levels for two consecutive periods

Corporate Health

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Budget forecast outturn	-	0%	0.31%	-	0.31% surplus	
Compliments received	88	164	190	→	Number of compliments remains consistent on a month by month basis. Services continue to improve how they log compliments.	Continue to monitor and continue to work with services to roll out the Customer First improvement plan
Complaints received	32	56	35	↑	Fewer complaints which is to be expected during the quieter summer months.	Continue to work with teams to embed the Customer First Improvement Plan.
% of complaints where the Council is at fault	44%	45%	36%	↑	Previously identified improvement actions continue to embed across the Council resulting in improved behaviours and therefore fewer complaints where the Council is found to be at fault.	Quality Monitoring Board continues to meet to identify where improvements can be made.
Digital demand	44%	40%	38%	↓	Reduction can be attributed to lower demand for the Garden Waste service as we move closer to the end of the subscription period. There has been an increase in face to face demand now that TAC box office is available at The Guildhall 5 days per week, and also as a result of increase footfall to the JCP due to the roll-out of Universal Credit in September.	As part of the service redesign work, ensure that digital options are offered to customers wherever possible.
Calls answered	82%	80%	81%	↓	Performance remains on target	No improvement action needed.
Staff absenteeism	0.4 days	0.7 days	0.55 days	↓	Performance remains above target.	Continue to monitor.
Service and system availability	100%	98%	100%	→	Continual pro-active monitoring and maintenance ensures high performance.	Continue as per our service level agreement.

Time taken to pay invoices	11.41 days	30 days	11.53 days	↓	Significantly above target.	No improvement action needed.
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Table 4: Corporate Health measures

Programme Delivery

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

Table 5: Programme delivery

Appendix A: Service Exceptions

Asset and Facilities Management

The service continues to perform well during period two, exceeding targets for income and voids despite the redevelopment of Roseway rendering the car park out of action and despite a number of recent notices to quit at The Plough. The service is reviewing how voids are marketed and it is expected that this will lead to reductions in the number of voids.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Planned and responsive maintenance	65% / 35%	70% / 30%	63% / 37%	↓	Below target due to the timing of letting works.	True figure will become more apparent as the year progresses as contracts are let and paid for.
Rental Income – received assets	£123,542	£166,668	£192,532	↑	Voids remain low and upward only RPIs increase income	Current income is outperforming target and is higher than the baseline. No action needed.
Rental Portfolio Voids	2%	12%	8%	↓	There have been a recent spate of notices to quit at the Plough. However, performance still remains above target	Although changes of tenancy are to be expected, there is a need to improve the way that we market our voids. A meeting has been arranged to address this issue and it is expected that performance for this measure will have improved by December 2018.

Table 6: Asset and Facilities Management performance exceptions

Benefits

Period 2 has seen a real team spirit within the Benefits Team to cover a service that has changed dramatically due to Universal Credit rollouts throughout the district and that is carrying staff vacancies which have proved difficult to cover during peak annual leave periods. The outcome is very good and considering the extra burden that Universal Credit has placed on the LA we are adapting smoothly and quickly to the new workload and partnership working with DWP.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
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Claims older than 30 days	22	25	20	↑	Concentrating on the oldest cases has improved the way cases are dealt with meaning performance is now ahead of target.	New claims remain a priority.
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Table 7: Housing Benefit and Local Council Tax Support performance exceptions

Building Control

The service has continued to stay above income target in the last quarter and the restructure is now complete which has provided stability to the team. Market share continues to fluctuate but that should be read in line with fee earning income. Additional commercial services are being taken up by clients as an add on to the building regulations although income is a little lower than anticipated at the half year point. All of the surveyors have now passed the CSCS test/exam and hold current cards for sites in our area that request these. The team has also benefited from some training this quarter from LABC on how to be better than our competitors and an action plan will be put in place to look at implementation of potential changes as a result.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of the service to the Council	£4,747.80	£18,882	£4,197.03	↑	Significant savings on salaries and income remaining higher than expected means that performance continues to be above target.	All vacancies have now been filled
Total income received	£40,453.07	£72,932	£78,632.44	↑	An increase in applications during July and an unusually high number of applications in August have led to income remaining higher than expected.	No action required

Table 8: Building Control performance exceptions

Community Safety

Within the Community Safety work area the number of complaints with the South West Ward has reduced in the month of September, following on from a peak in August. The enhanced work of the enforcement officer in relation to early presentation of waste has been recognised as having a positive impact and we are now reviewing how to make this a sustainable resource. There continues to be joint working between agencies to address wider issues and the Council is using its full range of powers to do so.

Contracts Management and Procurement

During the reporting period, a number of key procurement exercises have been completed. These include ecological works for the Crematorium project; purchase of new cage tipper vehicles; repairs and resurfacing to council car parks, professional services to support digital transformation and work to support the

Townscape Heritage Initiative project. Additionally, on-going work along-side Procurement Lincs with team managers has to date secured savings of £98,000 on contract renewals.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Savings generated through Procurement Lincs	£0	£25,000	£98,000	↑	Procurement Lincs have generated a number of savings on renewal of contracts – insurance, telephony and leisure.	No improvement action needed.

Table 10: Contracts Management and Procurement performance exceptions

Council Tax and NNDR

The team are in the process of reviewing single person discounts and after issuing letters to 2,047 council taxpayers, 635 reminder notices were issued. An empty property review has also recently commenced with letters being issued to 89 council taxpayers and both of these reviews are currently ongoing. In terms of council tax collection the team have collected an additional £1.4 million at the end of September this year compared to the sum collected at the same time last year. There are also now over 600 customers paying by 12 instalments compared to April 2018.

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Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of service per property tax base	£3.24	£9.10	£7.32	↓	There has been an increase in budget spend due to legal and court fees. Summons court costs have not yet been recovered and this will affect the actual cost in the next period.	Monthly monitoring of court costs. Court costs are scheduled to be recovered next month.
No of properties on tax base per FTE ratio	5,753	5,000	5,528	↓	A mixture of staff vacancies and maternity leave has affected the direction of travel though performance remains above target.	Recruitment to cover current vacancies has now commenced and the post is expected to be in place by the next period.
Council Tax in year collection rate	24.59%	54.39%	46.32%	↓	Increase in net collectible debit.	Monthly monitoring of collection rates and monthly meetings with Revenues Manager of shared service.

Table 11: Council Tax and NNDR performance exceptions

Customer Services

We have used the feedback from complaints received to make a number of improvement actions. The Customer Experience Officer continues to work directly with team managers to implement these improvements on a service by service basis. Complaints have fallen over the period though this is to be expected during quieter summer months. Across the Council, a more consistent approach to logging compliments is attributable to the rise in compliments over the period. During

period two we have seen a small reduction in digital demand which can be attributed to reduction in demand for the Green Garden Waste Service as we approach then end of the subscription period. It should also be noted that we have seen increases in face to face and telephone activity due to TAC box office now being available at the Guildhall 5 days a week by telephone and by calling to reception and increases in footfall for JCP due to Universal Credit launch in early September, which has also seen an increase in more vulnerable customers within the reception area, presenting more challenge to staff in terms of being able to deal with these customers. We have also had to deal with additional demands placed on Customer Services by Hemswell Management company work and work carried out in the issuing of fixed penalty notices for early presentation of waste. Work is to commence to move some of this increase demand to digital means, where possible.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average days to resolve a complaint	9	21	6.6	↑	The new procedure has had time to embed resulting than a significantly reduced time for resolving complaints. There have also been fewer complaints during the period.	No improvement action needed.

Table 12: Customer Services performance exceptions

Democratic Services

Over the last reporting period a wide range of Member development events have been held. Topics include Corporate Parenting, Statement of Accounts training, CL & Neighbourhood Plans, PREVENT, Future Member ICT Provision and the State of District Report. Feedback on the quality and content of the sessions has been extremely positive. The team have also commenced work on the next phase of the roll-out of the Mod.gov system and have initiated a project to look at upgrading equipment in the Council Chamber. Support has been provided to a number of Parish Councils and work has also begun to review the Council's Parish Charter. Thoughts now turn to the development of a Member Induction Training plan in readiness for the elections in May 2019. A number of Civic events have been held including the Council's Civic Service and Armed Forces Day Flag Raising. Council representation was also present at neighbouring authorities' civic services and the National Citizens Service Project was supported.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Satisfaction with Member training	100%	90%	100%	→	Performance remains above target	No improvement action needed.

Table 13: Democratic Services performance exceptions

Development Management

Development Management continue to maintain a high level of performance. Determining applications within the statutory periods is well in excess of the performance targets. Whilst the number of appeals allowed as % of overall decisions remains above the target, there has been an increase within the last quarter. This is under internal review by the Planning Management team, to ensure that the quality of decision-making is being maintained to a high level. There has been monthly fluctuation in numbers of applications received, and arising fee income – however, the totals over the period are an increase upon the previous year.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Non-major planning apps determined within target	100%	80%	99%	↓	Performance remains above target	No improvement action needed.
Appeals allowed as a % of all decisions	0%	5%	2%	↓	Performance remains above target. Of the decisions made during the period, 9 were dismissed and 5 were allowed.	The increase in appeals allowed is under internal review by the Planning Management Team to ensure good quality decision making is maintained to a high level.

Table 14: Development Management performance exceptions

Economic Development and Town Centre Management

- WLDC have exchanged contracts with Muse so the Development Agreement is now in place;
- Food Enterprise Zone – funding of £2m was approved at the Sept GLLEP Board and now progressing to contracting stage
- Travelodge – the development is in its final stages with a view to open the hotel on 22nd October
- The wider work of Market Street Renewal is ongoing. This is a joint venture partnership to refurbish town centre shops with new traditional shop fronts. Three front shops applications have been submitted with one front shop already complete.
- All of the Market Street Renewal flats are now completed (4 in total)
- Made in Gainsborough project (20 Students, 14 of which are doing apprenticeships).
- New Visitor Economy Officer will be developing the 'Discover Gainsborough' brand including a new website, and supporting Visit Lincoln and Love Lincs Wolds brands.
- A Love Lincs Wolds Conference is being held at Market Rasen Race Course on 27th November, this will help shape the next Destination Plan for the Wolds Area.
- THI – we have now appointed a consultant (TDR Heritage) who is delivering the development phase including full building surveys and extensive consultation; the final bid will be submitted in May 19, with a decision expected by Summer 19.
- The Business Rates Policy for the strategic employment sites has been approved and a marketing / promotions plan has commenced including new brochure

Enforcement

There continues to be a high level of demand across the enforcement work areas. This is believed to be as a result of the effective work that is being undertaken, public confidence in reporting and the level of general activity in relation to planning and housing development. The more proactive approach across the work areas is identifying additional cases and workload. The selective licensing scheme has reduced the level of housing disrepair reports enabling officers to focus on other priority casework and place an onus on landlords and other agencies to resolve some of the matters that are reported. As a result, the number of open cases remains consistent and a business case is being developed to enhance our ability to further this work. The time taken to investigate cases remains at a consistent level and reflects the additional investigative work that is being undertaken in order to formally deal with any offences that have been committed. The Council continues to effectively licence landlords and 521 have now been licenced which we estimate is 79% of the total. A further 80 applications are in process, which if they all become licensed would increase the total to 90%. The scheme basis was estimated at achieving 85% compliance and with two years remaining this is more than achievable. We continue to seek prosecution and issue civil penalties to those landlords that are unlicensed. In the Planning Enforcement work area timescales for resolving complaints continue to reduce on a monthly basis. The average now stands at 220 days across all cases in year and the monthly average now stands at 147. Efforts have been made to reduce down the number of long term outstanding cases, however the demand within the work area remains consistent and resources are focused on the highest priority cases. In around 50% of cases, the Councils action results in compliance being achieved. There continue to be no successful appeals in relation to enforcement notices.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
% of landlords breaching selective licensing conditions	1%	5%	1%	→	Minimal breach of conditions.	No improvement action needed. Breaches are constantly being monitored via compliance checks.
Housing enforcement requests received	17	80	55	↓	Demand remains consistent and above target on a month by month basis.	No improvement action needed.
Time taken to resolve housing enforcement requests	211.5	90	142	↑	A high number of complex cases	Continue to review and monitor caseload
Time taken to resolve planning enforcement requests	300	150	224	↑	The time taken to resolve cases is consistently improving month to month and this trend is expected to continue.	Continue to focus on quicker case closures
Number of open complaints at month end	48	40	64	↓	There has been a larger caseload than expected during the period due to a combination of annual leave and an increase in enhanced fixed penalty work.	No action needed
% of licensed property in licensing area	73%	85%	77%	↓	The licence process is ongoing and is expected to be above target by year end	No action needed

Table 15: Enforcement performance exceptions

Financial Services

The Finance Team have secured an unqualified audit opinion based on the external auditors' assessment of the Statement of Accounts and opinion that the organisation has procedures and processes in place to achieve Value for Money. The recruitment to the new Finance and Business Support Team structure is underway.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Return on the Council's capital investment	1.38%	1%	1.57%	↑	Longer term investment and slight increases in investment rates due to an increase in the base rate.	No improvement action needed
Overall budget forecast return	N/A	0%	0.31%	-	Budget surplus of 0.31%	No improvement action needed
Time taken to pay invoices	11.41 days	30 days	11.53 days	↓	Performance remains above target	No improvement action needed

Table 16: Financial Services performance exceptions

Garden Waste

Uptake of subscriptions has out-performed initial estimates, this has put pressure on operational and administration teams but both have coped well. There have been very few complaints and the project delivery overall is viewed as a success. Officers are now concentrating on Year 2 implementation.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Subscription take-up	53%	50%	58.3%	↑	Take-up continues to remain above target. Nettleham is the ward with the highest take up at 76.2% whilst Gainsborough South-West has the lowest at 11.9%	Continue to monitor.

Chargeable bins (cumulative)	24,801	21,651	25,910	↓	Cumulative performance remains above target though, as expected, the number of bins sold during this period has decreased.	Continue to monitor.
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Table 17: Garden Waste performance exceptions

Healthy District

The new leisure contract was implemented in June 2018 and West Lindsey Leisure Centre is currently undergoing a scheme of refurbishment. This has led to some challenges as the centre has remained open whilst the works are ongoing, resulting in a small dip in customer satisfaction. This, however, is still above target. Under the new contract the Council no longer subsidises leisure provision and will receive an income from year 2 of the contract. Users have responded well to the new health and wellbeing hub which is attracting significantly increased numbers. There was a successful open day held on the 15th September hosted by Colin Jackson.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
New participants at WL leisure centres	467	800	1,129	↑	There has been a significant increase in numbers of new users during the period due to a combination of increased marketing, an attractive programme of activities and the refurbished centre in Gainsborough.	Continue to monitor
Customer satisfaction with WL leisure centres	96%	90%	95%	↓	Whilst satisfaction remains higher than the target, the slight drop can be attributed to the ongoing refurbishment work.	Continue to monitor

Table 18: Healthy District performance exceptions

Home Choices

Housing associations are becoming very difficult to accept persons in to and we are seeing a higher number of people with complex needs where there are no agencies that are able to meet these people's needs. This therefore requires extensive work from multiple agencies but with outcomes still not being achieved. There are ongoing difficulties with the temporary accommodation on Cross Street but the Home Choices team have introduced a system that means households have stricter rules imposed in order to help them to move on. This means households are having more meetings with case officers, more updates on their plans for move on and sign off for B&B use so that nobody going into B&B accommodation should be there without an exit plan.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Temporary accommodation usage	15	24	23	↑	Performance is now above target	No improvement action needed. Continue to monitor.
Bed and Breakfast nights	89	0	85	↑	Difficult households with complex needs requiring multi-agency intervention.	All options are being explored to ensure the right help is given to households with complex needs.
Ave length of stay in temp accommodation	20	28	18	↑	Waterloo Housing delayed move on dates for persons in temporary accommodation and then refused accommodation at the final hurdle which caused lengthy delays in September.	Continue to monitor.

Table 19: Home Choices performance exceptions

Housing

The level of satisfaction in regards to Disabled Facilities Grants remains at 100%, which demonstrates the effectiveness and customer focus of the service being delivered. The average spend for DFGs has gradually crept up over the last 12-18 months reflecting increased contractor costs, which are being aligned through a countywide procurement process. Alongside this the number of referrals remains consistent and the available budget is scheduled to be spent in year. The number of long term empty homes remains consistent, however has reduced slightly. The focus of empty homes work on those properties that are causing the largest impact and the formal action taken to address these can take some time to complete. We continue to proactively work with property owners and the revised Housing Assistance Policy has proved popular and has resulted in a number of grant applications being made since it was introduced in July 2018. This should increase the performance in regards to our specific interventions as the year progresses.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Average cost of DFGs	£9,864	£4,000	£7,259	↑	There is a county wide review of pricing underway to address increased contractor costs.	No action needed

Table 20: Housing performance exceptions

IT and Systems Development

Over the last quarter we have successfully migrated our Exchange Server (Emails) to the cloud. Continual development to start moving our Microsoft Office environment to the cloud is underway. The next major system to be migrated will be SharePoint, with an estimated delivery date of January 2019. The measures continue to exceed our targets across all areas, and continual monitoring and management help us achieve this

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
LLPG Standard	Gold	National Standard	Gold	→	The criteria has been met and it is now a case of constant management to ensure performance is maintained.	N/A
Website Availability	100%	98%	100%	→	Improved hosting arrangement, which we will continue to monitor.	N/A
Online customers signing up to self-service accounts	2,082	800	1,102	↓	Excellent customer engagement and promotion. We will continue with the digital agenda.	N/A
Electronic forms completed/submitted on the website	9,858	4,000	10,357	↑	Excellent customer engagement and promotion. We will continue with the digital agenda.	N/A
Number of system development requests dealt with	84%	75%	87%	↑	Good work plan management with continual assessment and ensuring detailed specifications of work packages	N/A

Table 21: IT and Systems Development performance exceptions

Licensing

Licensing income along with the number of applications received has exceeded the target set for period two overall, whilst maintaining the target set for the processing of applications also. Considerable amount of resource was required for the preparation, review, consultation and publishing of the Gambling Policy, which has been approved by the Licensing Committee and awaiting formal adoption by Council at the November meeting.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Income received	£19,800	£37,600	£51,851	↑	Income continues to exceed expected levels	No improvement action needed
Number of licencing applications received	147	240	299	↑	The number of received applications continues to exceed expected levels	No improvement action needed

Table 22: Licensing performance exceptions

Local Land Charges

The service has experienced an increase in caseload during the period, as well as an increase in the complexity of cases. This, coupled with a reduction in resources within the team has led to an increase in time taken to process searches. The team has utilised an apprentice to assist with the administrative side of Local Land Charges, enabling staff to focus on processing searches. However, this additional resource is only on a temporary basis and the intention is to review the level of resource required within the team going forward.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Local Land Charges searches received	440	772	924	↑	This measure is determined by the property market. It is anticipated that performance will even out over the year.	No improvement action necessary.
Time taken to process a search	6.78	8	11.32	↓	There has been an increase in the number of cases, as well as an increase in the complexity of cases. In addition, there has been a reduction of resources within the team.	The team has secured the assistance of an apprentice on a temporary basis to focus on administrative work. This will allow the rest of the team to focus on searches.

Table 23: Local Land Charges performance exceptions

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has been constant throughout period two and has stayed in-line with period one, however take up of stalls in September has seen a decrease due to adverse weather conditions. 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. There have been two events in the market place, one in June WW1 Centenary Event and one in July the Gainsborough Beech Event, both events help support the local community and the Gainsborough Market and both events were well attended.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Ave number of stalls on a Tuesday	40	60	38	↓	A period of adverse weather during September led to a reduction in stalls which has had a negative effect on the overall figure for period 2. There has also been an increase in traders giving notice.	An ongoing markets review and options appraisal is currently underway. Efficiency savings are being identified through delivery of operational changes.
Average number of stalls on a Saturday	16	20	15	↓	A period of adverse weather during September led to a reduction in stalls which has had a negative effect on the overall figure for period 2.	An ongoing markets review and options appraisal is currently underway. Efficiency savings are being identified through delivery of operational changes.

				There has also been an increase in traders giving notice.	
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Table 24: Markets performance exceptions

Regulatory Services

A briefing note on Food Safety was submitted to Prosperous Communities Committee in July following on from period one of Progress and Delivery. This provided additional information in relation to the overall work being undertaken in regards to food inspections. The number of food hygiene inspections continues to be lower than the scheduled target. Alongside the formal inspections an average of nine other proactive visits are being undertaken within each month addressing matters that relate to food hygiene, these are not recorded in the overall figure. The recently completed audit into Environmental Protection, Food Safety and Health and Safety has identified that the recording of the performance within these work areas needs to be reviewed to ensure that a true reflection of the service delivered is demonstrated. This work is underway, with a performance workshop facilitated by the Performance and Programmes Team scheduled to take place in November. This will result in revised measures and targets being in place for 2019/20. The overall rate of broadly compliant food premises remains at 97%.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
No of registered food premises receiving a proactive inspection as per FSA standards	43	120	77	↑	Ability to meet the FSA target is impacted by available resource.	Additional report submitted to CP&R Committee outlining the challenges faced.
% food premises rated 3* or above	97%	94%	97%	→	No issues noted.	No improvement action needed.

Table 25: 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 remain the second lowest of all authorities benchmarked through APSE, however there will be challenges with increasing wage rises and fuel costs. The service continues to have strong links with communities and The Great British Spring Clean that took place during period one has helped to engage communities in further litter picks during period two. Whilst there has been a downturn in income generation work, weed spraying income is expected to increase this year by 100% to £18,000 due to an increase in sprays to be completed. West Lindsey District Council Schedule 4 EPA 1990 scheme was introduced in August 2018 to help keep communities free of abandoned shopping trollies. This has generated an income of £2,850 in period two, and the number of abandoned

shopping trolleys has decreased by 70%. The street cleansing service continues to strive to deliver an excellent service to its stakeholders and again for period two compliments far exceed complaints.

Trinity Arts Centre

There has been a change in management at Trinity Arts Centre during this period. A review of finances and business operations has been undertaken as a result which has led to improved models of working, forecasting and costing. As a result of this, the venue has seen a significant rise in secondary sales and improved programming. We are improving accessibility to include relaxed performances for people with additional needs such as autism and dementia. This has been well received by customers with the first planned relaxed screening already at 50% capacity. A recent rebranding exercise has helped to improve the perception of Trinity Arts Centre which is now beginning to be recognised and respected as a quality regional theatre. This has helped to attract new audiences. Going forward, the new finance and contract model will result in a far better return than in previous periods.

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Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Cost of TAC per user	£4.16	£5.50	£4.51	↓	Better and improved cost management	Continue to roll out improvements across the operations.
Received surplus	£14,165	£14,000	£22,220	↑	Fewer events but a new pricing structure has helped to bridge the gap and maximise on secondary sales.	Continue to roll out improvements across the front of house, back of house and in programming to ensure the venue is building a healthy surplus.

Table 26: Trinity Arts Centre performance exceptions

Waste Collection

Performance is within the parameters set at the beginning of the year, despite challenges such as a charge being implemented on the green waste service. The recycling rate is over 50%, which is lower than this time last year but was expected to drop due to the implementation of a chargeable green waste service. Residual waste collected has balanced out and is reducing slightly due to more vigilance from crews on the ground rejecting bins that are contaminated, Whilst other authorities are seeing a rise in residual waste, West Lindsey's smaller than average residual bins encourage recycling. Missed collections are exceeding targets along with bins collected within the SLA's, both of these are due to improved methods of communication between supervisors and the crews. The cost of service is now almost £20 cheaper than last year. With rising wages and fuel costs, this is an excellent achievement, especially when benchmarked against other similar authorities. Commercial Waste continues to outperform predictions and this has brought in considerable income of over £20k per month.

Compliments are increasing and complaints are dropping due to the new reporting systems but this now reflects what an excellent service that the customers receive.

Measure	P1 Perf	P2 Tar	P2 Perf	DoT	What is affecting performance?	What do we need to do to improve and by when?
Trade waste income	£42,307	£76,000	£98,605.01	↑	Performance is above target	No improvement actions needed.
Cost of service per household	£28.28	£45.37	£27.56	↑	The introduction of a chargeable green waste service brings down the cost of service per HH.	No improvement action needed.

Table 27: Waste Collection performance exceptions

Appendix i - Additional information requested by Corporate Policy and Resources Committee in relation to enforcement timescales.

	Table 1: Planning Enforcement Information	Apr	May	Jun	Jul	Aug	Sep	Oct	Avg. to date	17/18 Avg.
1	No. of open cases	135	132	123	115	126	127	123	125	129
2	No of High Impact	18	18	18	17	18	19	20	18	16
3	No of Medium Impact	85	90	89	83	85	77	73	83	35
4	No of Low Impact	32	24	16	15	23	31	30	24	77
5	No of cases received	16	26	23	22	26	25	25	23	231 total
6	No of cases closed	50	29	32	30	15	24	29	30	210 total
7	% where initial response provided within 20 working days		56	77	75	59	54	60	64	n/a
8	% closed where WLDC action resulted in compliance	50	38	44	27	46	17	32	36	33
9	Av. No of days to determine case (in calendar month)	354	138	249	180	158	147	192	n/a	184
10	Av. No of days to determine case in year to date	354	246	247	230	215	204	202	n/a	185

Notes on table 1:

- The number of cases closed to date in 18/19 is 209. There were a total of 210 cases closed across the whole of 18/18.
- In April of 2018 50 cases were closed in month, which resulted in the increased figure for average number of days taken.
- A concerted effort has been made to close cases, however the number of reports is consistent and continual.
- The trend across the average number of days is reducing, however given that it includes ongoing complex cases it is difficult to predict or work towards a target.

Challenges Moving Forward – Planning Enforcement

- Commitment has been made to undertake a review of the performance measures as it is not felt that they reflect the actual provision of service within the work area.
- The investigation of high impact or complex cases is resource intensive and these are recorded within the overall measure. For example, in September 2018 24 cases were closed. 10 of these were long standing and had been open since 2016. If these cases were not included within the measures, the remaining 14 cases were closed in average of 86 days.

3. Complex and high impact cases are the focus of officers. We are investigating on average 16 of these cases per month, alongside the other 100 or so cases that are being opened, closed or investigated. As the current policy requires us to investigate all reports officers balance work demands based on priority, which inevitable will result in longer timescales for lower priority cases.
4. Advice would be appreciated as to how long standing cases, where time periods are often out of the hands of investigating officers (for example, when an enforcement notice is appealed at the planning inspectorate).

	Table 2: Housing Enforcement Information	Apr	May	Jun	Jul	Aug	Sep	Oct	Avg. to date	17/18 Avg.
1	No of open housing enforcement cases	84	89	80	77	85	83	93	84	94
2	No of housing enforcement requests received	3	14	15	17	9	14	21	93 total	210 total
3	No of cases closed	23	13	8	13	9	23	10	14	15
4	Av. No of days to determine case (in calendar month)	251	167	67	111	104	217	192	n/a	145
5	Av. No of days to determine case in year to date	251	172	145	137	133	154	158	n/a	164
6	No of properties in PRS where conditions have been improved	14	11	2	7	3	7	5	49 total	68

Notes on table 2:

- a) The number of requests received for housing enforcement has reduced generally. There has been a 50% decrease within the South West Ward compared to this time last year.
- b) The average number of days to determine cases is not expected to be greater than that of 17/18, however is unlikely to fall under the 90 day target.
- c) A concerted effort has been made to close any long standing cases.

Challenges Moving Forward – Housing Enforcement

1. Attaching a performance measure or target timescale to a case, whilst providing information, is not necessarily meaningful. Sometimes, cases take a long time for various reasons and officers work towards achieving the right outcome rather than achieving the timescale.
2. The type of case that officers are dealing with are often high risk and have multiple factors. Our ability to resolve these quickly is determined by many things, some of which are outside of our control.
3. Measures such as point 6 in table 6 show an actual outcome. This is a measure not seen within the progress and delivery report.

Agenda Item 6c



**Corporate Policy and
Resources Committee**

13 December 2018

Subject: Content Management System (Website) Replacement

Report by:

Executive Director of Resources

Contact Officer:

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

Purpose / Summary:

The purpose of the report is to request approval to spend the Capital Budget of £75,000 to procure and implement a new Content Management System (CMS) - (Website) System.

RECOMMENDATION(S):

- 1. Approval to spend capital budget of £75,000 for the procurement and implementation of a new website.**

IMPLICATIONS

Legal: None.

Financial : FIN/153/19/TJB

There is a £75,000 budget approved as part of the 2018/19 Capital Programme, with funding from the IT Reserve.

This report requests approval to spend this budget for the procurement and implementation of a new website.

Any annual ongoing costs will be contained within existing budgets.

Staffing costs for this project will be shared between the relevant parties.

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:

N/A.

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

Executive Summary

The current contract for CMS System (Website) comes to an end March 2020. The current vendor will no longer support this software after that date, therefore a new system must be procured.

In order to meet the deadlines to go live before the expiration of the current contract, the procurement and implementation process must be started now.

This report is to gain approval to spend up to £75,000 for this purpose (for comparison the existing website was budgeted at £75,000 and was delivered for just under £40,000).

1 Introduction

- 1.1 The report is requesting approval to spend £75,000 to cover the cost of the procurement and implementation of a new CMS System, with the funding being sourced from the IT Earmarked Reserve. The report also details the project outcomes, milestones, resources, risks etc. associated with the project.

2.0 Details

- 2.1 The current website was procured in 2015 in partnership with North Kesteven District Council and City of Lincoln; Rutland County Council have since joined the partnership. Whilst we are all hosted on the suppliers servers, each council has a separate site and separate contract.
- 2.2 The current CMS (Website) will be unsupported from April 2020, and to ensure continuation of the West Lindsey website we must procure and implement a new CMS system by March 2020. The current supplier has informed West Lindsey District Council (WLDC) that from April 2020, the product will no longer be supported, and therefore all partners now need to seek an alternative supplier and CMS System.
- 2.3 To meet these timescales a project has been initiated to deliver a new website by this date.

3.0 CMS Replacement Project

- 3.1 There is a project to procure, implement, develop, and migrate to the new website. West Lindsey will be the lead on this project and work closely with the other 3 partners.
- 3.2 Consultation across the 3 partners derived the common outcome of “A resilient, fully functional, device responsive website”. This will enable WLDC to continue our channel shift initiative and provide a platform in order to meet Customer First Strategy.
- 3.3 A specification is being drawn up based current and future requirements.
- 3.4 The solution must:
- Be professional, fit for purpose and value for money;
 - Be flexible, intuitive and scalable to enable the partnership to better adapt to the ever changing online arena and related technologies;
 - Adhere to current and future accessibility and legal requirements relating to local government and their web offerings.

4.0 High Level Plan

Milestone	Approx date	Who and when delivered
Survey stakeholders	Oct-Dec 2018	Project managers at each authority
Agree specification	January 2019	Joint project team
Tender / procurement	Feb/March	Joint project team
Evaluation	March/April	Joint project team
Decision	April	Joint project team
Installation	July / August	Joint project team
Implementation	Sept 2019 – Jan 2020	District Project teams
Delivery	March 2020	District Project teams
Review and monitoring	Feb – April 2020	District Project teams

5.0 Project Delivery

- 5.1 The project manager will be expected to continue to maintain and deliver the current website whilst undertaking the necessary project work. It is envisaged that current resources will be able to deliver this implementation.
- 5.2 The current CMS was implemented by the Digital team who also continued with their existing workload.

6.0 Next Steps – Future Development

- 6.1 In order to maximise the benefits of the new CMS we need to ensure the full range of modules are implemented across a number of our existing systems. This will ensure our new website is fully integrated to our service processes.
- 6.2 There has been a lot of emphasis being put on the need to ‘channel shift’ and to meet the Customer First Strategy. Over the last 18 months there has been significant activity to deliver ‘channel shift’ and to meet the customer access strategy.

7.0 Conclusion

- 7.1 The organisation does not have a choice but to do this work and find an alternative supplier for the CMS (Website) System. The current supplier will no longer be able to support, host or upgrade the system after March 2020.
- 7.2 The reason for wanting to start the project early and obtain approval to draw down the funds required is so that WLDC have plenty of time to design, develop and implement a new website, whilst still maintaining a normal workload and without stretching the existing team.

Agenda Item 6d



**Committee: Corporate Policy
and Resources**

Date 13 December 2018

Subject: ICT & Digital Strategy – 6 month progress update

Report by:	Executive Director of Resources
Contact Officer:	Michelle Carrington Strategic Lead Customer First 01427 675134 Email Michelle.Carrington@west-lindsey.gov.uk
Purpose / Summary:	To advise on the delivery of progress made against the Council's ICT & Digital Strategy.

RECOMMENDATION(S):

1. That members accept progress on the delivery against the ICT & Digital Strategy
2. That Members confirm they are happy with the direction taken.

IMPLICATIONS

Legal:

No legal implications

Financial : FIN/171/19/TJB

There is provision within the Capital Programme for planned ICT and Digital improvements totalling £1.752m funded from Earmarked Reserves.

Whilst the Council will endeavour to ensure significant funds are allocated, any procurement always brings a risk of final costs being higher than anticipated, and therefore any budgetary provision is based on reasonable estimates at the time.

Staffing :

No staffing implications (in relation to this report)

Equality and Diversity including Human Rights :

Improvements in access for our customers, and improved ways of working for staff.

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:

N/A

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

☒

Executive Summary

In June 2018 members agreed a three year ICT Strategy which had clear plans for the development of the Council's system and infrastructure development and clear actions that had been agreed to deliver.

This paper is a six month review of progress against that strategy.

The strategy highlighted six major areas of delivery; Application Improvements, Omni-channel Service Delivery, Agile Working, Customer Services, ICT Governance and Technology Changes. Progress has been made against each of these headings and is summarised below.

Application Improvements

Five areas have been focused on: Enterprise Platform, Finance and Payments Systems, Document Management and Home Choices.

A number of market engagement sessions have been held to assess the potential for achieving the five year objective of an enterprise platform that is capable of hosting as many service systems as possible. This has been responded to very positively by the market with 19 suppliers attending the latest event. The market capacity is continually assessed to deliver on this aspiration and develop an appropriate specification that will provide for a ten year programme initially centred on Customer Record Management (CRM) and Finance.

A procurement process developed in collaboration with two other Districts' Authorities unfortunately was unable to be evaluated due to the market requiring changes to terms and conditions that prohibited a proper evaluation of the submissions. This highlighted a change in the market which is transitioning from on premise provision to 'cloud' provision (Software as a Service [SaaS]). This experience will inform future procurements. In addition, West Lindsey District Council's (WLDC's) income and payments system is out of contract in March 2019; the spec and procurement strategy for this application is in development whilst the current supplier will only consider an extension of three years which does not allow time for alignment with the replacement finance system.

WLDC's approach to Document management is being reviewed and an approach is in development that will consolidate onto a single system. Document@Work and iDOX are currently used in different services but centralisation onto SharePoint is being looked at.

In May of this year the implementation of a new Home Choices system was finalised, which manages the Housing Waiting list. A system was acquired called Home Connections which has been well received by the users and has significantly reduced the downtime experienced from the previous system.

Omni-Channel Service Delivery

In line with the Customer First aspirations the telephony contact system has been reviewed. The review identified that the Cisco system already operated by the Authority was the best of breed but not all the benefits it had to offer were being utilised. Therefore, the use of the current system has been upgraded and extended which delivers improvements for customers and has improved services for agile working.

Another area of development has been the preparation for year two of Green Waste and a range of digital improvements has been put in place to offer the best possible service to residents.

In addition, options are currently being explored around the potential for using artificial intelligence and intelligent automation within the organisation to deliver improved services for customers.

Agile Working

Over the last six months the Council have been exploring two areas of improvement for agile working. The first, in the re-implementation of the telephony system is to introduce a unified communications option for telephony with officers having access to 'soft-phone' facilities which would allow 'desk top' numbers to be answered using laptops and mobile phones. The second area that has been in development is the 'desk top refresh' where officers have been reviewing the available technologies and tailoring working environments to a range of job roles which will retain the agile working ethos whilst ensuring all officers have the technology required to fulfil their responsibilities.

Customer Services

The current website technology provider has announced that it will not support the Council's current product beyond 2021 and has already ceased any further development of the product. Therefore developing a specification to go to market for new product for implementation by March 2020.

Over the last few months 'email survey technology' has been trialled to improve and speed up customer feedback processes. This has provided a wealth of information which is being analysed to improve the Council's services. There is a look to expand the channels for these surveys to extend the current knowledge base.

ICT Governance

Given the amount of IT changes being planned an officer ICT Programme Board has been established in September which is chaired by the Executive Director of Resources. This will create improved oversight of all ICT project across the organisation and coordinate resources for ICT projects. In addition a software pilot has been introduced to support the programme management activities. The chosen software is known as 'Teamworks' and will be assessed after six months of usage.

The Team Manager for Performance and Programme Management will also bring forward an annual report to CP&R to update members on the range of programmes and projects in delivery. The first iteration is planned for May 2018.

Technology Changes

There are three areas of technology which has been improved and updated since the strategy was agreed by members.

The shared infrastructure (with North Kesteven) is continually being improved and updated. There is now a ten year plan for the infrastructure which will ensure continued resilience and improved performance.

As part of the upgrade of the Council's telephony SIP (Session Initiation Protocol) technology has been introduced, along with new hardware and improved resilience.

Finance

At Section 8 analysis of the funding set aside within the capital programme for supporting the ICT Strategy over the next five years has been included. These amounts have been estimated at this time and as business cases are developed they will be brought back to this committee for approval before being expended.

Conclusion

The progress against the strategy has been significant over the last six months and the pace will continue to increase as procurements are completed and implementation begins.

1. Background

- 1.1 In June 2018, the Council approved a three year ICT & Digital Strategy.
- 1.2 The vision of that strategy, is to *“provide a reliable, fit-for-purpose ICT facilities which enables the Council to deliver a high quality services to customers and to provide modern and flexible working environment for the Council to exploit digital opportunities including those which support the commercial opportunities of the Council”*.
- 1.3 The Strategy focused on six key elements of ICT & Digital development.
 - Application Improvements
 - Omni-channel Service Delivery
 - Agile Working
 - Customer Services
 - ICT Governance
 - Technology Changes
- 1.4 This strategy also dovetails with the Council’s Customer First Strategy; assisting in the delivery of enabling technology that better supports our Customers in receiving excellent customer-centric services.
- 1.5 The Council is now six months in to its journey of delivering the strategy; and this report provides an update on the progress made.

2. Application Improvements

- 2.1 This section of the strategy is focussed on reviewing the Council’s business applications and establishing a set of consolidated and integrated systems which fully supports the Council’s Customer First ambitions, the delivery of efficient, effective services, and the provision of rich business intelligence which aids the Council in its decision making.

Corporate Enterprise System

- 2.2 One of the main considerations from this section of the strategy, was to assess whether the use of Corporate Enterprise System, encompasses a Customer Relationship Management (CRM) system, and an Enterprise Resource Planning System (ERP); would fulfil the needs of the Council in relation to the desired strategy outcomes.
- 2.3 In June, the Council undertook a soft market test with a number of industry systems suppliers to evaluate what was out in the market; and how those products may help the Council in its endeavours. The outcome of that soft market test was a decision that these systems provide the necessary support required; and that a large majority of systems within the Council would have the potential to transfer into such a system. However, it was agreed that a phased

approach to implementation over a number of years would be required, given the scale of the change.

- 2.4 The Council will first implement the CRM element of any Corporate Enterprise System, as this is paramount to delivering Customer First objectives. The implementation of this system will then facilitate the start of a three year Service Redesign programme, which looks to transform each of our customer-facing services.
- 2.5 However, any solution chosen must be capable of providing the remaining ERP elements, including Finance, HR, Programme Management, Business Intelligence and other such Corporate Support functions. It is expected that work on this phase of the programme will start in Year 3.
- 2.6 The Council are currently developing a procurement strategy and specification to support the acquisition of such a system; and are expected to go out to market in December 2018, with a view of commencing implementation from June 2019 onwards.

Financial Business Application

- 2.7 As part of the considerations in moving to an ERP solution, the Council has re-assessed its decision to procure a new Finance system. An opportunity had arisen to enter a procurement partnership with two other Councils to acquire a Financial System, with the potential for implementation savings, and the additional benefit of resilience in terms of skills and knowledge across the partnership.
- 2.8 Given the timescales for the Corporate Enterprise System procurement, and the benefits of working in the partnership, the Council has decided to continue with this option in the short-medium term. However, in the longer term the intention is to move this functionality into the consolidated Corporate Enterprise System. The partnership are currently in the procurement process, with an anticipated implementation from April 2019.

Document Management Applications

- 2.9 As identified in the strategy, the Council currently operate a number of document management functions, across both Business Systems, and in the storage Documents and other such files.
- 2.10 Historically, the use of different systems has been driven by the adoption of specific service based business systems which have by default come with a standard document management system within the package. This is the case in terms of the Revenues and Benefits systems.
- 2.11 The Council have reviewed the situation with regard to the use of IDOX, which is the main Document Management system in use outside of the Revenues and Benefits system, and with the document and file storage, and has decided to move to a SharePoint system, which can accommodate all requirements.

- 2.12 The design of the SharePoint system is underway, and the migration of services and data will be undertaken in the next six to nine months.
- 2.13 In regards to the Revenues and Benefits system, the Council will be reviewing whether there is opportunity to transfer to SharePoint, and this will be assessed as part of contract renewal discussions over the next 6 months.

Income Management and Payments

- 2.14 The Council's contract for Income and Payment services is coming up to renewal at the end of March 2018.
- 2.15 Given our aspirations for adopting digital technologies; and with the emergence of new digital payments methods in the last two years, the Council has decided to take the opportunity to explore what is available in the market, rather than just renew with our existing provider.
- 2.16 Initial market testing has also indicated that potential savings could be achieved from replacing the system, as well as acquiring additional functionality within that cost saving.
- 2.17 A specification has been drawn-up identifying both our core requirements; and expectations for future digital opportunities, including such as an e-shop, and Apple/Google Pay options for example. Procurement will commence in November 2018, with a view to implementation from March 2019.

Home Choices System

- 2.18 The Council are always looking to improve its offering to its Customers, and providing fit for purpose technology for its employees.
- 2.19 This is very true in the case of Home Choices, where the system in place was very limited in its use, and unreliable, with impacts to both Customer and Officers.
- 2.20 As such, the Council procured a new Home Choices system – Home Connections, which provided significant improvements for Customers to be able to self-serve, and keep up-to-date with their progress; as well as improved ways of working for staff, which encompassed the new regulatory requirements in this area.
- 2.21 Whilst the procurement of this system was commenced prior to the strategy being agreed, the specification of the system encompassed the aspirations of both Customer First and ICT and Digital strategies.
- 2.22 The system has been well received by Customers, who find the ability to keep up-to-date, and to easily apply for properties a benefit.

3. Omni-Channel Service Delivery

- 3.1 This section of the strategy is focussed on providing joined up services to Customers, through a range of access channels, both assisted and self-service, and which are supported by integrated and consolidated data.

Contact Centre

- 3.2 The Council have had its Cisco Telephony solution for a number of years, and have used it to support both the Contact Centre and the Back Office functions.
- 3.3 In light of our Customer First aspirations, and in particular in how the Council will start to 'join-up' access channels, and extend the type of channels that will be made available to our Customers, the Council decided to review its Telephony solution.
- 3.4 The outcome of that review was that the Cisco system is a market leader, but that at this time, the Council did not have the latest offerings from the product, and were not therefore getting best value from the technology it had in place.
- 3.5 The decision was made to upgrade and enhance the existing telephony rather than replace it, with a view to looking for improvements in Contact Centre functionality, as well as Agile Working options business continuity and resilience of the systems, and cheaper call options, the last three of which will be discussed later in this report),
- 3.6 The Council have upgraded the Contact Centre, making improvements in:
- The menu options that Customers experience when first calling the Council.
 - Introducing a call back option, which allows customers to request a call back rather than continuing to wait in the queue.
 - Reducing the number of calls to Advisors which are not for the Council, thereby increasing capacity for council business, and reducing call waiting times.
 - Introducing automated facilities and better management of emails coming into the Contact Centre
 - Introducing the use of soft-phones, with enhanced functions, above the use of a desktop telephony device, which is part of an evolving journey for Omni-channel management.
 - Introducing call recording for Contact Centre calls. Longer-term there is an aspiration to extend this into back-office calls.
- 3.7 The Council has also taken the opportunity to extend the use of the Contact Centre system to the Revenues and Benefits teams, which has resulted in reduced call abandonment rates and improved resource management processes within those teams.
- 3.8 A further phase of Contact Centre development will take place next year to add additional contact channels, including SMS, Webchat and Social Media.

Green Garden Waste Year 2

- 3.9 After a successful implementation of the Green Garden Waste Service last year, which resulted in 60% of Customers enrolling online, and a total of 95% using digital technology options, the Council have been looking at opportunities for further digitalisation and automation of the processes, to improve the experience for our Customers.
- 3.10 As part of the renewal process, the Council will be sending out SMS texts and emails to over 80% of customers, to advise them that they need to renew their subscription. Research has shown that Customers are more likely to respond more quickly to these methods of communication, than to letters.
- 3.11 In addition, this gives us significant cost savings over the first year, where communication to customers was by letter only, and cost in the region of £21,000. A further advantage of these methods are that they can be re-issued a number of times, to target customers who have not yet renewed their subscription, at very little cost to the Council.
- 3.12 For online Customers, the Council are also creating a new renewals e-form. This form will display details of the previous subscription information to the Customer, allowing them to re-confirm their subscription very quickly and easily, rather than having to re-enter the information again. This should improve the customers overall experience, and means that the Council are effectively making use of data they have available for that Customer, supporting the Single View of the Customer concept.
- 3.13 In addition to the digital opportunities, the GGW project has also reviewed the way its processes work, in particular around Assisted Bin Collections, and Moving House, and will be implementing these as part of the new changes.
- 3.14 The Green Garden Waste Renewals will be open from January 2019.

Best Practise Omni-channel options

- 3.15 The Council have also been reviewing further Omni-channel options to support our digitalisation and automation aspirations.
- 3.16 Discussions have taken place with a number of Artificial Intelligence companies; and a business case will be produced to propose a pilot project to test out the use of AI, initially through the website.
- 3.17 The Council are also researching process automation opportunities; which allows us to use technology rather than people to undertake some activities. This makes our processes more efficient; and the processing time reduced, meaning that Customers will get a response quicker than currently.
- 3.18 Discussions are scheduled with two suppliers in November and early December to explore this further.

4. Agile Working

- 4.1 This section of the strategy is focussed on utilising advanced technology to support our Employees to work more agilely and flexibly, and facilitate them to be able to work more effectively out of the Office.
- 4.2 The Council has already done much to support staff in flexible working, providing laptops, and facilitating remote working capabilities to allow home working. This strategy therefore looks to improve those capabilities; and to extend these opportunities when working out in the field.

Computing Equipment

- 4.3 The Council first rolled out Laptops to staff over five years ago, with the aim of creating a more flexible workforce. However, that equipment is now reaching end of life, and is in need of replacement.
- 4.4 The Council has been evaluating new laptops, trialling these with staff over the last few weeks; and instead of a one device fits all scenario as previously, has committed to a small range of devices which staff will be able to choose from, and best fits their role and working practises.
- 4.5 The majority of new devices will be laptops, to support continued flexible working but in recognition that some staff are considered fixed workers, who will always work a fixed office desk, the council will also rollout out a small number of PCs, as there is no advantage to providing a more costly laptop in this situation.
- 4.6 The replacement programme will commence from January 2019.
- 4.7 As part of the review of technology within the Office environment, the Council are also considering the ancillary equipment on desks. With the advent of advanced systems, and the range of tasks that staff undertake, the Council are also considering a standard desk layout, including two monitors, and this will form part of the business case for the office refurbishment project.

Unified Communications

- 4.8 As part of the Telephony upgrade discussed earlier, the Council are looking at how we can provide improved telephony and Unified Communications to our employees.
- 4.9 The first element of this is to provide Soft Phones capabilities, which allow staff to make and receive calls from the laptop. This means that people in buildings out the office are still contactable; and able to converse with Customers and Officers over the telephony. This was available from November 2018.
- 4.10 The second element of this is to link the Telephony to our Skype for Business (SfB) capabilities. Currently officers use SfB to use instant messaging, which has been well received; and used regularly through the Council. The system also allows an Officer to indicate when they are busy or available

- 4.11 However, the link to telephony means that it will be possible to receive and make calls through this one single interface – and allow Officers to move between telephony, video and audio capabilities easily and quickly.
- 4.12 This will also extend the use of ‘presence’, which allows Officers to indicate when they are ‘busy’ or ‘available’ to others through visual means. This was recently integrated to an Officer calendars to automatically switch when in meetings, but the telephony integration will also automatically show an officer is busy when on the telephone. From a Customer Point of view, this means that both Customer Services staff and Back Office staff can quickly see who is available to talk to a Customer.
- 4.13 The final element, is to integrate telephony and instant messaging through SfB on mobile phones. This will allow users to make calls via data connection, rather than chargeable mobile calls. The Council will not immediately be able to make savings as a result of this, but, at the end of the existing mobile contract, will be able to negotiate a very different contract for employees that need work mobiles, with resulting cost savings. The final benefit of SfB integration on mobiles, is that the Council will be able to offer the option of work calls and emails to staff on their personal mobile, at no cost to them, therefore providing more flexible working arrangements. Some staff have also indicated they would prefer to carry only one mobile, and therefore this may also allow the Council to reduce the number of works mobiles issued in the future.
- 4.14 These additions will be live by January 2019.

5. Customer Services

- 5.1 This section of the strategy is focussed on enabling technology which will improve our customer service capabilities, and is inter-linked with the Omni-channel sections above.

Website

- 5.2 The current website will come up for replacement in 2020. However, the Council are keen to redesign any future website with the Customer Journey in mind, and has already commenced a project to look for a future website partner; in order to give plenty of time to design and create a fit for purpose modern website which meets our Customer First aspirations.
- 5.3 The Council already has a responsive website, for use on tablets and mobiles, but as this is becoming increasingly popular, (55% of Customers now access our website through mobile or tablet devices), the Council will ensure a mobile design is incorporated into the replacement.
- 5.4 Online transactions is a key part of the website capabilities, and the Council has continued to develop online forms with a total of 78 forms available for customers to self-serve.

- 5.5 The next stage is to start to develop a Customer Portal. Whilst this will be delivered as part of the Corporate Enterprise System, the Council will use the next six months to test out some Portal concepts with Customers.
- 5.6 The Council are also considering the use of an automated chat bot on the website, to provide information and responses to enquires. Discussions have commenced with some suppliers on the capabilities and costs of such a project, and the Council will look to develop a business case for a pilot project by the end of December 2018.

Customer Feedback Technology

- 5.7 Over the last few months, the Council has piloted the use of email survey technology to assess the satisfaction of Customers with their interactions with the Council and the services they received.
- 5.8 This pilot has provided a wealth of information for the Council, around the questions to ask, the timing in which feedback is requested, and nature of the feedback received, as well as baselining customer satisfaction levels.
- 5.9 The Council has now agreed to pilot a further customer feedback project, which will trial sending of surveys through a range of other contact channels. The intention is to use this to trial surveys through the website, e-forms and SMS text messages over the next few months.
- 5.10 The final intention is that this will be integrated with the CRM aspect of the Customer Enterprise System. The pilots will allow us to finalise the way in which we want to undertake capturing customer feedback and build this into the new system from the start.

6. [ICT Governance](#)

- 6.1 This section of the strategy is focussed on ensuring the right level of governance is applied to the delivery of ICT services; and ICT projects across the Council

ICT Programme Board

- 6.2 Recognising the importance that ICT plays in the Council, and in its strategic aspirations for the future, an ICT Programme Board has been formed, which is responsible for overseeing the delivery of the ICT and Digital Strategy projects, and ensuring the expected benefits are achieved.
- 6.3 The Board was set up in July 2018, and has representatives from Management, ICT, Systems Development, Programmes and Customer First on the Board. Further representatives may be added as the Board matures.

Project Management and Reporting

- 6.4 In order to better share information on projects, milestones and progress, the Council has recently procured TeamWorks, which is a project management

tool. It is in earlier days of implementation, but initial feedback has been good, and the Council will develop its use over the next couple of months.

7. Technology Changes

- 7.1 This section of the strategy is focussed on ensuring the Council has a fit-for-purpose modern infrastructure and technical environment.
- 7.2 Since the development of the strategy, the Council have completed a number of actions within this area.

Infrastructure

- 7.3 The Council shares an infrastructure with North Kesteven District Council, which was implemented approximately five years ago. With any technology, a number of components in the infrastructure were coming to end of life; and the Council has been active in replacing those components over this year to ensure that the infrastructure remains fit for purpose.
- 7.4 In order to ensure that the Council retains a resilient network, and given the increasing demands of computing, provide a faster network, the Council has replaced its Switches, completing in November this year.
- 7.5 The Council are also currently replacing its Wi-Fi infrastructure, which will be completed by December 2018. This will again result in a faster and more resilient Wi-Fi network.
- 7.6 Plans are in place to replace some of the Council's processing and storage devices (SANs and servers) in 2019, and procurement processes have commenced for this work, in readiness for the transition.
- 7.7 In line with aspirations to be Cloud First, the Council are also looking to transfer switches and firewalls to the Cloud, to achieve better user management and reduced overheads.

Telephony

- 7.8 The Council has re-licensed and contracted with a new maintenance supplier, as the existing contract ended in February 2018. The Supplier is an experienced provider of Cisco technology and has already identified a range of improvements that will benefit the Council, both now and in the future.
- 7.9 As part of the Telephony improvements, the supplier has upgraded the physical equipment, as well as providing fall-back capabilities between Gainsborough and Sleaford, making it more resilient, providing better business continuity, and ensuring its continued use over the next 3-5 years.
- 7.10 The Council has also implemented the SIP trunking referenced in the strategy, which provides the link between the external telephony network, and the Council's own network. This implementation has also meant that the Council has been able to move to a fixed call charging regime, where the cost of calls is

the same price, irrespective of the number of calls. This fixed price contract, has meant that the Council will save in the region of £12,000 per annum in call changes in the future.

- 7.11 The Council's Mobile Phone Provision was re-contracted this year, and as part of the contract negotiations, the provision of a data allowance was provided to all mobile users. This significantly improved the usage of mobile phones for staff, and enhanced agile working, particularly for field workers, as many staff previously had not had a data allowance.

Cloud First

- 7.12 The Council, as part of agreeing the ICT and Digital strategy, has committed to selecting Cloud technology where at all possible.
- 7.13 The Council is a Microsoft housing utilising a range of Microsoft products, including such as Email, Office, SharePoint, Security, and Device Management products. The decision has been made to utilise the Microsoft Cloud products for the future, as this provides more flexibility in accessing products and services in and out of the office.
- 7.14 Email was been transferred to the Cloud over the summer. Office 365 products will be rolled out as part of the replacement desktop (laptops) project referred to earlier in this paper. The Council will also be utilising Cloud SharePoint in relation to previous discussions regarding document management migration.
- 7.15 When procuring new applications, the Council is actively adopting a cloud first viewpoint. The Home Choices system implemented over the summer is a Cloud-based product. The procurements for the Income/Payment Solution, CRM and Finance systems all specify that Cloud solutions are the preferred route. As the Council continues to replace and procure key business systems, it will gradually reduce any on premise (on site) applications, which will reduce the cost of internal infrastructure costs, and provide a more resilience in the availability of business applications.

8. Financial Situation

- 8.1 Following the adoption of the ICT & Digital Strategy, the Council has started to account for budgetary provision, over the next 3 years to ensure that sufficient funds are in place to meet the requirements of the strategy.
- 8.2 In addition, the Council has also developed a 10 year funding strategy for ongoing development and replacement of the physical ICT infrastructure and environment.
- 8.3 The following table shows the current allocation of funds for ICT and Digital Development:

SCHEME	Revised Budget						Grand Total
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
	£	£	£	£	£	£	£
CURRENT PROGRAMME							
Telephony (incl. Contact Centre)	107,400	18,000	0	0	0		125,400
Customer First CRM	0	181,300	0	0	0	0	181,300
Financial Management System	0	150,000	0	0	0		150,000
Desktop refresh	210,000	0	0	0	0	0	210,000
IT Infrastructure Refresh and Software Licences	105,000	0	0	0	0	0	105,000
Performance Management System	0	10,000	0	0	0	0	10,000
Project Management Software	0	10,000	0	0	0	0	10,000
Desktop refresh members	29,000	0	0	0	0	29,000	58,000
Upgrade to Council Chamber Technology	50,000	0	0	0	0	0	50,000
Renewal/Replacement of current revs and bens system	0	0	0	0	150,000	0	150,000
Income Management System	50,000	0	0	0	0	0	50,000
Channel Optimisation	0	50,000	0	0	0		50,000
Website Replacement	0	0	0	0	75,000	0	75,000
Refresh Servers and storage Cloud	0	110,000	0	0	0	0	110,000
Firewall Software	0	0	17,000	0	0	0	17,000
Corporate Enterprise Systems	0	0	0	0	200,000	200,000	400,000
Total Investment	551,400	529,300	17,000	0	425,000	229,000	1,751,700

8.4 Whilst the Council will endeavour to ensure significant funds are allocated, any procurement always brings a risk of final costs being higher than anticipated, and therefore any budgetary provision is based on reasonable estimates at the time.

9. Conclusion

9.1 The Council has adopted an ambitious ICT & Digital strategy; and has been active over the last six months in delivering against the strategy.

9.2 This report demonstrates the progress made; and highlights some of the actions to take place over the next six months.

9.3 Members are asked to accept the contents of the report; and the progress made so far.

10. Recommendations

- 10.1 That members accept progress on the delivery against the ICT & Digital Strategy;
- 10.2 That Members confirm they are happy with the direction taken.

Agenda Item 6e



**Corporate Policy &
Resources Committee**

Date 13th December 2018

Subject: Sub-Lease of Rose's Sports Ground

Report by:	Executive Director of Resources
Contact Officer:	Karen Whitfield Communities & Commercial Programme Manager 01427 675140 Karen.whitfield@west-lindsey.gov.uk
Purpose / Summary:	To approve a sub-lease of Roses Sports Ground by Gainsborough Town Council to the Trinity Foundation, and to further approve the Council provides a one off capital grant to support the development of a 3G community pitch by way of match funding.

RECOMMENDATIONS:

1. Members approve in principle to grant a licence to Gainsborough Town Council in order that Rose's Sports Ground may be sub-let to the Trinity Foundation;
2. Members approve a Capital Budget and expenditure capped at £150,000 to provide a grant as match funding towards the cost of constructing a 3G pitch at Rose's Sports Ground; this is to be subject to the terms of a grant funding agreement;
3. Members agree to delegate the final amount and the Grant Funding Agreement to the Executive Director of Resources in conjunction with the Chairman of the Corporate Policy and Resources committee.

IMPLICATIONS

Legal: The Council will need to enter into a licence to provide Gainsborough Town Council with the authority to sub-lease Rose's Sports Ground. Legal advice has already been sought in this regard.

If the recommendations of this report are approved then the Council will engage the appropriate legal representation in order to develop the grant funding agreement.

In accordance with the conditions of any grant from the Football Foundation a legal charge will be applied to Rose's Sports Ground for a period of 21 years. The purpose of this is to protect the Football Foundation's investment.

Financial: FIN/163/19/TJB

The request for approval of a capital budget and expenditure of up to £150,000 for grant funding will support an investment of £750,000 to deliver a 3G community pitch on the Council owned Rose's Sports Ground. This asset will contribute to West Lindsey District Council's (WLDC's) aim to improve health and wellbeing in their community, will lever external grant funding of £600,000 and add value to the Council's asset.

The grant will be funded from the General Fund Balance, leaving a forecast balance (after current commitments) of £1.903m.

Staffing : No impact on WLDC staffing arrangements. The development of Rose's Sports Ground will safeguard 3 jobs and provide employment for an additional 3 members of staff.

Equality and Diversity including Human Rights :

Leisure facilities and activities will be accessible and available for all service users and will be promoted as such.

Risk Assessment : Whilst this project delivers an enhanced facility with greater participation levels there is a risk of displacement of a small element of some of the current users of the facility. Under the terms of the grant funding agreement the Council will insist the Trinity Foundation work with any affected users to ensure alternative premises can be found.

Climate Related Risks and Opportunities : N/A

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

N/A

Call in and Urgency:

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

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

Yes

☐

No

x

Key Decision:

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

Yes

☐

No

x

1 Background

- 1.1 Rose's Sports Ground is a Council owned sporting facility located in North Marsh Road, Gainsborough. The facility includes a club house and associated changing facilities, outdoor bowls, grass pitches and a sand based artificial pitch.
- 1.2 In April 2010 the Council leased the facility to Gainsborough Town Council for a period of 99 years. The lease transferred all responsibility for repair and maintenance to the town council who have run the facility since that time.
- 1.3 Whilst the facility is well run and an established venue in the town local clubs have identified a lack of suitable facilities in the town that they can access. In addition the sand based pitch, whilst being used heavily, is not suitable for competitive match play.
- 1.4 In addition to this for some time Gainsborough Trinity Football Club have been working to identify and fund an all weather training pitch in the town. Their aspiration has always been for any pitch to be widely available for community use and that they as a club would be treated no differently to other users and would need to pay for the facilities.

2 Proposal

- 2.1 Gainsborough Trinity Foundation is a Charity which operates as the community arm of Gainsborough Trinity Football Club. They have been working with Gainsborough Town Council to investigate the possibilities of developing a 3G pitch on Rose's Sports Ground.
- 2.2 The Trinity Foundation have conducted a full feasibility study and are seeking to submit a grant application to the Football Foundation to partly cover the development costs which are estimated to be circa £750,000. The feasibility study is attached at Appendix One.
- 2.3 A core condition of any Football Foundation grant is security of tenure for the period of any potential grant clawback, which in this case would be 21 years. Therefore the Trinity Foundation have been in talks with Gainsborough Town Council around taking a sub-lease of the Rose's facility.
- 2.4 On the 6th November 2018 Gainsborough Town Council resolved that they agree in principle to a 25 year sub-lease of Roses Sport's Ground to Gainsborough Trinity Foundation subject to legal advice on terms.
- 2.5 The current lease provides Gainsborough Town Council an opportunity to sub-lease the facility subject to West Lindsey District Council approval. This would bind the Gainsborough Trinity Foundation to the terms and conditions in the original lease and would require WLDC to formally agree to the sub-lease by means of a licence.

3 Scheme of Development

- 3.1 In addition to the provision of a 3G pitch the Trinity Foundation are keen to develop Rose's Sports Ground, providing wider community access, and for the grounds to act as a sporting hub for the town. It is proposed that this includes increasing the daytime use and promoting the facility to schools in addition to opening up the club facility as a community hub. This provides the opportunity of a multi sport hub being created in Gainsborough run by the community for the community.
- 3.2 The Trinity Foundation intend to relocate their staff to the facility providing a dedicated resource that can deliver additional courses and activities relating to health and wellbeing. This will not only safeguard 3 existing jobs, but will create a further 3.
- 3.3 An increased offer at Rose's Sports Ground would complement the Council's leisure offer and provide increased opportunities for residents to be active.
- 3.4 The additional facilities will support unmet demand as the town grows as well as having the ability to bring additional visitors into the town. Currently there are 72 affiliated football clubs locally who would benefit from access to an artificial training pitch.
- 3.5 The Trinity Foundation have already engaged with users of the facility and have further sessions planned. Feedback about the development has been mostly positive, and although the majority of the funding will come from the Football Foundation, the 3G pitch will provide a valuable training facility for other sports including rugby, netball and hockey.

4 Next Steps

- 4.1 Positive conversations have already taken place between the Trinity Foundation and the Football Foundation around the levels of funding likely to be awarded. From these conversations it is clear that there is likely to be a gap in funding of up to £150,000. Other funding avenues will continue to be explored but, to date, no significant complimentary funding streams have been identified.
- 4.2 The Trinity Foundation have approached the Council to request up to £150,000 match funding to lever in a total of £600,000 from the Football Foundation. This would be a one off grant to be covered by a grant funding agreement, and would require no ongoing revenue funding from the Council. The proposed heads of terms for the grant funding agreement are attached at Appendix Two.
- 4.3 It is clear that the proposed development will assist the Council in delivering its Corporate objectives:
 - a) Securing £600,000 investment into the district's wider leisure and sporting offer.

- b) Increased opportunities for residents to be healthy and active.
 - c) Developing and maximising the value of a Council asset – as the facility is owned by the Council its value will be increased.
 - d) Engaging in partnership working to deliver improvements.
 - e) Encouraging co-production and self help.
- 4.4 The Council's leisure contract, which began on the 1st June 2018, has a clear health and wellbeing focus, providing opportunities for all to engage in a healthy lifestyle. The proposed facility would complement the Council's wider leisure service, providing enhanced health and wellbeing opportunities across the local community.

Gainsborough Trinity Foundation

3G Feasibility Project



REGISTERED CHARITY NUMBER: 1168775

April 2018
Updated November 2018

Produced by Caroline Smith, Castele Consultancy Ltd



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1.0 Introduction / Project Brief

This report has been produced for Gainsborough Trinity Foundation in relation to the opportunity to take on the lease for the Roses Sports Ground, develop additional facilities and create a sporting hub for the local community.

The Gainsborough Trinity Foundation is a charity part funded through the National Football League which delivers football programmes in and around the local area. This includes running a BTEC programme, Player Development Centres, school programmes and the Premier League Primary Stars programme.

The Gainsborough Trinity Foundation are the community arm of Gainsborough Trinity Football Club, a semi-professional club currently in Evostick Northern Premier Division, Step 3 of the Football Pyramid.

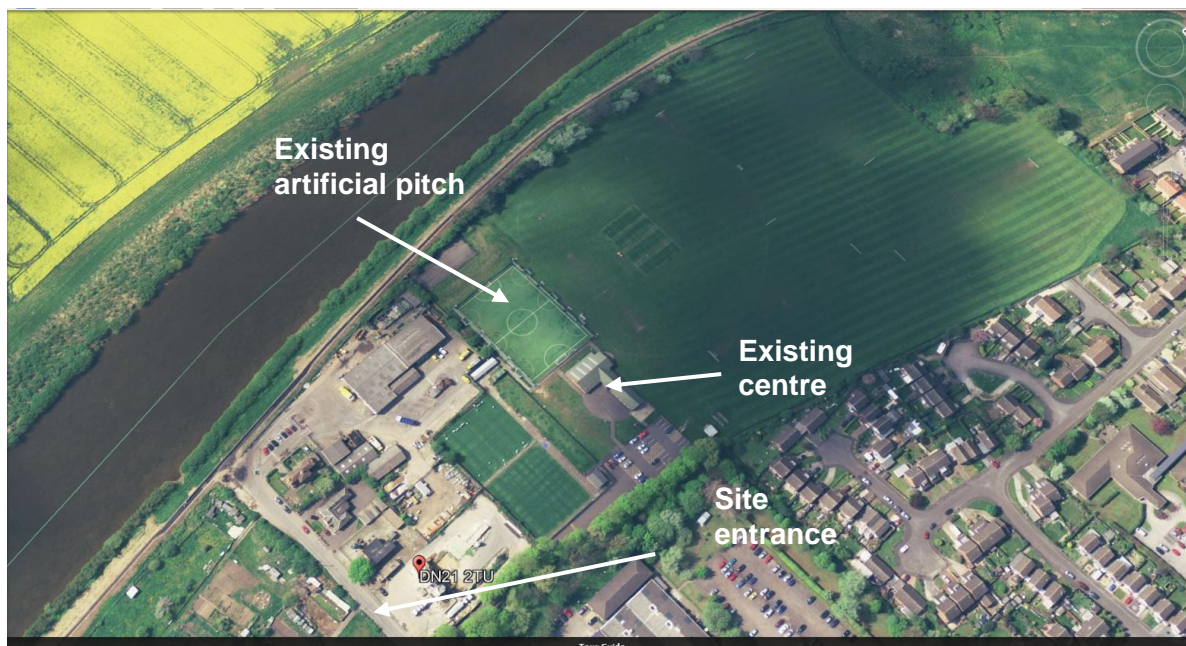
The Foundation currently operate out of Gainsborough Trinity Football Club's ground in the centre of the town but are limited by space and facilities. The Foundation are looking to develop a site in the local community which is currently leased by the Town Council from West Lindsey District Council.

This report will identify the need for new facilities, analysis existing provision and provide an estimated income and expenditure forecast should facilities be established.

1.1 Background to the project

The Roses Sports Ground is located on North Warren Road, Gainsborough, Lincolnshire, DN21 2TU. The site is leased by Gainsborough Town Council from West Lindsey District Council. The site currently includes a pavilion with 5 changing rooms and an officials room, kitchen and hall / social area, 3 11v11 pitches, 1 9v9 pitch, 1 7v7 pitch, 2 5v5 pitches, a cricket square, full size rugby pitch, a 60m x 40m sand based pitch and 2 bowling greens.

The location of the site is shown overleaf.



The site is located close to the A156 and A631, the two main roads running through the town and is bordered to the west by the River Trent.

The site is currently managed by the Town Council and used by Gainsborough Trinity Foundation, Gainsborough Trinity Juniors, Gainsborough Rugby Club, Forest Rangers, Gainsborough Rowing Club, Roses Bowls Club and Marshalls Cricket Club. Midtown United Football Club have also previously used the site but have had dropping numbers at the site due to a lack of suitable facilities for their disabled members.

In order to both sustain and enhance their current provision and support football and sports development in the local area, Gainsborough Trinity would like to take over the lease of the Roses from the Town Council. This will enable them to:

- Relocate their community team to the site offering more space for staff and dedicated facilities for programme staff to offer 1-2-1 support (e.g. mental health support).
- Establish a new floodlit 3G full size pitch available for daytime use by local schools and community programmes and for evening and weekend use by grassroots football clubs.
- Increase access to the site by opening the facilities during the day and evening for sporting, health and wellbeing activities.
- Further support the community by coordinating maintenance requirements and programmes of use for the site.

The Gainsborough Trinity Foundation have met with representatives from the Football Foundation, Lincolnshire FA and RLF (the Football Foundation's Framework contractors) to discuss the project and begin the development of technical information needed for a planning application. All being well, this will enable an application for funding to be submitted in either January 2019 or April 2019.

1.2 Project Methodology

To develop this report, desktop research has been undertaken with funding partners, potential site users and organisations who may have interest in the benefits the site development may bring for the local community.

The project timescales and a fund raising plan have also been included as a guide for consideration as the project progresses.

The findings from the discussions have helped to shape the programme of use included as an example to generate the income and expenditure forecast for the site.

Alongside the consultation an audit and review of neighbouring facilities and the catchment area has also been completed to confirm the need for the project.

Stage 2 is now to undertake detailed consultation with site users which will commence in December 2018.

2.0 Proposed new facilities

The proposal is to develop a full size, floodlit community 3G pitch which will be located alongside an existing 60m x 40m sand based facility and clubhouse / pavilion on site.



The proposed location of the 3G should not impact upon the existing layout of the site for other sports and plans will be provided by the technical experts which show the existing pitches on site and the proposed layout.

3.0 Why is the project needed?

Discussions with local clubs have identified a lack of suitable facilities in the area for them to access. There are a limited number of training venues and access at suitable times for juniors to train is problematic. The existing sand based facility is heavily used but is not suitable for competitive match play. The lack of suitable facilities within the community mean that the fees are often prohibitive for local grass roots clubs. Excluding the sand based pitch on site, there is only 1 further artificial pitch within 10 miles and a further 3 pitches within 15 miles of the project site. None of the facilities within 15 miles are full size 11v11 3G pitches. All of the facilities contacted that are available for community use have identified a high level of use with limited availability.

There are around 72 teams within affiliated football clubs locally who would benefit from access to an artificial 3G training facility.

Gainsborough is predicted to see an economic growth forecast of 12% which supports a 47% increase in the number of homes in the town, ultimately increasing the population to more than 30,000.

As a growth area, Gainsborough is seeking to increase its population by 10,000 to 36,000 in the next twenty years.

Gainsborough has two urban extensions to the north and south of the town which will accommodate at least 2,150 new homes before 2036. The Southern Neighbourhood has the benefit of planning consent for 2,500 homes, employment land, commercial space and social infrastructure. The Northern Neighbourhood is located adjacent to the Gainsborough Golf Club. A planning application is anticipated towards the end of 2016 for an initial development of circa 750 new homes with supporting local facilities. The development of these sites provide the opportunity to develop a new and differentiated housing market in the town building on the successful new developments at The Swale, The Belt and Foxby Lane.

Gainsborough is one of 20 Housing Zones outside of London that has been identified for accelerated housing growth supported by the Homes and Community Agency. West Lindsey District Council has been awarded £2.1 million to help accelerate the delivery of

homes in Gainsborough, focusing upon the Gainsborough Southern Urban Extension as a critical scheme within the Gainsborough Growth Programme. The site achieved outline planning permission for 2,500 homes in 2011 but had been put on hold due to heavy up front infrastructure costs.

The increase in population and the new housing developments will lead to growth within the football clubs and an increase in recreational facilities to support the community.

The Gainsborough Foundation will deliver a number of their community programmes during the day as well as offering the facilities for use by local schools. Transport can be provided to support schools in using the site. There is also the potential for health programmes and a DN21 business league to take place during the day.

The site would also be used by students who take part in the BTEC football programme delivered by the Foundation. They currently use a sand based facility for training but would benefit from using the 3G pitch for both training and match play.

3.1 Consultation

It is the intention to carry out a number of consultation exercises as part of the feasibility and application process for this project. This may include (but is not exclusive to) the following:

- Development of an online survey to be shared with all clubs and existing site users to ascertain their requirements, future plans and thoughts on the site plans and development potential.
- Club engagement meetings will be held to discuss the project and involvement of the clubs in the application process.
- Establishing a site steering group (including all partners on the site). This group will oversee the site development plan and provide a voice for clubs to communicate with the centre management team.

3.2 Club Use

The facilities will be used by Gainsborough Trinity Foundation for after school activities as well as then by their teams for training. Trinity Minions would want to use the site at least 2 evenings per week for sessions as well as then enabling the pitch to be used by other clubs in the area including:

- Gainsborough Trinity and Gainsborough Trinity Youth (9 teams)
- Midtown United (10 teams – albeit some development work needed due to teams potentially not being able to continue)
- Marshalls JFC (20 teams)
- Misterton United Juniors (4 teams)
- Forest Rangers FC (3 teams)
- Scotter Juniors (12 teams)

In addition, a number of individual groups, commercial organisations and senior clubs will have interest in using the site once it is in place.

Gainsborough Rugby Club will be able to use the new facility for junior tag activities and training (line work, touch, tag). The pitch will not be suitable for them to play contact rugby (due to the size and shockpad requirements) but can be used as a training facilities. This will be helpful to support the club in developing mini and junior teams.

The opening of the facilities to the wider community will also support the rugby club to engage with the wider community and increase their membership.

3.3 Daytime Use

The Gainsborough Foundation will deliver a number of their community programmes during the day as well as offering the facilities for use by local schools. Transport can be provided to support schools in using the site. There is also the potential for health programmes and a DN21 business league to take place during the day.

The site would also be used by students who take part in the BTEC football programme delivered by the Foundation. They currently use a sand based facility for training but would benefit from using the 3G pitch for both training and match play.

3.4 Other sport users

The new facilities on site will open up the clubhouse / pavilion to the wider community and other sports users including cricket, rugby, bowls and rowing. The facilities will enable these sports to see growth and development by improving the customer experience, creating a more vibrant community atmosphere on site and providing new facilities to be used by their members and their families.

3.5 Projected user numbers

Whilst the programme of use for the site will be finalised during the project development we anticipate that on average there will be approximately 750 users of the new 3G pitch per week during the football season. This will include individuals of all ages with activities from toddlers through to veterans. Over the course of the year, the throughput for the site is likely to be in excess of 25,000 visits.

The programme of use will include targeted activities for women and girls, older people and disabled people. These will be delivered through a detailed development plan for the site.

In addition, the existing 3G pitch, grass pitches, bowling greens and pavilion will have increased use and will see further users visiting the site. In total we could estimate that there will be over 50,000 visits to the site per annum moving forward.

4.0 Project Costs

Whilst the project costs are unconfirmed at this point the following can be anticipated:

3G pitch – circa £710,000 - £750,000 (excl VAT). The pre tender estimate has suggested some areas in relation to ground stabilisation that have increased the cost.

Professional fees – circa £30,000

Car park extension –TBC

Internal refurbishment - £10,000 - £20,000.

5.0 Project Timeline

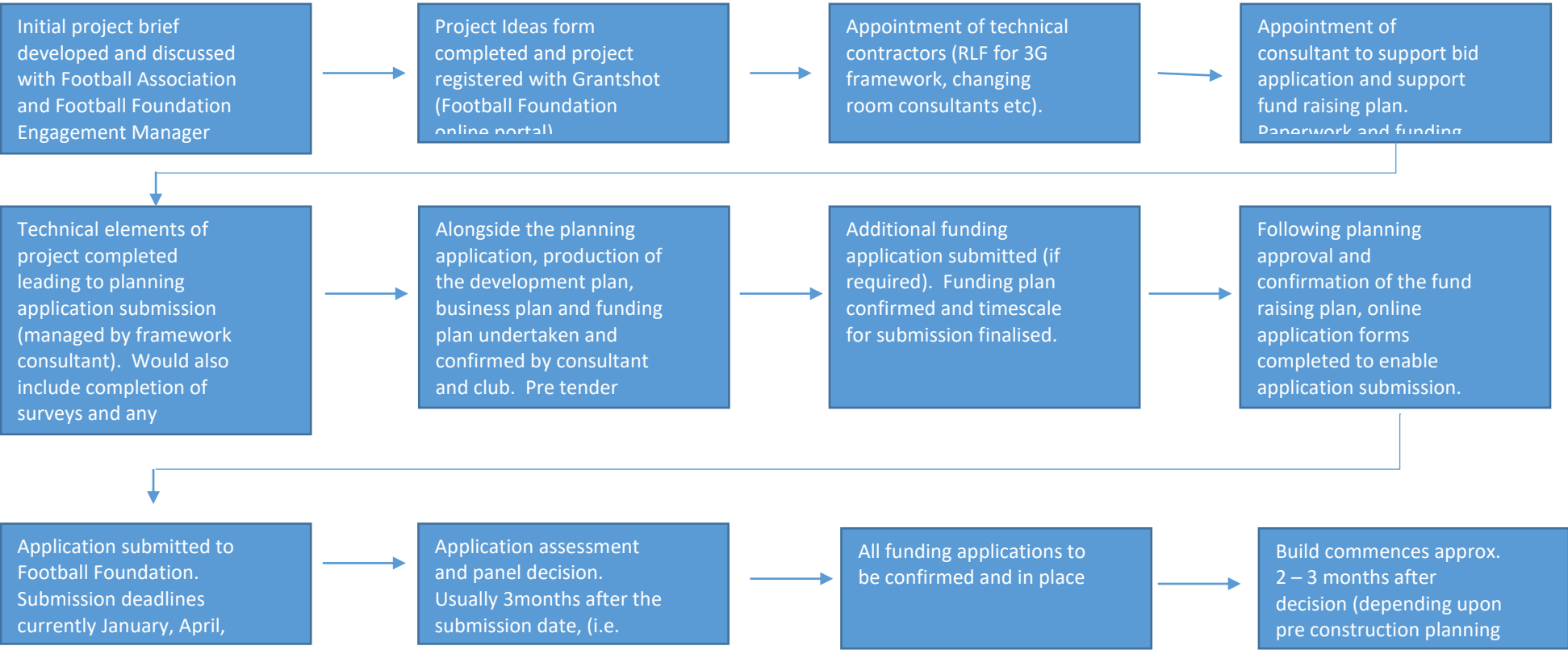
A timeline detailing the process for applying to the Football Foundation for funding is included later in the document. However in terms of submission, the project is likely to be submitted in either October 2018 or January 2019. The anticipated timescale is shown below for both submission dates:

	January 2019 submission	April 2019 Submission
Decision by panel	April 2019 / May 2019 (depending if the project has to go to the Football Foundation Board).	July 2019

Anticipated construction start date (dependent on pre-construction planning conditions and contractor mobilisation)	August 2019	October 2019
Build completion (13 – 16 weeks)	December / January 2020	March /April 2020

5.1 Football Foundation Timeline

The timescale for completing the application process is as follows:



6.0 Football Foundation Requirements

As part of any grant awarded by the Football Foundation there are a number of conditions that will be required both in terms of security of tenure for the site and in relation to the ongoing monitoring, evaluation and site operation. These have been listed below:

- **Security of tenure.** The funding applicant must have security of tenure for the site. The land owner can be a joint applicant but would therefore also be responsible for the terms and conditions of any grant. Any lease would require the following core information:
 - Term - The lease term must be for at least the same length as the clawback period of the grant, i.e. 21 years (plus a few months).
 - Break options - The Landlord must not be able to bring the lease to an end before the grant clawback period expires. It is also preferable that the tenant/club cannot end the lease before the grant clawback period expires but this is not crucial
 - Use - The lease must allow the property to be used by a football club or any sports club (not a specific named club).
 - Alienation - The club must be able to transfer (or sell) the lease to another club with consent of the landlord who is not to act unreasonably. (This can be stated but can also be implied by law as long as consent is stated to be required). The clause must allow the club to charge the property to a funder.
 - Forfeiture/ rights of re-entry (i.e. landlord ending the lease for tenant breach) - The lease must not allow the landlord to end the lease if the tenant/club becomes insolvent, especially if the tenant/club is a registered company. The Lease can allow for termination if the rent is not paid or if covenants are breached if there is a mortgagee protection clause in the lease as set out below. Ideally the lease should include the following clause (or similar) (called a "mortgagee protection clause"):
"Provided that before exercising any right of re- entry under this clause the landlord shall give 60 days written notice to any mortgagee of this lease of whom prior written notice has been given to the landlord ("the Mortgagee") and if within 60 days of the expiry of such notice the Mortgagee indicates in writing to the landlord that it wishes to remedy such breach the landlord shall allow the Mortgagee a period of three months or such longer time as may be reasonable (in view of the nature and extent of the breach) to remedy such breach or to procure that it is remedied".
 - Insurance - If the property cannot be rebuilt after it has suffered damage the landlord must not be able to keep the insurance monies from an insurance claim for itself. The money must be divided between the parties fairly in accordance with their interests and recognising that the tenant may have built some of the facilities.
- **Legal Charge.** Where a facilities grant is given for a sum of £100,000 or over, the Foundation will need in most cases to take a first charge (mortgage) over the premises on which the facilities are located. If you are a public authority, local authority or parish council and are unable to charge your premises to the Football Foundation they will place a restriction on the title to the premises at the Land Registry, which prevents you selling or letting the premises without their knowledge or consent.
- **Sinking Fund.** An annual sinking fund (currently £25,000 per annum) will need to be placed in a ring fenced account to cover the carpet replacement in 10 years. This figure will be included in the income and expenditure forecast to ensure sustainability of the pitch.

- **Construction.** As part of the funding requirements the procurement of a 3G pitch is delivered through the Football Foundation Framework Consultants Robinson, Low Francis (RLF).
- **Football Steering Group.** A steering group of site users is required to be established as part of the management structure for the pitch. This includes representation from the key partner clubs, County FA and other identified project partners.

7.0 Demand for the Project

The location of the site, population growth anticipated and demographic information for the area can be used to ascertain need for new facilities.

7.1 Catchment Area

The project is located in the Gainsborough North ward E05005702.

Gainsborough is located on the eastern bank of the River Trent, on the border with Nottinghamshire and the Sheffield City Region.

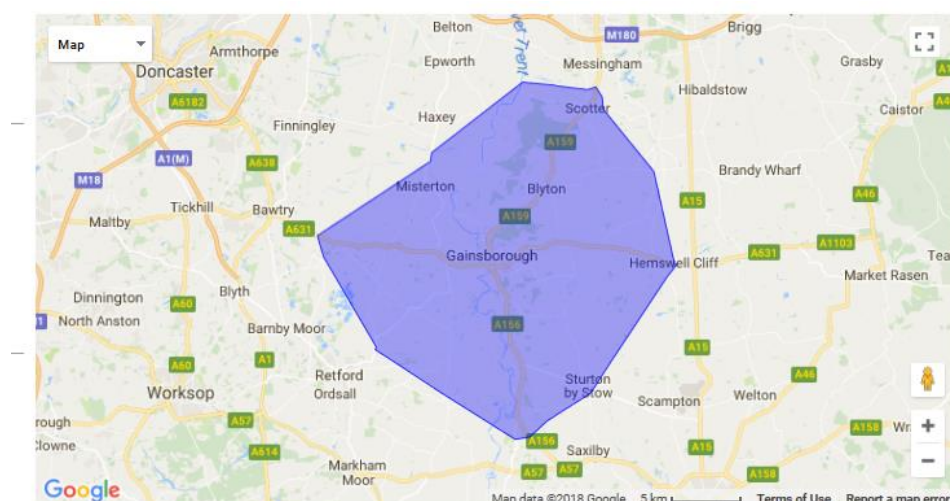
The City of Lincoln lies about 18 miles to the south east and the Humber ports are some 37 miles to the north east. Access to the motorway network is at Scunthorpe (M180) 20 miles to the north, or Blyth (A1M) 14 miles to the west. Lea Road Railway Station provides a regular service to Lincoln, Sheffield and Doncaster (East Coast Mainline).

Gainsborough is within easy reach of Robin Hood International Airport (near Doncaster) and Humberside Airport to the north of the county.

The maps below show the location of the project site and the Gainsborough North ward.



The map overleaf shows a 10 mile drive zone from the project site.



7.2 Population statistics

The population of Gainsborough in 2015 was 22,117. The area is expected to see the population increase by 10,000 in the next 20 years. The Gainsborough north ward where the project is located has a population 6860 with the population of the Parish being 18,508 (2011 census). Nearly 40% of the population were between the ages of 30 – 59.

7.3 Sporting Participation Levels

In relation to sporting participation levels, **35.8%** of the population (16+) participate in sport at least once a week (Sport England Active People Survey 2015/16). The figure is greater than the figure for the East Midlands (**34.7%**) but lower than the figure for England (**36.1%**). If we consider participation levels of individuals 14+, this increases slightly to **37.6%**. The percentage of individuals who participate in physical activity or sport for 3 x 30 minutes per week shows an increase from 2005/06 (**20.6%**) to 2015/16 (**23.8%**). This is lower than the figures for the East Midlands (**24.1%**) but just greater than the England figure (**23.5%**).

According to the Active People Survey 2015/16 **52.4%** of people in West Lindsey aged 16 and over did not participate in any sporting activities. This is the same as the figure for the East Midlands **52.4%** and above the national average (**51.6%**).

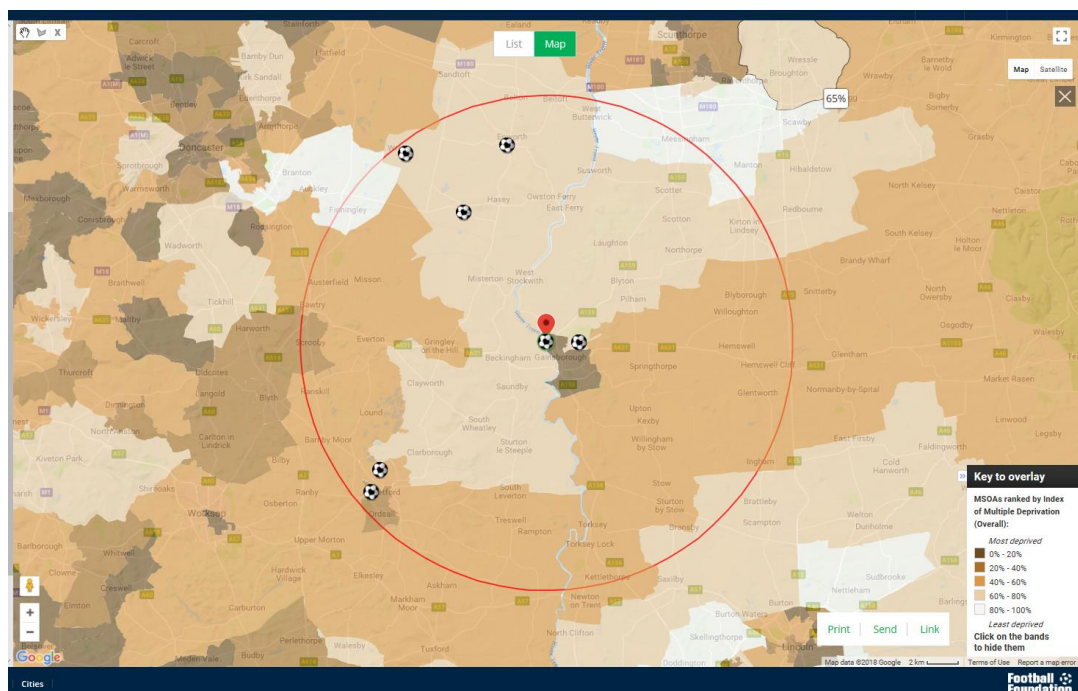
The table below shows the number of physically active and inactive adults in the area.

	West Lindsey	East Midlands	England
% Active	58.1%	56.8%	57.0%
% Inactive	28.2%	28.7%	28.7%

Public Health England – Public Health outcome framework (2013). Measure. Percentage of physically active and inactive adults. Time period: 2015

7.4 Demographic Information

Deprivation as measured by the Index of Multiple Deprivation	
Geography	West Lindsey
Average Score	19
Regional Rank	17
National Rank	153
Source: Department for Communities and Local Government Year: 2015	
Measure: Index of multiple deprivation and rank in region and nation	



Excess weight in adults (including obesity)

	West Lindsey	East Midlands	England
Count (000)			
Rate	0.7	0.7	0.6
Population	74.7	3,755	43,738.9
Count (000's)	50.9	2510.1	28,342.2
Rate	68.1%	66.8%	64.8%

Source: Department of Health: Measure: Number and proportion of adults who are overweight (incl obese). Time period 2013-15

Obesity levels in children

	West Lindsey	East Midlands	England
Number	157.0	8,388	101,357.0
Rate			
Number	17.64%	18.5%	19.1%

Source: Department of Health: Measure: Number and proportion of children who are obese. Time period 2014/15

The area has a similar life expectancy as the East Midlands and England as shown in the table below.

	West Lindsey	East Midlands	England
Male	79.7	79.4	79.5
Female	83.6	83.0	83.2

Source: Department of Health: Measure: Life expectancy in years by gender. Time period 2012/14

The health cost of physical inactivity for West Lindsey is estimated at £2,126,752 per 100,000 population. This cost is greater than the costs for the East Midlands (£1,759,906) and England (£1,817,285).

7.5 Neighbouring Facilities Impact Analysis

Excluding the existing sand based 60m x 40m pitch at the Roses there is only one other artificial pitch within 10 miles of the project site and a further three pitches within 15 miles. There are no 3G pitches within 15 miles of the project sites. 2 of the pitches are full size floodlit sand based facilities both based on school sites and the other 2 facilities are small sand based MUGA's. None of the facilities allow match play due to being an unsuitable surface. The closest 3G facility to this site is shown as being at Bircotes and Harworth Sports and Social Club, 18.4m from the project site. This is a medium 3G pitch with the closest full size 3G pitch being located at Frederick Gough School in Scunthorpe, over 20 miles from the project site.

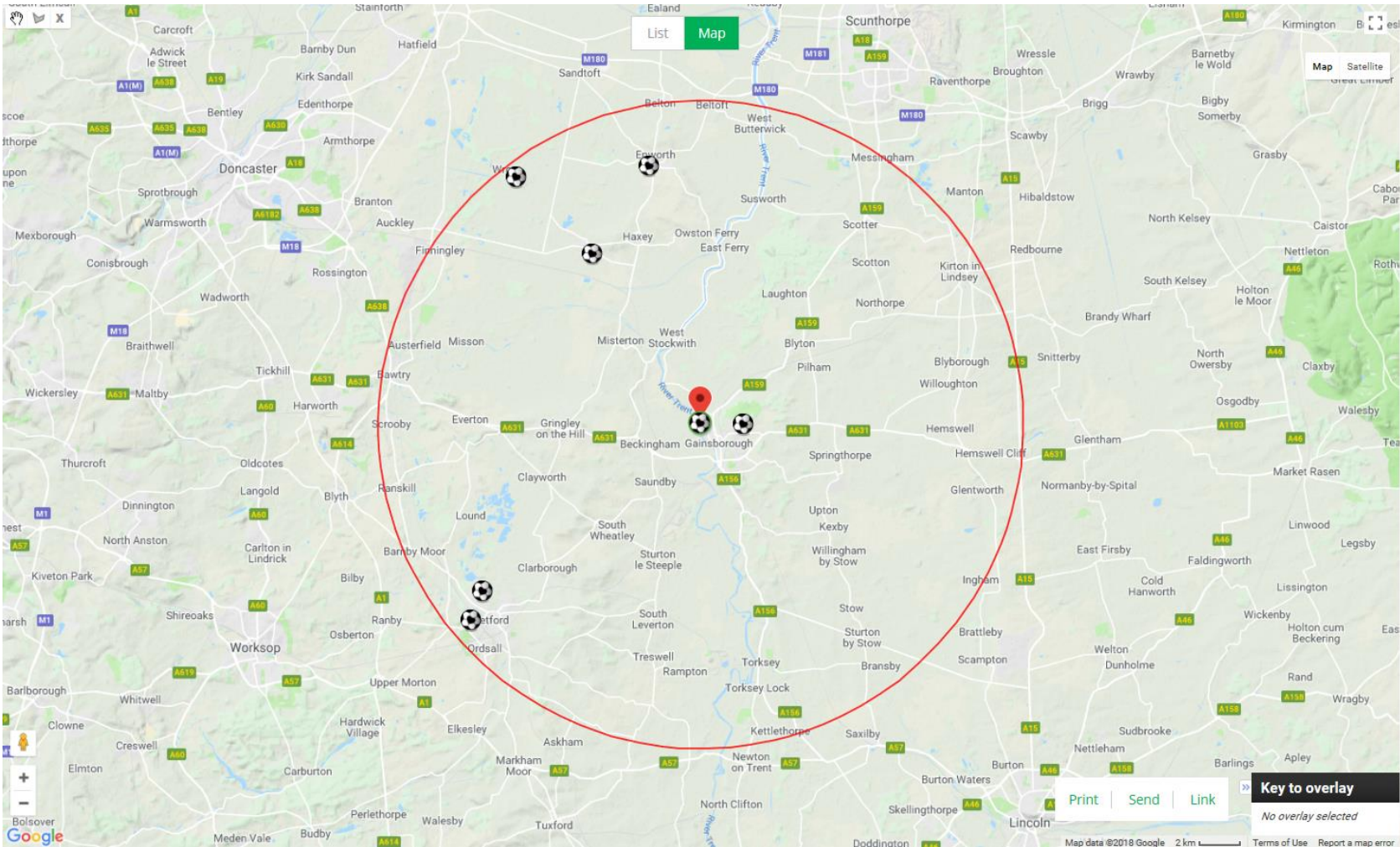
The sand based pitch at the Elizabethan Academy is managed through BPL at Retford Leisure Centre.

The current price for hiring sand based pitches in the area varies from £40 (Roses site) to £50 for Gainsborough Academy including floodlights. The MUGA prices range from £15 - £22 depending upon the user group.

All of the facilities contacted that are available for community use have identified a high level of use with limited availability.

The map overleaf shows the locations of artificial pitches around the project site.

Pitches within a 10 minute drive time from the site



8.0 Programme of use

At this point it has not been possible to finalise users for the 3G pitch as this will be undertaken as part of the application development. However a potential programme of use for both facilities and the suggested income associated with use has been provided as a guide for the purpose of this report. The programme of use will be finalised during the application process. The example below shows what would be a probable level of usage. This has been estimated assuming the pitch obtains planning permission until 10pm. Detailed below are potential users and also the activities and programmes they outlined that could be delivered on the 3G.

Example programme of use 3G pitch.

Please note the pitch will be sold in ¼'s and available to hire as a ¼ of a pitch, ½ a pitch or as a full pitch. For illustrative purposes below we have suggested the clubs would use the whole pitch. However on occasions the pitch may be shared amongst different user groups.

	9am – 10pm	10am – 11am	11am– 12pm	12pm-1pm	1pm –2pm	2pm-3pm	3pm-4pm	4pm-5pm	5pm – 6pm	6pm-7pm	7pm-8pm	8pm-9pm	9pm-10pm
Monday	Football scholars / community	Football scholars / community	Football scholars / community		School use	School use		After school clubs	Targeted programmes (e.g. girls only)	Targeted programmes (e.g. girls only / performance)	FA flexi league / coach education and training	FA flexi league / coach education and training	FA flexi league / coach education and training
Tuesday	Football scholars / community	Football scholars / community	Football scholars / community			Walking football		After school clubs	External coaching groups	Partner club use	Partner club use	Partner club use	Adult club
Wednesday						Football in education matches	Football in education matches	Football in education matches		Partner club use	Partner club use	Partner club use	Adult club
Thursday	Football scholars / community	Football scholars / community	Football scholars / community		School use	School use		After school clubs	External coaching groups	Partner club use	Partner club use	Partner club use	Adult club
Friday	Football scholars / community	Football scholars / community	Football scholars / community		Walking football			After school clubs	Business league	Business league	Drop in / social inclusion session	Club use	

Saturday	Matches / pay and play	Matches / pay and play	Matches / pay and play	Matches / pay and play	Matches / pay and play	Matches	Matches	Matches					
Sunday	Matches / rugby training (minis)	Matches / rugby training (minis)	Matches / rugby training (minis)	Matches	Matches	Matches	Matches						

Pavilion use to be confirmed during the development of the applications.

9.0 Maintenance requirements

9.1 3G Pitch requirements

Whilst the specific maintenance contract for the 3G pitch will vary depending upon the supplier, potential quotes have been obtained from Technical Services and Replay Maintenance who are both experienced in this area. Both companies offer daily / weekly maintenance and an annual contract. Most sites find it more cost effective for the daily / weekly maintenance to be carried out by their staff. The maintenance offered for 3G pitches can be considered in two parts:

- 1) Daily / weekly requirements for example drag brushing, litter picking etc.
- 2) Regular maintenance as suggested as part of the pitch framework programme.

Daily requirements – 2-3hr per week carried out by existing site staff for brushing and general site checks. Machinery and training costs circa £5,500.

Regular maintenance – Approximately bimonthly more intensive cleaning and checks of site. Repairs to high wear areas.

Examples of the contracts offered by Technical Services and Replay are listed below.

Technical Services: 6 visits per annum to include power sweeping, decompaction of infill, vegetation treatment and 15m of re-stick repairs – circa £2,800 per annum excluding VAT

Replay Maintenance: 4 - 6 visits per annum as part of their Revive programme. Including sweeping, decompaction, deep cleaning, up to 5m of resticks, vegetation treatment – circa £2,000 per annum excluding VAT

In addition, the pitch is likely to require top in of infill throughout the lifecycle. This will vary depending upon the maintenance schedule and the level of use. 10 tonnes of rubber crumb would cost in the region of £3,500 - £4,500. An annual expenditure for rubber crumb top up will be included in the expenditure forecast.

Outline of potential maintenance schedule for a 3G AGP

	Task	Purpose	Responsibility
Daily	1. General facility check including surface, equipment and fencing	<ul style="list-style-type: none">• Ensure compliance with health and safety policies	Academy Director, Groundsman, Site staff
	2. Refilling high wear areas e.g. penalty spots	<ul style="list-style-type: none">• Redistribute in-fill• Reduce effect of high wear	Groundsman,
	3. Litter & surface debris collection	<ul style="list-style-type: none">• Remove surface detritus which may promote moss and weed growth	Groundsman, Site staff
	4. Empty litter bins	<ul style="list-style-type: none">• Ensure users can dispose of litter appropriately	Groundsman, Site staff
Weekly	5. Twice weekly pitch brush/drag (in line with manufacturer recommendations)	<ul style="list-style-type: none">• Maintaining fibres in upright position• Even distribution of in-fill• Remove debris from players and spectators• Remove spores, particles and other pollutants	Groundsman
	6. Leaf removal (seasonal)	<ul style="list-style-type: none">• Prevent decomposition of leaves which can contribute	Groundsman

		to moss and weed growth	
	7. Pitch equipment check	<ul style="list-style-type: none"> • Ensure equipment meets users' needs • Identify any faults which require repair/replacement 	Coaches / Groundsman
	8. Removal of stains, chewing gum etc	<ul style="list-style-type: none"> • Preservation of surface condition 	Groundsman
Monthly	9. Seam, joint and lines check	<ul style="list-style-type: none"> • Identifying minor faults early to prevent escalation • Ensuring non-permanent (painted) lines are adequate for users' needs 	External Contractor
	10. Detailed inspection of pitch equipment	<ul style="list-style-type: none"> • Ensure compliance with health and safety requirements • Identify any faults which require repair/replacement 	External Contractor
	11. Check surface in high wear areas	<ul style="list-style-type: none"> • Maintaining fibres in upright position • Even distribution of in-fill • Identify any faults which may require repair 	External Contractor
	12. Clean/clear drains	<ul style="list-style-type: none"> • Maintain effectiveness of drainage system 	External Contractor
	13. Check fencing and security	<ul style="list-style-type: none"> • Ensure compliance with health and safety requirements 	Groundsman
Quarterly	14. Full check of seams and joints	<ul style="list-style-type: none"> • Identifying minor faults or faults in needs of repair 	External Contractor
	15. Specialist maintenance: Surface rejuvenation / aeration weed control	<ul style="list-style-type: none"> • Reduce compaction of in-fill • Reduce moss and weed growth 	External Contractor
	16. Line Marking/Painting	<ul style="list-style-type: none"> • Ensuring non-permanent (painted) lines are adequate for users' needs 	External Contractor
	17. Check floodlights	<ul style="list-style-type: none"> • Identify any faults in need of investigation and/or repair 	External Contractor
Annual	18. Floodlight clean and service	<ul style="list-style-type: none"> • Preventative maintenance • Repair of faults • Maintain floodlight efficiency 	External Contractor
	19. Check and clear surrounding trees and vegetation	<ul style="list-style-type: none"> • Reduction/prevention of leaf and vegetation pollution to surface 	External Contractor
	20. Full inspection of pitch to comply with manufacturer's warranty requirements	<ul style="list-style-type: none"> • Ensure compliance with manufacturer's policies/recommendations • Full pitch condition report for short, medium and long term management purposes 	External Contractor
	21. Review health and safety procedures and update as necessary	<ul style="list-style-type: none"> • Ensure compliance with appropriate health and safety policies and legislation 	Academy Director Executive Committee

The final maintenance schedule will be structured to reflect any specific recommendations by the manufacturer and/or pitch constructors and the anticipated usage.

The changing rooms will also require regular cleaning and maintenance and a wider grass pitch maintenance programme is also required.

9.2 Grass Pitch requirements

Confirmation of the existing grass pitch maintenance programme is to be confirmed.

A maintenance programme for a natural grass pitch should be developed in conjunction with a qualified agronomist and adjusted to site specific conditions aligned to the FA's Pitch Improvement Programme. However an example programme is included below.

Month	Grounds maintenance
January	Brushing and light harrowing
February	As January
March	As February Fertilizer - depending on weather conditions start feeding programme
April	Aeration - continue with spiking Brushing and light rolling Regular mowing Light scarification to remove dead thatch Vertidrain pitches if weather allows
May	Spray lawn weeds Aeration - solid spikes Fertilizer - continue with feeding programme Regular mowing Harrowing / spring tines
June	Regular mowing End of season maintenance Scarify Seeding Topdressing Watering / Irrigation where possible
July	Regular mowing - increase height of cut Brushing and grooming
August	Regular mowing Irrigation
September	Feeding - Autumn programme starts Regular mowing - reduce height of cut Brushing and grooming Treat casting with herbicide
October	Aeration - start spiking / slitting and vertidrain Regular mowing
November	Reduce mowing and increase height of cut Check for disease - treat if required Aeration - spiking and slitting
December	Brushing if conditions allow

9.3 Maintenance Schedule for the Building / Clubhouse

Inspection Frequency	Inspection Description	Responsibility for Inspection
----------------------	------------------------	-------------------------------

Daily	<ul style="list-style-type: none"> • Clean changing rooms and communal areas • Check Bins • Clean toilets • (Kitchen & Club Room cleaning after each time they are used.) • Security systems 	Cleaner Cleaner Cleaner Cleaner Executive Committee (EC)
Weekly	<ul style="list-style-type: none"> • Stocktake of supplies • Deep Cleaning 	Staff responsible for catering
Monthly	<ul style="list-style-type: none"> • Detailed inspection / maintenance of equipment in kitchen & changing rooms. • Maintenance, as necessary 	Staff responsible for catering / EC EC
Six Monthly	<ul style="list-style-type: none"> • Visual inspection of building structure in accordance with legal requirements • Decoration and painting as required 	EC EC
Annually	<ul style="list-style-type: none"> • Service fire detection and electrical systems • Service boilers / heating / plumbing • Inspect car parks • Update insurance • Replace kitchen equipment • Update Health & Safety Procedures • Update Maintenance Manual • Staff training and review • Food hygiene 	External contractor External contractor EC EC EC EC EC EC EC

Notes

1. Frequency of maintenance items may vary depending upon the time of year and weather conditions.
2. The maintenance costs for a building will be lower in the early part of its lifespan; however sufficient provision should be included in a sinking fund to ensure costly maintenance requirements can be undertaken at the appropriate time.

10.0 Management

The detailed management model for the site, including all staffing requirements, role of partner clubs and reporting schedules will be developed over the next few months.

11.0 Income and expenditure (including staffing and management costs)

A detailed breakdown of income and expenditure will be confirmed when the pitch prices have been agreed. This will be after obtaining further information on current facility hire prices and in discussion with the County FA and Football Foundation. However to provide an overview we have taken some average prices below and used these to calculate a projective income and expenditure forecast under some core headings. *The figures below should only be considered as a guide at this point.* It is likely that different charges may be implemented for different user groups.

Training prices (midweek evening) Partner clubs / Pro club and CFA

Quarter pitch	£20
Half pitch	£40
Full pitch	£75

Match rate (weekend / midweek)

Full pitch (seniors)	£40
Full pitch (juniors)	£25
Mini pitch (juniors)	£15

Non partner club rates

Quarter pitch	£30
Half pitch	£50
Full pitch	£80

Commercial Rate

Quarter pitch	£30
Half pitch	£50
Full pitch	£90

Example Expenditure:

	Year 1	Year 2	Year 3	Year 4	Year 5
Sinking Fund (to cover both new and existing pitch)	33000	33000	33000	33000	33000
3G Maintenance (Contract, regular brushing incl staff & infill replacement both pitches)	4784	11784	12138	12502	12877
Utilities (existing facilities and new pitch)	9000	9270	9548	9835	10130
Floodlight maintenance / replacements	0	2500	3000	3000	3000
Equipment replacement	2000	3000	3000	3000	3000
Pitch Testing				1500	
Grass pitch & bowls maintenance	7500	7725	7957	8195	8441
Changing room cleaning, maintenance & sinking fund	2500	2725	2970	3238	3529
General repairs	1000	1000	1000	1000	1000
Licenses and testing	1500	1500	1500	1500	1500
Admin, marketing, stationary etc	1000	1000	1000	1000	1000
Rates	6710	6911	7119	7332	7552
Waste etc	1000	1000	1000	1000	1000
TOTAL	69994	81415	83231	86101	86029

Example Income:

	Year 1	Year 2	Year 3	Year 4	Year 5
Pitch hire / existing	15000	15450	15914	16391	16883
Pitch hire new	50000	51500	53045	54636	56275
Grass pitch hire	5500	5500	5500	5500	5500
Bowls income	2500	2575	2652	2732	2814
Facility bookings	2500	2625	2756	2894	3039
Catering	5000	6000	6500	6800	7000
TOTAL	80500	83650	86367	88953	91511

Overall summary:

Income	80500	83650	86367	88953	91511
Expenditure	69994	81415	83231	86101	86029
Surplus / Deficit	10506	2235	3136	2852	5482

Notes on Expenditure

Existing site costs have been estimated from the annual Town Council accounts but need to be clarified and confirmed.

Staffing costs have only been included for the pitch maintenance and haven't been included for opening and closing the facility or weekend use. This may be absorbed by existing staff costs but will need to be confirmed as the project progresses.

Maintenance also includes an annual infill cost and equipment replacement which may not be required. Maintenance costs will be included in year 1 of the framework contract and have therefore not been included.

Notes on Income

There is the potential for additional daytime use and hire of the facilities which isn't included currently. The programme of use will need to be confirmed to ensure that there isn't displacement from the existing facilities.

Secondary spend and catering income needs to be confirmed.

Discussions with clubs in relation to match use is also to be confirmed.

Casual club bookings will also be expected in the evening and there is the potential for further commercial leagues if space allows.

12.0 Audit of Neighbouring Facilities. Artificial Pitches within 15 miles of the project site.

No	Site	Distance Pitchfinder	Distance route planner	Facilities	Times & Price	Availability, issues
1	Roses Sports Ground	0		60m x 40m sand based	£40 per hour for adults and £30 for juniors (peak hours). Reduced by £10 off peak. 1/3 rd pitch £25 per hour adults, £15 juniors. Reduced by £5 off peak hours.	Existing site. Very busy
2	The Gainsborough Academy, DN21 1PB	2.2m		Full size floodlit sand based pitch	1/3 rd £21 for seniors, £13.35 for juniors & £10.80 for u10's. 2/3 rd s £42 for seniors, £27.00 for juniors & £21.00 for u10's. Full pitch £49.50 for seniors, £31.80 for juniors & £23.50 for u10's.	During the winter heavily booked by football clubs. Summer months has limited use. No hockey use on site - teams travel to Lincoln for pitches. School host primary school festivals during the day but no other users. Christine- 01427 619347.
3	Westwoodside Playing Fields, DN9 2DX	10.5m		Small sand based floodlit MUGA	£15 per hour £20 per hour including flood lighting Regular booking – price on application based on frequency and hours required.	
4	Epworth Leisure Centre, DN9 1BZ	13.9m		Small sand based floodlit MUGA	£22 for pitch and £5.20 for floodlights per hour.	Heavily used by community groups
5	The Elizabethan Academy, DN22 7PY	14.2m		Full size floodlit sand based pitch		Facilities managed by BPL through Retford Leisure Centre.

Grant Funding Agreement – West Lindsey District Council and the Trinity Foundation

Heads of Terms

1. The Trinity Foundation must at all times adhere to the conditions of the original lease dated 1st April 2010 between West Lindsey District Council and Gainsborough Town Council.
2. The Trinity Foundation shall make its best endeavours to attract additional funding to support the development of the 3G pitch, this to be evidenced.
3. Prior to final agreement of the grant amount, the Trinity Foundation will evidence all costings and additional funding streams attracted, clearly demonstrating the level of gap funding required by the Council.
4. Prior to any grant funding being provided, the Trinity Foundation shall provide a full business case which details how the facility will be operated and clearly demonstrates the outcomes of the investment, including projected increased usage. The Council reserves the right to have this business case independently assessed to ensure its robustness.
5. The Trinity Foundation will adopt an open book accounting approach to the project and any grant funding provided by the Council to develop the 3G pitch which is not used for its intended purpose shall be clawed back by the Council.
6. In accordance with their charitable status any profit received from the management of the facility will be re-invested back into the facility to improve and enhance it.
7. The Trinity Foundation shall form a steering group of stakeholders and users of the facility to assist in the management of the facility and to steer future developments.
8. If any current users of the facility are displaced by the development, the Trinity Foundation shall work with such users to secure alternative provision within six months of the funding being confirmed.
9. The funding provided shall be a one off grant and West Lindsey District Council shall not be responsible for any ongoing revenue costs or have any ongoing responsibility for maintenance.
10. The Trinity Foundation shall present an annual review of the business case to West Lindsey District Council, the review to both highlight performance against targets and developments scheduled for the following year.

Agenda Item 6f



**Corporate Policy and
Resources Committee**

Date 13th December 2018

Subject: Review of the Garden Waste Subscription service roll-out

Report by:

Executive Director of Operations and Head of
Paid Service

Contact Officer:

Adrian Selby
Strategic Manager Services
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Ady.selby@west-lindsey.gov.uk

Purpose / Summary:

To update Members on performance following
the implementation of a subscription based
garden waste collection service and to make a
recommendation for the charge for Year Two.

RECOMMENDATION:

Members approve a charge of £35 per subscription for the 2019/20 garden
waste season.

IMPLICATIONS

Legal: Garden waste collections are chargeable under current legislation, however the Council is only allowed to recover its costs for providing the service.

Financial: FIN REF: FIN-156-19

The costs of providing the Garden Waste service have been reviewed and updated within the Medium-Term Financial Plan (MTFP) and below in this report.

The revised costs stand at £919k based on the expected volumes of 25,911 (volumes achieved in 18-19). Applying the rate of £35.00 will generate an income of £907k.

Analysis of volumes (+5% / -5%) and of price (£33 / £35 / £37) included below within the report highlight that the current rate of £35.00 is the most appropriate charging rate for 2019/20.

Staffing : None

HR REF: HR072-10-18

Equality and Diversity including Human Rights :

An Equality Impact Assessment was carried out before the policy was introduced. As no changes to the service are planned or anticipated this assessment has not been refreshed.

Risk Assessment / Mitigating action: Members could choose to change the charge/*systems should be robust and flexible enough to change*. Charge could be set too high or too low meaning service is in profit or being subsidised by other Council Tax payers / *clear financial evidence presented to allow evidenced decision*.

Climate Related Risks and Opportunities : No new risks

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

N/A

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

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

Yes

☐

No

x

Key Decision:

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

Yes

x

No

☐

1. Executive Summary

- 1.1 This report will reflect on the implementation of a subscription based kerbside garden waste service and the performance of that service in year one.
- 1.2 It reports on key metrics which Members considered important as part of their original deliberations.
- 1.3 The report identifies current charges implemented by neighbouring authorities. It will go on to consider financial implications and recommend the level of charge for year two.
- 1.4 All data is correct to October 31 2018 apart from some disposal weights, which are always a month behind.

2. Background

- 2.1 In December 2017, Prosperous Communities Committee resolved to introduce a subscription based garden waste service from 1 April 2018; the service had previously been free for residents who could receive it.
- 2.2 Corporate Policy and Resources Committee resolved to set the annual subscription at £35 per year per bin and tasked officers with delivering a report back to that Committee in December 2018 reviewing the delivery of the service in year one and to consider the charge for year two.

3. Year One Delivery

- 3.1 A Project Team comprising of officers from key service areas led on implementation of the service in year one.
- 3.2 A number of key performance indicators were developed with the aim of ensuring full cost recovery, achieving high levels of satisfaction, monitoring take up method and understanding levels of fly-tipping.

3.3 The commentary and graphics below demonstrate performance of the service in year one.

4. Take up

4.1 The original Business Case predicted that 50% of householders would take up the service. In addition, it was anticipated that most residents who had previously paid for second garden waste bins would choose to keep them.

4.2 In total, the Business Case predicted there would be 21,651 subscriptions. In reality, to the end of October 2018 there had been a total of 25,911 subscriptions (58.3%).

4.3 These subscriptions were spread across 23,710 customers.

4.4 Table 1 below shows the total number of subscriptions and profiles when the service requests were received throughout the initial months. As the service approaches closedown for the year it is not anticipated that any further requests will be received.

4.5 The service has out-performed initial predictions.

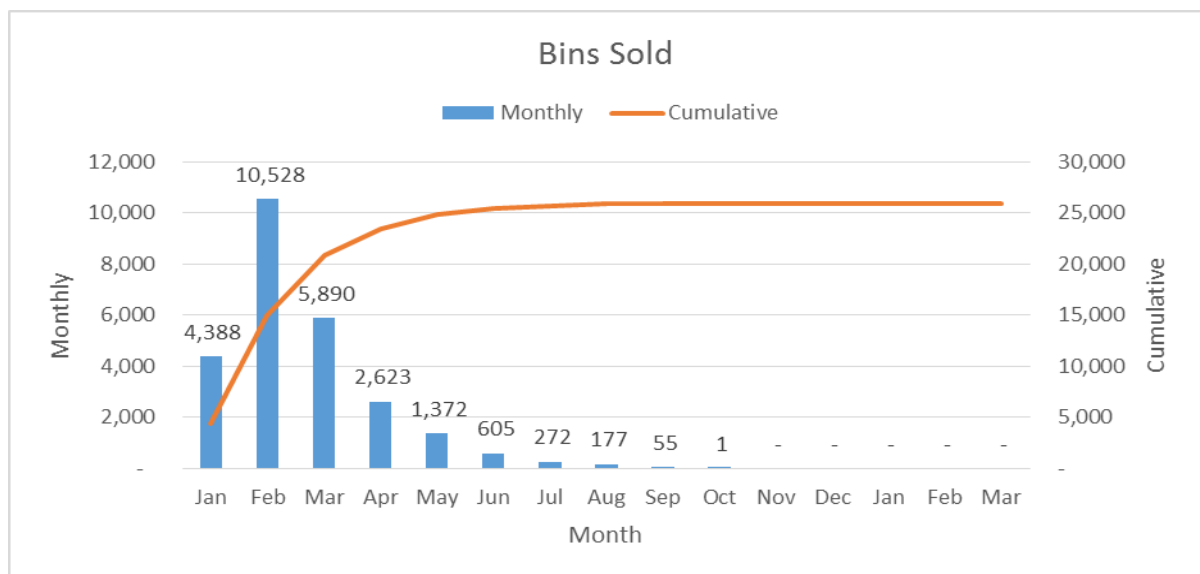


Table 1

5. Income generated

5.1 Table 2 below shows the cumulative income for the service in year one, and compares it with the prediction in the original Business Case.

- 5.2 To the end of October 2018 a total of £885k had been generated through the subscription scheme. It is not expected that any further significant income will come in as the service closes for the winter months in early December.
- 5.3 Some discounts were offered to residents who had already subscribed to second bins in the 2017/18 season, this action ensures the payment process will be simpler in the coming year as the anniversary for every subscription is 1st April.
- 5.4 The service has out-performed initial predictions.

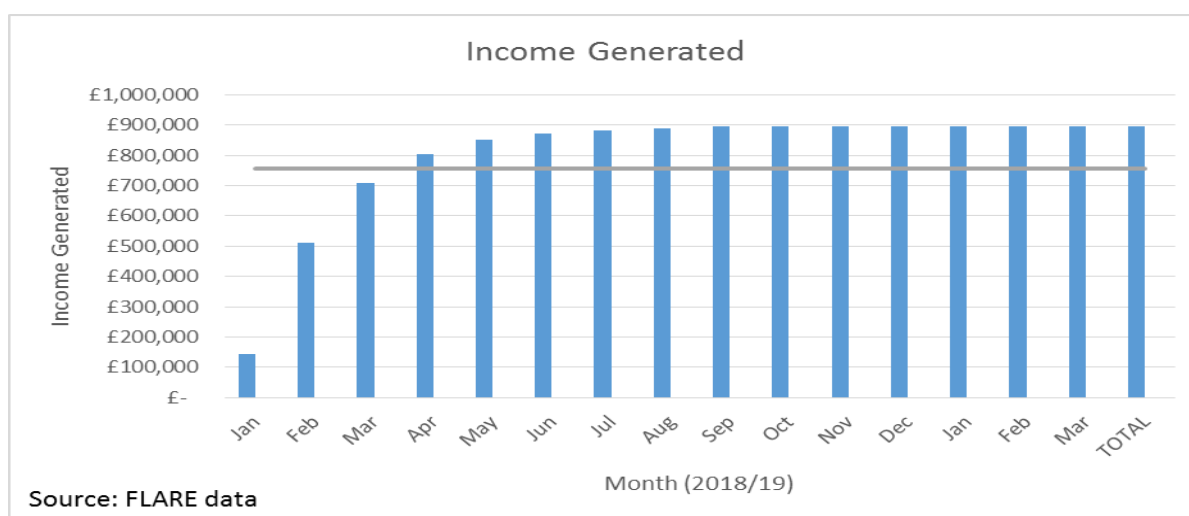


Table 2

6. Sign up method

- 6.1 The introduction of this service was an opportunity for the Council to engage with a large proportion of householders and encourage channel shift.
- 6.2 A challenging target of 60% of subscriptions to be completed online was imposed. New online forms were designed and tested.
- 6.3 Table 3 below summarises take up method.
- 6.4 To the end of October, a total of 59% (14,030) of subscriptions were received online and despite some technical issues with the website in early January, householders fed back that they found the process reasonably simple and straightforward.
- 6.5 Additional staff were taken on in the Customer Services Centre and a total of 8,448 telephone payments have been taken along with 1,236 face to face transactions.

6.6 The original 60% target was not quite achieved, measures are being implemented in year two to improve this.

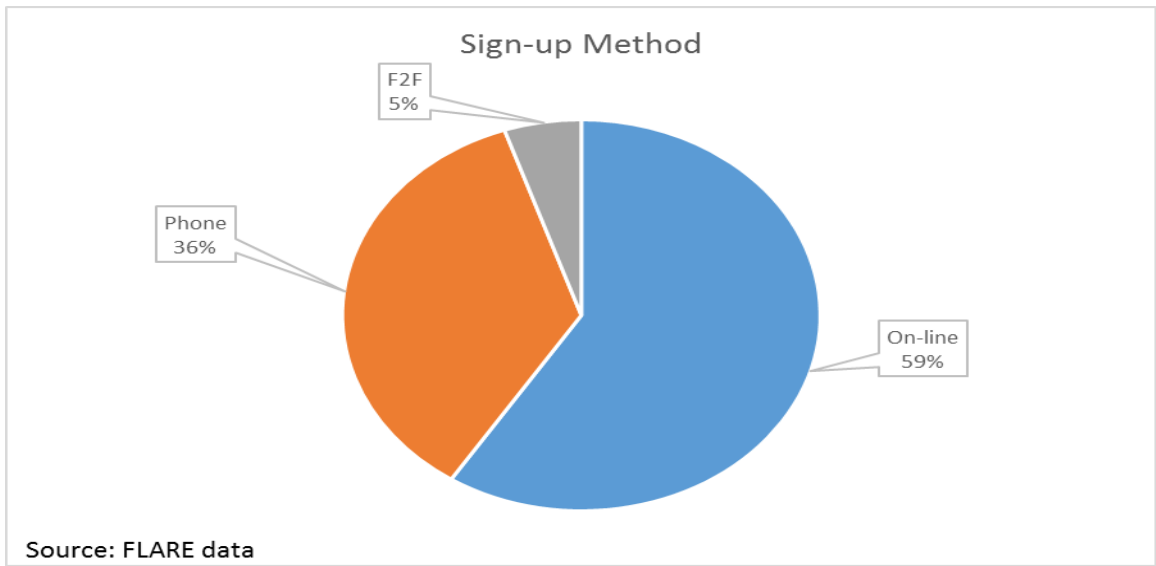


Table 3

7. Analysis by ward

- 7.1 Some work has been undertaken to understand the location of subscribers in order to target future marketing campaigns and to undertake round re-routing.
- 7.2 Table 4 below shows the percentage of subscriptions in each ward compared with the total number of households in that ward.
- 7.3 Unsurprisingly, the lowest rates of uptake are in Gainsborough due to the proliferation of smaller gardens.

7.4 Nettleham has the highest rate at 76.2%.

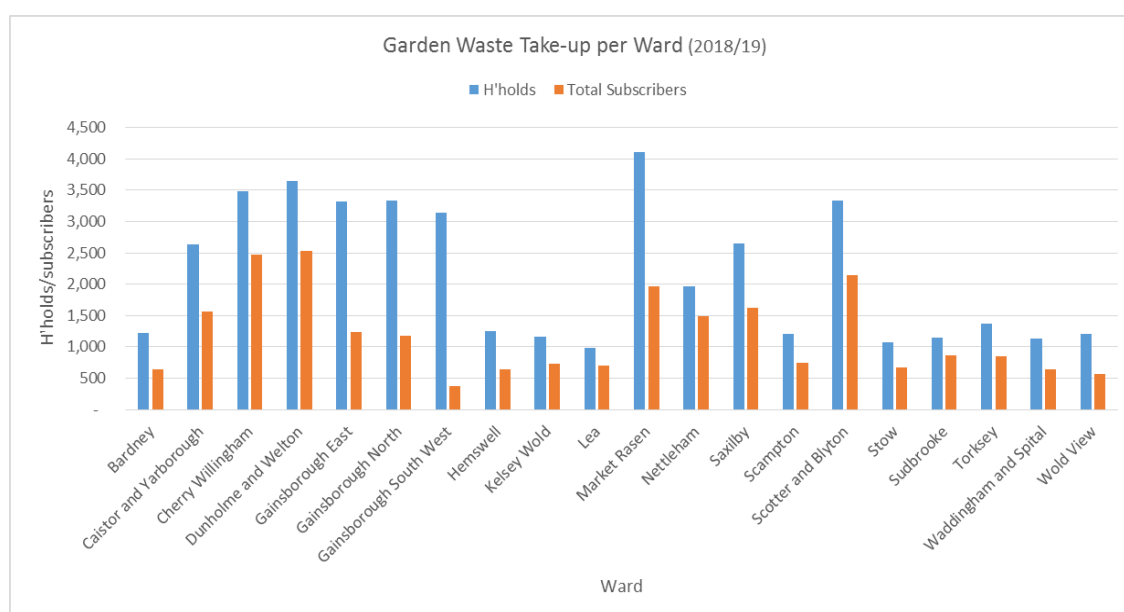


Table 4

8. Tonnage collected

8.1 Table 5 below shows the tonnage of garden waste collected compared to last year.

8.2 To the end of August in 2017/18, 7,594 tonnes of material was collected. In the same period in 2018/19 5,655 tonnes was collected.

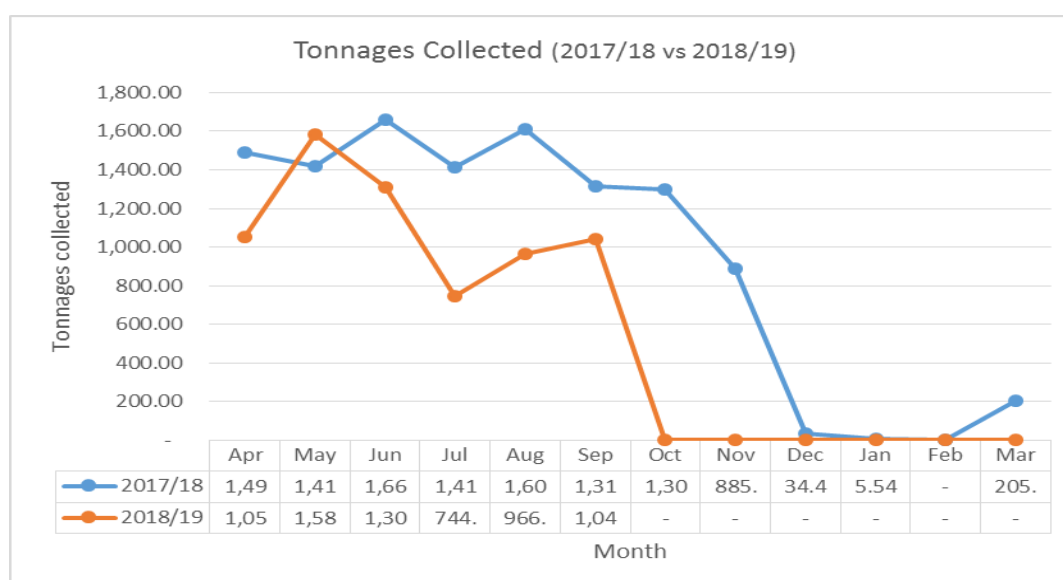


Table 5

8.3 Members raised some concerns around residents putting garden waste in residual waste bins rather than subscribing to the garden waste service.

8.4 There has been a rise in residual waste to the period to the end of August, however it's very small - less than 1kg per household over the five month period.

- 8.5 Data from Household Waste Recycling Centre's shows that waste overall, and especially garden waste, reduced in year.
- 8.6 The reduction in presented garden waste is likely to be the result of a lower growth rate due to the long, hot summer.
- 8.7 There has been an increase in residents composting at home following the announcement of a consultation into charging for the service.¹²¹ Composters were sold through official channels between September 2017 and September 2018, this compares to 33 sales the previous year.
- 8.8 The recycling rate is difficult to predict as it is dependent on a number of factors. However, officers are predicting the end of year rate will be between 43 and 46% which is in line with the prediction in the original Business Case.
- 8.9 It should be noted that trends in rates of presented waste are traditionally dynamic and it is recommended that a minimum of three years data would be required before making business decisions based on this data.

9. Missed bins

- 9.1 Table 6 below shows the rate of missed bins compared to last year. Unsurprisingly, there was a spike in missed collections as the new service was introduced.
- 9.2 This was due to new staff learning a new service, residents reporting missed bins when they had not subscribed to the service, and an increase in assisted collections being missed as more residents wanted this service as they were now paying.
- 9.3 Supervisors worked hard with crews and residents to resolve issues as quickly as possible, and the table demonstrates how performance improved to better than that of last year by July 2018.

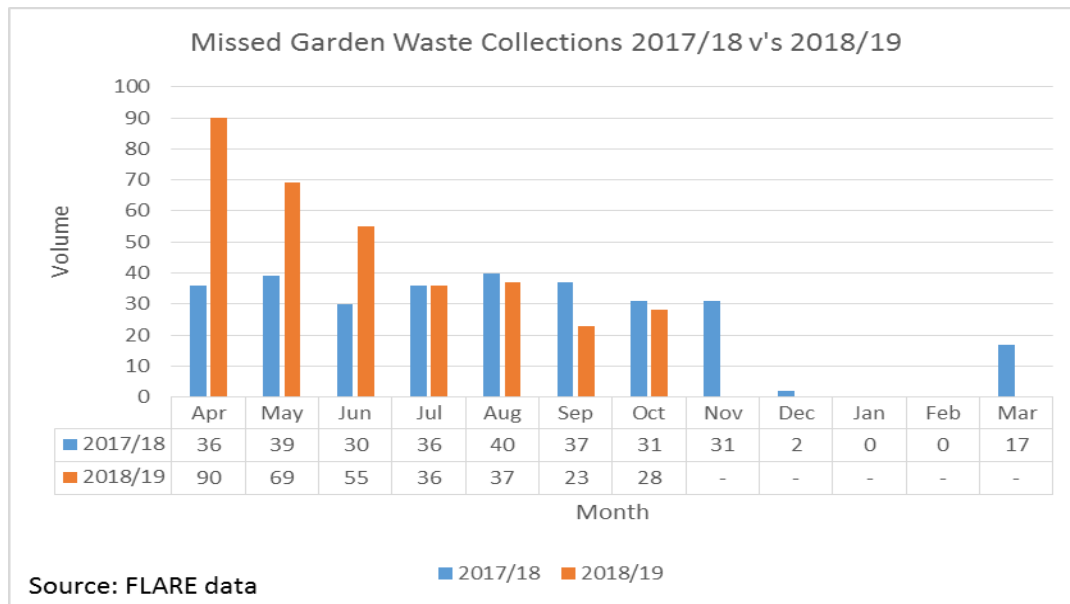


Table 6

10. Fly-Tipping

- 10.1 Members were concerned about the potential for an increase in fly-tipped garden waste following the introduction of a charge and tasked officers with monitoring the situation closely.
- 10.2 Table 7 below shows the percentage of fly-tips which were due to garden waste compared to last year. It shows that there is no evidence to suggest an increase in these incidents, in fact the rate has reduced.
- 10.3 Nationally, fly tipping has increased in recent years. West Lindsey suffered a spike in occurrences in 2014/15, up to high of 1477 incidents. Since then the rate has reduced to below a thousand and this year has seen 390 instances in the first six months.

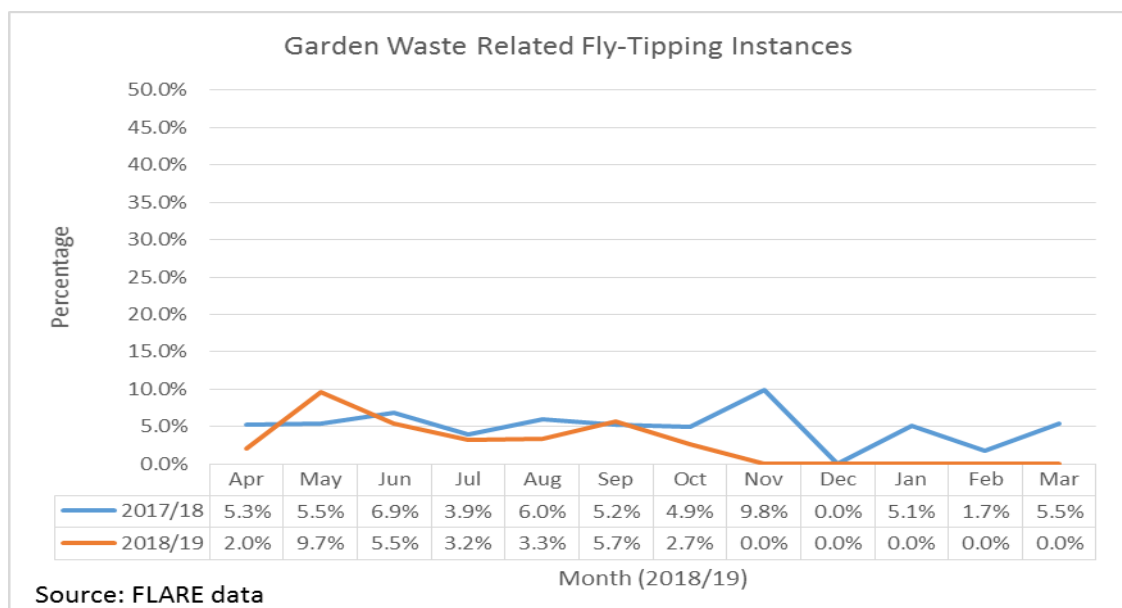


Table 7

11. Satisfaction

- 11.1 A satisfaction survey was carried out in June to understand residents' views of the subscription process.
- 11.2 Table 8 below shows that the vast majority of residents were satisfied with the process, and those that encountered issues cited the website failing and calls going unanswered or even dropped.
- 11.3 An Improvement Plan is in place for year two, which considers these issues.

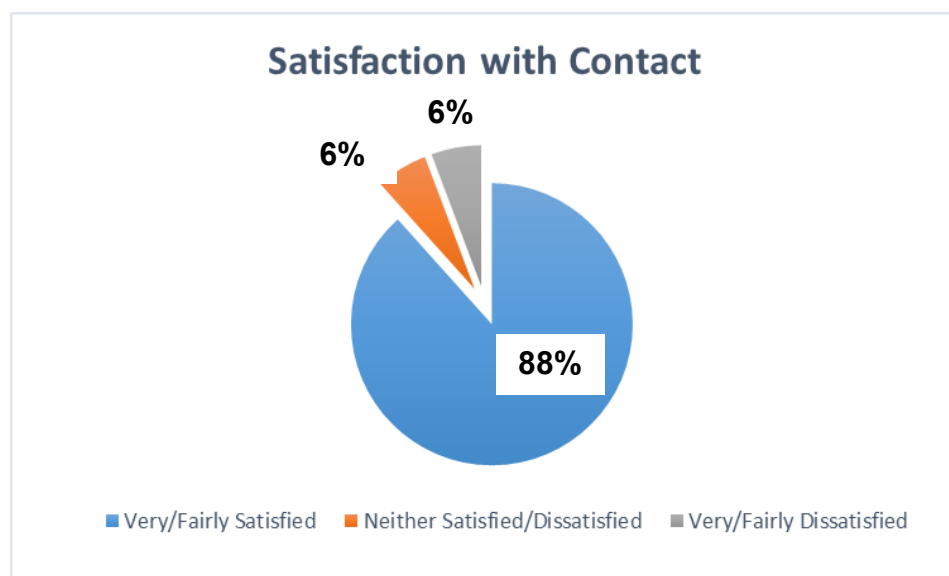


Table 8

- 11.4 Regarding service delivery, a total of eleven formal complaints and eleven comments were received.
- 11.5 These were mainly either about the introduction of a charge, payment difficulties and non-collection of bins. All have been resolved.
- 11.6 Overall satisfaction rates with waste collections are not due until December 2018, the service usually achieves a rating of over 90% satisfaction.

12. Returned bins

- 12.1 Members asked questions at Committee regarding the fate of the bins for residents who did not subscribe to the service.

- 13.2 There were comparatively few requests for bins to be returned, in general residents found other uses for the bins or just stored them. In total, 157 requests for bins to be collected were received and two collection weeks were organised, one in May and one in September.

13. Year Two

- 13.1 Overall the project to implement a subscription based service was a real success, with performance levels much higher than predicted.

- 13.2 The requirements of the service for year two are quite different from year one as it is a renewal process rather than first contact. A smaller project team is overseeing the year two process based on the following principles;

- Systems and processes are being reviewed to enhance the customer journey.
- More residents will be encouraged to channel shift as subscribers will only be able to subscribe online in January, the Customer Centre will open for telephone subscriptions in February
- There are no plans to amend collection dates although collection rounds will be reviewed and days of collection could change, consideration will also be given to collecting garden waste on different days to residual and recycling bins.
- Welcome Packs printing and postage will be outsourced in order to gain better value
- Stickers will have residents addresses printed on to reduce the opportunity for fraud
- There are no plans to introduce direct debits at least until a new financial system is procured
- In-cab technology has been assessed and there are no plans to implement it at this time
- Welcome Packs will be posted nearer to the date of the start of the service to reduce lost packs.

14. What our near neighbours do

- 14.1 Table 9 below summarises our near neighbour's position with regard to subscriptions for their kerbside garden waste services.

	Annual charge	Number of collections pa
North Kesteven	£30	24
Boston BC	£30 (under review)	20
CoLC	£36 (under review)	26
South Kesteven	£35	21
South Holland	£49	24
East Lindsey	£40	21
NE Lincs	£35	20

N Lincs	Free	N/A
Bassetlaw	£30	March-mid December
West Lindsey	£35	18

Table 9

15. Financial Overview

15.1 The principal established at Committees' was that those residents who use the service should pay for it and it should no longer be a burden to the wider Council Tax payer, in essence a total cost recovery model.

15.2 Table 10 below shows predicted cost of service for year one and year two.

Direct Costs	Report - Est	Budget 19-20
Operational Costs	£318,890	£511,100
Vehicles	£200,850	£190,900
Management	£80,470	£0
Total Direct Costs	£600,210	£702,000
Indirect Costs		
Depots	£14,350	£12,600
Support Services	£62,740	£57,000
Depreciation	£99,100	£126,600
Total Indirect Costs	£176,190	£196,200
Full cost of service	£776,400	£898,200
Additional costs of providing new service	£76,770	£20,800
Total cost of service	£853,170	£919,000

Table 10

15.3 Regarding the increase in operational costs;

- Management costs are now being included in the same cost centre
- Pension contribution identified for the Lump sum Deficit across WLDC.
- Popularity of service-more customers = more costs
- Higher than anticipated pay award for staff

15.4 Indirect costs have remained fairly constant, a slight reduction has been achieved for the accommodation and support costs. These have been offset by increased costs for depreciation which reflects the current value and the economic life of the fleet.

16. Future considerations

16.1 Current budgeted costs do not make any provision for renovation or relocation of depot facilities. Any capital costs for these works will directly impact the garden waste service.

17. Future Income

- 17.1 A level of discount was applied for some customers who already subscribed to additional waste bin. However, all subscriptions are now aligned and therefore the potential income for a static customer base for next year is shown in Table 11 below.

Actual volumes of customers (bins) 2018/19	25,910
Rate applied in 2018/19	£35.00
Full year income (ignoring discounts)	£906,850

Table 11

- 17.2 Taking this into account the effect of different charges has been modelled based on the same number of customers as this year and is demonstrated in Table 12 below.

	Cost of Service	Income
£33 charge	£919,000	£855,030
£35 charge	£919,000	£906,850
£37 charge	£919,000	£958,670

Table 12

- 17.3 Given this information, officers recommend keeping the £35 subscription per bin for all customers for the 2019/20 season as it is the nearest to achieving full cost recovery.



**Corporate Policy and
Resources Committee**

**Date 13 December
2018**

Subject: Local Council Tax Support Scheme for 2019/20 and Empty Property Charges

Report by:

Executive Director of Resources

Contact Officer:

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Revenues Team Manager
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Purpose / Summary:

For Council to agree the Local Council Tax Support Scheme for West Lindsey District Council (WLDC) for 2019/20.

RECOMMENDATION(S): That members;

1. Note the contents of the report; and
2. Recommends that full council adopt Option 1 of the report for the Local Council Tax Support Scheme for West Lindsey District Council for 2019/20:
 - To cap council tax support to Band E
 - Award 100% council tax support to care leavers on a low income until they reach the age of 25 years
 - to apply any new legislative requirements and the uprating of the non-dependent charges (these are detailed at 3.4 option 4), applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual up-ratings.
3. Recommends that full council adopt Option 2 of the report for the empty property charges for council tax for West Lindsey District Council for 2019/20:

- In accordance with new government legislation increase the amount charged in respect of properties that have been empty for 2 years or more from 150% to the maximum amount determined by Government (currently 200%).

IMPLICATIONS

Legal:

The Council has to determine a local scheme for council tax reduction by 31 January 2019.

Financial : FIN/144/19/CC

The cost of the Local Council Tax Support scheme (LCTS) is shared between Lincolnshire County Council (75%), West Lindsey District Council (12.5%) and Lincolnshire Police (12.5%).

- It is forecast that the LCTS scheme for 19/20 will incur additional costs of approximately £0.032m;
- To comply with the Council budget guiding principles, a scheme has to be designed that aims to fit the level of available government grant. The Local Council Tax Support Grant has now been rolled into the Revenue Support Grant and it is no longer possible to identify the funding which directly relates to this area. It is therefore desirable that the financial impact is cost neutral or can demonstrate financial savings;
- The scheme that is chosen by the Council will need to be monitored to ensure the level of council tax collection remains comparable with previous years;
- Capping council tax support to Band E properties will currently affect 8 council tax support claimants however these are customers who are living in the highest band of property;
- In the light of new legislation the council tax empty property charges have also been considered with a view to increasing the long term empty property charge on a property that has been empty for 2 years or more from 150% to the maximum amount determined by government (currently 200%);
- Currently we charge a total of £378,713.16 in respect of 198 long term empty properties. If we increase this charge to 200% a total of £504,950.88 will be collectible creating a financial gain of £126,237.72.

Staffing :

The changes are minimal and therefore should not impact on staff.

Equality and Diversity including Human Rights: None.

Risk Assessment :

- a. If Council Tax Support caseloads rise or fall then WLDC and the other major precepting authorities will have to absorb those expenditure variations through the Collection Fund. It is therefore vital that the financial implications of the scheme decisions made are realistic in terms of bridging the funding gap.
- b. If there is a downturn in the local economy, or where there has been major redundancies if a major company ceases trading, Council Tax Support caseloads could rise significantly.
- c. Each council must approve their local Council Tax Support scheme by 31st January otherwise a default scheme similar to the current Council Tax Benefit scheme will be imposed which will cause funding gaps between the amount of grant received and the amount of council tax support entitlement.
- d. The amount of council tax support awarded last year was just over £6 million but forecasts indicate this will be slightly lower this year. Whilst this is not a budget saving it will contribute towards the savings required by 2020.

Climate Related Risks and Opportunities :

None arising from this report.

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

Local Government Finance Act 2012

Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018

Call in and Urgency:

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

Yes

☐

No

☒

Key Decision:

Yes

☒

No

☐

Executive Summary

Council Tax Benefit was a national scheme providing means-tested financial help to households to pay their Council Tax liability. This was abolished on 31 March 2013 and every Local Authority was tasked with designing a local scheme of financial support to replace Council Tax Benefit.

West Lindsey District Council consulted with the residents of the district and the precepting authorities and adopted a local scheme approved by full Council in January 2013. This scheme was re-adopted for 2014/15 and for 2015/16 and, following further consultations in 2015, minor amendments to the scheme were agreed for 2016/17. No changes were made to the scheme in 2017/18 but amendments were made in 2018/19 in anticipation of Universal Credit implementation. As at 1 October 2018 the amount of Council Tax being collected from claimants this year has increased by 2.74% compared to last year proving the success of the changes.

Re-modelling of the scheme has taken place and a consultation with suggestions for possible amendments to the scheme has been conducted. The consultation took place between 22 August 2018 and 3 October 2018 with residents, voluntary groups, stakeholders and citizen panel members taking part. The consultation was available both as an on-line consultation and via hard copy.

Part of the consultation process also included two technical changes to council tax; considering abolishing the empty property exemption currently payable for up to 2 months and increasing the long term empty property premium from 150% to the maximum amount determined by Government (currently 200%).

In order to help inform the decision-making process the results of the consultation are included in this report.

The finalised local council tax support scheme must be approved and adopted by Full Council by 31st January 2019 at the very latest.

1. Background

- 1.1 The Local Government Finance Act 2012 replaced Council Tax Benefit with a Council Tax Support scheme. Unlike Council Tax Benefit (CTB) which is set by Central Government, the new Council Tax Support scheme must be defined by individual Local Authorities (albeit with much central prescription).
- 1.2 Pensioners are protected by Government which means 'local schemes' must give the same level of assistance to pensioners awarded to them as that under the old Council Tax Benefit scheme. West Lindsey District Council also made the decision, since 2013/14, to protect those in receipt of a War Pension and those claimants receiving a Disability Benefit and the proposal is not to change this decision.
- 1.3 **The changes suggested in the consultation for the council tax support scheme for 2019/20 were:**

	Change
1	Cap council tax support to Band D
2	Cap council tax support to Band E
3	Award 100% council tax support to care leavers on a low income until they reach the age of 25 years.

- 1.4 Appendix A details the estimated cost of the council tax support scheme for the year 2018/19.
- 1.5 **The changes suggested in the consultation in respect of empty properties for 2019/20 were:**

	Exemption/Discount	Council Tax Paid under Current Scheme	Council Tax to be paid under proposed scheme
1	Empty and unfurnished properties	2 months NIL After 2 months 100% charge.	100% charge immediately property becomes empty
2	Empty over 2 years	After 2 years 150% charge	After 2 years the maximum amount determined by government (currently 200% charge)

- 1.6 Consultation took place over a 6 week period from 22 August 2018 to 3 October 2018. The consultation questionnaire was available on the West Lindsey website and in paper format at the West Lindsey office at Gainsborough and at the benefit surgery at Welton. It was also sent to all 1,450 members of the Citizens Panel.
- 1.7 Benefit Officers who attend the benefit surgery and officers working at the Guildhall promoted the consultation offering assistance to residents to complete the survey.

2. Results of the Consultation

- 2.1 1450 consultation questionnaires were issued to the Citizens' Panel. This panel consists of residents from all areas of the district who experience differing financial and personal circumstances, some of whom are currently in receipt of council tax support.

The Benefits and Revenues teams also issued approximately 30 hard copy questionnaires to council tax support claimants who visited the offices at Gainsborough or the surgery at Welton. Claimants were also offered the opportunity to complete the consultation on-line via the West Lindsey digital hub or via a Benefit Assessor.

A total of 979 replies were received in response to the consultation, 776 received from the Citizens' Panel members and 203 others. This equates to a 67% response rate from the Citizens' Panel members.

The descriptions of the households completing the consultation were broken down as below:

- 705 of respondents are families with one or more dependent children;
- 52 are single person households or couple without children;
- 37 are households that include someone who is disabled;
- 18 are lone parent households with one or more dependent children;
- 4 are a carer in a household with one or more dependent children;
- 4 are households that include someone entitled to a war pension;
- 159 respondents detailed their circumstances were not one of the above.

2.2 Question 1

Currently Council Tax Support is paid in respect of all council tax properties regardless of what council tax band the property is in. Do you think council tax support should be restricted to any of the bands indicated below?

Band D

Band E

No Limit

A third of the responders 319 (33.3%) agreed that council tax support should be restricted to Band D properties.

However, 525 (54.9%), over half of responders felt that council tax support should be restricted to Band E properties.

Only 113 (11.8%) did not feel there should be any restrictions on council tax support.

2.3 Question 2

Currently young adults leaving local authority care pay council tax in accordance with the council tax support scheme once they reach the age of 18 years. However, it is recognised that these individuals often require additional support. Do you think it would be fair and reasonable to award all care leavers on a low income full council tax support until they reach the age of 25?

Yes

No

Don't know

This question had the most overwhelming majority being 908 (92.7%) of responders agreeing that young care leavers on a low income should receive full council tax support until they reach the age of 25.

Only 52 (5.3%) were of the opinion that care leavers should not receive support and 19 (1.9%) responded that they did not know whether they should receive support or not.

Appendix B details the estimated cost of awarding council tax support to all 18 care leavers in the district had this been awarded in 2018/19.

2.4 Question 3

Currently when they become empty, properties receive a 2 month exemption from council tax. Do you think that this exemption should be abolished and the charge become due immediately?

Yes

No

Don't know

Less than a quarter, 224 (22.9%) of responders, agreed that the 2 month empty property exemption should be abolished and the charge should become due immediately.

However, 747 (76.3%) disagreed and did not think the exemption should be abolished. Only 8 (0.8%) of responders said they did not know whether this should be abolished or not.

2.5 Question 4

Currently council tax is charged at 150% when a property has been empty for 2 years or more. Do you think that West Lindsey DC should increase this council tax charge to 200% on properties that have been empty for 2 years or more?

Yes

No

Don't know

Another overwhelming response of 905 (92.4%) responders felt that the council should levy a 200% charge on empty properties once they have been empty for 2 years or more.

65 (6.6%) disagreed that the charge should increase and only 9 (0.9%) responders stated that they did not know whether it should increase or not.

2.6 Comments

Some of the comments received in relation to the consultation were:

- any changes made should not impact on those already financially disadvantaged. Yes, discourage people from leaving properties empty for long periods;
- Council tax support/help should only be paid to those in Band A, where people on low incomes already finding trouble paying for a basic living
- Don't understand what support means on Council tax? I thought we paid according to property, why would people get support on a property beyond their means;
- Support must always be there for those who need it most e.g. under 25s, low income, benefits and single people. If a house is owned and left empty or a landlord they shouldn't get any council tax breaks. The options are very restricted for question 1 - I suggest Band C and below should be restricted as occupants could help themselves by downsizing if in true difficulty.

3. Options for the council tax support scheme

Taking into account the responses to the consultation there are 4 options for consideration for the 2019/20 scheme:

1	Cap council tax support to Band E, award 100% council tax support to care leavers on a low income until they reach the age of 25 years and make legislative requirements.
2	Cap council tax support to Band E and make legislative requirements
3	Award 100% council tax support to care leavers on a low income until they reach the age of 25 years and make legislative requirements
4	Make no changes to the current scheme apart from legislative requirements

3.1 Option 1

- To cap council tax support to Band E
- Award 100% council tax support to care leavers on a low income until they reach the age of 25 years
- to apply any new legislative requirements and the uprating of the non-dependent charges (these are detailed at 3.4 option 4), applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual up-ratings

Band	CTR claims	Non Pensioners or Vulnerable	Amount of CTR at Band F and above	Amount of CTR if capped	Difference
F	30	6	10,051.61	8,275.68	1,775.93
G	7	1	1,049.32	369.64	679.68
H	1	1	2,382.95	1,363.61	1,019.34
		Total	13,483.18	10,008.93	3,474.95

Advantages	Disadvantages
It is a clear and simple change to the current scheme.	Some claimants may be disadvantaged if they are currently in receipt of council tax support at a property banded higher than a Band E.
It is administratively simple.	
It will ensure young, vulnerable adults moving / transgressing from care into living alone receive financial assistance towards their living costs.	
It ensures claimants do not take advantage by moving into care	

district into high banded properties when other local authorities are already capping the support they award.	
This option ensures the council tax support rules stay consistent with the Department for Work and Pensions rules which avoids confusion for claimants.	

3.2 Option 2

- To cap council tax support to Band E
- to apply any new legislative requirements and the uprating of the non-dependent charges, (these are detailed at 3.4 option 4), applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual up-ratings

Advantages	Disadvantages
It is a clear and simple change to the current scheme.	Some claimants may be disadvantaged if they are currently in receipt of council tax support at a property banded higher than a Band E.
It is administratively simple.	
It ensures claimants do not take advantage by moving into this district into high banded properties when other local authorities are already capping the support they award.	
This option ensures the council tax support rules stay consistent with the Department for Work and Pensions rules which avoids confusion for claimants.	

3.3 Option 3

- Award 100% council tax support to care leavers on a low income until they reach the age of 25 years
- to apply any new legislative requirements and the uprating of the non-dependent charges, (these are detailed at 3.4 option 4), applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Work and Pensions (DWP) annual up-ratings

Advantages	Disadvantages
It is a clear and simple change to the current scheme.	
It is administratively simple.	
It will ensure young, vulnerable adults moving / transgressing from care into living alone receive financial assistance towards their living costs.	
This option ensures the council tax support rules stay consistent with the Department for Work and Pensions rules which avoids confusion for claimants.	

3.4 Option 4

To make no change to the current scheme, adapted from the scheme applied to people of pension age, for another 12 months but to apply any new legislative requirements and the uprating of the non-dependent charges (as detailed below), applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual up-ratings.

The current non-dependent deductions (stipulated by the Department for Works and Pensions for 2018/19 are detailed below along with estimated upratings anticipated for 2019/20.

Non Dependent Deduction 2018/19	Estimated Deduction 2019/20
£11.65	£11.70
£ 9.74	£ 9.80
£ 7.72	£ 7.75
£ 3.83	£ 3.85

Advantages	Disadvantages
There has been a slight reduction in the number of households claiming council tax support which has reduced the costs of the scheme. In September 2017 we had 6,892 claimants and in September 2018 there were 6,866 claimants.	Very small saving to the council
Collection rates are being maintained under the current scheme.	

This option ensures the council tax support rules stay consistent with the Department for Work and Pensions rules which avoids confusion for claimants.	
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4. Options for the council tax – technical changes in respect of empty properties

Taking into account the responses to the consultation there are 4 options for consideration for the empty property charges from 2019/20.

	Change
1	Abolish the 2 month empty property exemption and charge full council tax once a property becomes unoccupied.
2	In accordance with new government legislation increase the amount charged in respect of properties that have been empty for 2 years or more from 150% to the maximum amount set by Government (currently 200%) but add some exceptions to the increase provided certain criteria are met.
3	In accordance with new government legislation increase the amount charged in respect of properties that have been empty for 2 years or more from 150% to the maximum amount set by Government (currently 200%) with no exceptions.
4	Make no changes to the current charges

4.1 Option 1

Abolish the 2 month empty property exemption and charge full council tax once a property becomes unoccupied.

There are currently 168 properties in receipt of a 100% exemption because they have been empty between 0 and 2 months.

Band	No of properties	Annual Charge	Possible Financial Gain for 2 months charge	Possible Total Gain £
A	95	1,104.12	184.02	17,481.90
B	23	1,288.14	214.69	4,937.87
C	26	1,472.16	245.36	6,379.36
D	16	1,656.18	276.03	4,416.48
E	4	2,024.22	337.37	1,349.48
F	4	2,392.26	398.71	1,594.84
G	0	2,760.30	460.05	0
H	9	3,312.36	552.06	0

Total	168		£36,159.03
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The total sum above assumes all these properties would have been empty for the full 2 months before being charged when, in reality, some will actually only be empty for a matter of days before being occupied.

This appears to be an unpopular suggestion with the respondents of the consultation with less than a quarter agreeing to this change.

4.2 Option 2

In accordance with new government legislation increase the amount charged in respect of properties that have been empty for 2 years or more from 150% to the maximum amount set by Government (currently 200%).

No of a/cs	18/19 Charge	50%	Total 150%	Total Amount	Total 200%	Total Amount	Difference
131	1,104.12	552.06	1,656.18	216,959.58	2,208.24	289,279.44	72,319.86
26	1,288.14	644.07	1,932.21	50,237.46	2,576.28	66,983.28	16,745.82
21	1,472.16	736.08	2,208.24	46,373.04	2,944.32	61,830.72	15,457.68
8	1,656.18	828.09	2,484.27	19,874.16	3,312.36	26,498.88	6,624.72
5	2,024.22	1,012.11	3,036.33	15,181.65	4,048.44	20,242.20	5,060.55
1	2,392.26	1,196.13	3,588.39	3,588.39	4,784.52	4,784.52	1,196.13
4	2,760.30	1,380.15	4,140.45	16,561.80	5,520.60	22,082.40	5,520.60
2	3,312.36	1,656.18	4,968.54	9,937.08	6,624.72	13,249.44	3,312.36
198				378,713.16		504,950.88	126,237.72

This option is popular with respondees as over 92% favoured the option to increase the over 2 year empty property charge and comments included:

- Yes, discourage people from leaving properties empty for long periods
- empty houses should be bought back to the housing market , waiting for prices to rise is unacceptable tax them very hard
- Empty properties is a tricky one. If the owners are actively trying to sell a property it seems unfair to charge more than basic council tax but if not then 200% may encourage owners to either, rent out the property or sell.
- Houses should not be left empty when we have a shortage of housing, this would discourage
- I think an increase to 200% might be a good idea but it would be good if there could be criteria put in place to avoid purchasers of long term empty properties being penalised, i.e. give them some time to bring the property back into use before adding the premium but they would have to show evidence of this.

- Please consider increasing the charge on property that has been empty for more than five years by 500%, or by an additional 100% for every year the property has been empty (if allowed)

The Government has suggested that increasing the premium allows Local Authorities to strengthen the incentive for owners of empty properties to bring them back into use. Their guidance does however state that the premium should not be used to penalise owners whose property is genuinely on the market for sale or to let and therefore the reasons for a property being long term empty should be taken into account.

Taking the above into consideration exceptions to the premium should include properties that are actively up for sale and have been so for at least 3 months or properties where occupation is hindered due to legal reasons beyond the control of the owner.

These exceptions will be considered by the council tax team and only granted where suitable evidence is provided by the owner.

4.3 Option 3

In accordance with new government legislation increase the amount charged in respect of properties that have been empty for 2 years or more from 150% to the maximum amount set by Government with no exceptions.

This would be in direct contradiction of the Government's best practice guidance for dealing with the empty property premium.

4.4 Option 4

Make no changes to the current council tax charges.

5. Recommendations

It is recommended that the Members consider the local council tax support scheme and the technical changes for council tax separately.

There are 4 options for council tax support and 4 options for council tax empty property charges.

5.1 Council Tax Support

In respect of council tax support agree to Option 1 which is the favoured option by the consultees and will ensure council tax support is paid to those claimants in need of the assistance.

5.2 Council Tax Technical Changes

In respect of council tax technical changes agree to Option 2 which again is favoured by consultees and will allow for some exceptions to the premium. This would be in accordance with government best practice guidance and in line with comments some consultees have made.

6. Local Council Tax Support Scheme 2019/20

It is recognised that whatever decision is reached this would only be a scheme for 2019/20. A review of the scheme is undertaken annually when more knowledge of the impact of that year's scheme and collection rates are available. Monitoring will also take place to analyse the impact and any unintended consequences it has had on council taxpayers and benefit recipients.

Appendix A – Forecast Cost of 2018/19 Scheme

	Total Cost	LCC – 75%	WLDC – 12.5%	LPA – 12.5%
Cost of 2017/18 Scheme	£5,924,118 (used RRV403 1.4.18 figures)	£4,443,088	£740,515	£740,515
Forecast cost of the 2018/19 LCTS scheme at 31.10.18	£6,173,317 (Used CTB1 figures)	£4,629,988	£771,665	£771,665
Forecast cost of 2019/20 LCTS scheme at 31.10.18	£6,432,596	£4,824,446	£804,075	£804,075

Appendix B – Estimated cost of Care Leavers

	Total Cost	LCC – 75%	WLDC – 12.5%	LPA – 12.5%
Number of care leavers at 31.10.18 – estimated Band A charge	18 x £1,104.12 = £19,880	£14,910	£2,485	£2,485

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
10/01/2019	Review of Discipline at Work Procedure	Emma Redwood	To review and update the discipline at work procedure
	Council Tax Surplus and Council Tax Base 2019/20	Tracey Bircumshaw	<p>The report sets out the declaration of the estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2019 and how it is shared amongst the constituent precepting bodies.</p> <p>It also sets out the Council tax base calculation for 2019/20. The tax base is a key component in calculating both the budget requirement and the council tax charge.</p>
	New - Managing Staff During Disruptions at Work	Emma Redwood	To provide procedure for how to manage staff during disruptions at work, adverse weather, business continuity issues.

	GDPR Implementation Update	Steve Anderson	To provide an update on the current status of the council's GDPR implementation
	Review of Ear-Marked Reserves	Caroline Capon	Review of current Ear-Marked reserves to establish current and future requirements and close those no longer required
	Sundry Debt Recovery Policy & Procedures	Alison McCulloch	Updated Sundry Debt Recovery Policy & Procedures
	Review of Partnerships	Ian Knowles	To present outcomes of review of partnerships the Council is involved in
	Outcome of Enforcement Performance Workshop	Ellen King	To present the outcomes and action plan from the Enforcement and Regulatory Services Performance Workshop for information only as requested by members.
	Asset Management & Compliance Policies	Gary Reeve	To acquire approval of the new draft asset management and compliance policies

14/02/2019	GAINSBOROUGH TOWN CENTRE TOWNSCAPE HERITAGE APPLIC	Wendy Osgodby	To provide an update on the application to the Heritage Lottery Fund for Townscape Heritage funding for Gainsborough Town Centre, thereby obtaining formal commitment and financial support.
	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
	Medium Term Financial Plan/Executive Business Plan	Tracey Bircumshaw	The MTFP for 19/20 and Executive Business Plan
	Caistor Southdale Development	Karen Whitfield	To agree development of Caistor Southdale site to include new GP surgery and homes in conjunction with Lace Housing
	P&D Period 3 Report 2018/19	Mark Sturgess	To consider the Progress and Delivery report for period 3 of 2018/19
	5-7 Market Place, Gainsborough	Marie Jackson	Agreement to draw funds on renovation of building to make fit-for-purpose. Discussion of Stage Two will occur at September's Portfolio Board

	Gainsborough Riverside Walk Acquisition	Joanna Walker	Officers have negotiated the Heads of Terms to purchase the currently closed section of the Riverside Walk (along the existing factory and outside the Riverside Approach development). The acquisition of the land will be £30,001. However, approximately £481,000 will be required to construct a publically accessible walkway. Officers envisage to seek external funding to assist with the delivery of the Riverside Walk.
11/04/2019	Review of Recruitment & Selection Policy	Emma Redwood	Review of the recruitment and selection policy
	Budget and Treasury Monitoring 4	Tracey Bircumshaw	To set out the revenue, capital and treasury management activity from Period 4

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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

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