

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, 9th January, 2020 at 6.30 pm
Council Chamber - The Guildhall

Members:

- Councillor Giles McNeill (Chairman)
- Councillor Mrs Anne Welburn (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Matthew Boles
- Councillor Stephen Bunney
- Councillor David Cotton
- Councillor Michael Devine
- Councillor Ian Fleetwood
- Councillor Paul Howitt-Cowan
- Councillor John McNeill
- Councillor Mrs Mandy Snee
- Councillor Robert Waller
- Councillor Trevor Young

1. **Apologies for Absence**
2. **Public Participation Period**
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
3. **Minutes of Previous Meeting** (PAGES 3 - 15)
To confirm as a correct record the minutes of the previous meeting held on 4 December 2019.
4. **Declarations of Interest**
Members may make declarations of Interest at this point or may make them at any point in the meeting.
5. **Matters Arising Schedule** (PAGES 16 - 19)
Setting out current position of previously agreed actions as at 31 December 2019.

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

Large Clear Print: Braille: Audio: Native Language

6. **Public Reports for Approval:**

- i) Trinity Arts Centre Lighting (PAGES 20 - 24)
- ii) Approval of the Council's Proposed Performance Measures (PAGES 25 - 60)
- iii) Reserves Strategy and Annual Review of Reserves 2019/20 (PAGES 61 - 73)

7. **Change of committee date**

To agree to change the date of Corporate Policy and Resources committee from 6 February to 13 February 2020.

8. **Committee Work Plan** (PAGES 74 - 76)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Tuesday, 31 December 2019

Agenda Item 3

Corporate Policy and Resources Committee- 4 December 2019
Subject to Call-in. Call-in will expire at 5pm on 23 December 2019

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall on 4 December 2019 commencing at 6.30 pm.

Present:

Councillor Giles McNeill (Chairman)
Councillor Mrs Anne Welburn (Vice-Chairman)

Councillor Owen Bierley
Councillor Stephen Bunney
Councillor Michael Devine
Councillor Ian Fleetwood
Councillor Paul Howitt-Cowan
Councillor John McNeill
Councillor Mrs Jessie Milne
Councillor Mrs Mandy Snee
Councillor Trevor Young

In Attendance:

Eve Fawcett-Moralee	Executive Director of Economic and Commercial Growth
Ian Knowles	Executive Director of Resources, Head of Paid Service and S151 Officer
Michelle Carrington	Strategic Lead Customer First
Amanda Bouttell	Senior Project and Growth Officer
Holly Hansard	Home Choices Apprentice
Alison McCulloch	Revenues Manager
Amy Potts	Senior Project Support Officer
Gary Reeve	Property & Assets Manager
Ady Selby	Assistant Director Operations
James Welbourn	Democratic and Civic Officer

Apologies:

Councillor Matthew Boles
Councillor David Cotton
Councillor Robert Waller

Membership:

Councillor Jessie Milne substituted for Councillor Robert Waller

50 VARIATION OF THE AGENDA

With the agreement of Committee, the Chairman proposed that the 'Made in Gainsborough' item be the first item considered after 'matters arising'.

51 PUBLIC PARTICIPATION PERIOD

There was no public participation.

52 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 7 November 2019 were approved as a correct record.

53 DECLARATIONS OF INTEREST

There were no declarations of interest.

54 MATTERS ARISING SCHEDULE

The Chairman asked officers to investigate whether it would be possible for them to gather information of their own regarding the Leisure Centre Contract matter, rather than receiving a subset of data.

The results of this query would be fed back into a future meeting.

The remaining matters were noted.

55 MADE IN GAINSBOROUGH PHASE 2

Members considered a report on the delivery of a Level 2 and 3 Engineering Apprenticeship Programme within Gainsborough in partnership with the Lincoln College Group and the Made in Gainsborough Engineering Consortium.

The Senior Project and Growth Officer introduced the report, and informed Members of the following:

- The project had started initially as a direct request from employers in Gainsborough;
- At a national level, the number of apprenticeship starters had reduced; the Apprenticeship Levy introduced in 2017 had not fulfilled its full purpose;
- In 2017, The College Consortium, West Lindsey District Council, and a local consortium worked together on a two year programme for apprentices;
- 100% of the course needed to be developed in Gainsborough. To achieve this, the college in Gainsborough had had to reconfigure its existing premises. This had incurred additional costs, and which were required to cover fixtures and fittings;
- Part of phase 1 of the project was still to be completed. Phase 1 included a welding and fabrication workshop; phase 2 contained milling and turning capabilities;

Following this introduction, Mark Locking from the Lincoln College Group addressed Members, and added the following points:

- The aim was to make Gainsborough College an exemplar of performance in mechanical engineering and construction;

- £168,000 was invested collectively as a community to create a successful programme. Last year, 20 students were recruited (consisting of 16 apprenticeships, 4 students on a full-time programme), working with 10 local employers;
- 100% of the students that finished in the previous educational year received distinctions in their endpoint assessments. It was believed that part of the reason for this success was because the programme was intensive at 5 days week;
- 65% of those students resided in Gainsborough; the rest were from areas in, and just outside the district of West Lindsey;
- The programme cannot develop without the necessary funding. Students were on occasion travelling to Lincoln as part of their studies; however an aim of the programme was to keep students local to Gainsborough.

Members then provided comment on the report:

- The report epitomised what can be achieved by partnership working – the results were hugely encouraging. What was also encouraging was the number of applications to join the course;
- In a rural area with a tradition of engineering it was important to attract the best investment possible;
- The apprenticeship scheme was an excellent way of regenerating industry;

Officers were thanked for their support on this project.

RESOLVED to:

- (1) Support the proposal for officers to seek external funding for the project as a priority;
- (2) Approve the request to re-allocate up to £75,000 of the Investment for Growth Earmarked Reserve designated for Phase 1 to gap fund Phase 2 of the project. This will only be utilised should the project be unsuccessful in securing external funds as outlined in (1) above and subject to the project meeting required due diligence outlined within the Gainsborough Growth Fund (GGF) process;
- (3) Agree to delegate the signing of any funding agreement to the Executive Director of Resources in consultation with the Chairman of the Corporate Policy and Resources Committee.

56 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM

Members considered a report proposing procurement of a Customer Relationship Management System (CRM), including drawdown of capital monies and the provision of

transitional revenue monies.

The Strategic Lead for Customer First introduced the report, and highlighted the following points:

- West Lindsey District Council (WLDC) was undertaking a transformational programme, with a vision of putting customers at the centre of everything it did. Further service efficiencies were being sought when looking at how customers access Council services;
- WLDC had a range of IT systems focussed on specific services. This range of systems could make it tough on the customer experience, and could also make it difficult to relay information from the back office to customer facing staff;
- A number of the systems currently in place were old; these old systems did not have the capability to take advantage of technological advances;
- One proposal was to adopt CRM software. This was aimed at the customer, and holding all of their requests in one place. It would also allow for better communication with customers;
- A soft market test had been undertaken on CRM systems; some of the current WLDC processes could be run through these systems. New modern technology was taken into account during this testing; it also gave a wider understanding of the current state of the market, and identified a cost envelope;
- The soft market test also identified a set of benefits, and how software could be used to generate savings. One of these benefits would be that more vulnerable customers could be highlighted to staff.

Following this introduction, Members asked questions of officers present. Further information was provided:

- It was not possible to demonstrate a working product at this point because the tendering process was still underway. However it would be possible to demonstrate any new product to Members once it had been chosen.

Officers were looking for a capable product that would support CRM style technology;

- It was expected that any new system would fall within a government framework of 4 years; however it should last between 7-10 years, but this could not be guaranteed. Officers wanted a product capable of being supported, as well as leaving scope for growth over a 4 year term;
- Testing of the product would have to form part of any contract; it would be imperative that officers were satisfied with any product that they purchased;
- When addressing a concern that the product may be considered inexpensive at £130,000, the Strategic Lead for Customer First informed Members that market

leading products had been looked at and would be considered, however some of these market leading, or larger systems would have more functionality than a small district would ever need;

- There were three parts to purchasing a new system; procurement, ongoing support and maintenance, and implementation;
- WLDC did not want to be reliant on expensive consultative staff from those larger, pricier suppliers. The new system was seen as an opportunity to develop existing staff.

RESOLVED to:

- (1) Commence a procurement of a CRM system and award to the preferred supplier;
- (2) Approve the drawdown of up to £130,000 of monies from the existing Customer First Capital Budget to cover the cost of the implementation activities.

57 ENTERPRISE RESOURCE PLANNING (ERP) - FINANCE SYSTEM

Members considered a report regarding the potential replacement of the current finance system with a new product.

The Executive Director of Resources introduced the report and raised the following points:

- The current finance system had been in place since 1999, although it had been upgraded in 2008;
- A new system gave the opportunity for a fully integrated enterprise system in the future;
- There had originally been an idea of buying one platform to look after both Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM); however it had since become clear that the market cannot provide such a product.

Integrating these products in the future would be something that can be worked at; it was anticipated that the new systems would be retained for 7-10 years;

- The new finance system would not be just basic accounting software; it would be able to extend into other areas;
- The Finance department had undergone a full review in 2018 with support from the Chartered Institute of Public Finance and Accountancy (CIPFA). This review highlighted that data processing was taking place outside of the existing finance system in spreadsheets; it was proposed that the specification for the new system would include a full reporting suite which would allow processing to take place within the finance system. This in turn would give improvements on budgeting processes;

- It was anticipated that further efficiencies would emerge after the introduction of the new system. This would be looked at in future business cases.

Members then asked questions of officers present; further information was provided:

- The report mentions 'high risk' in implementing a new system; Members were assured that although there was a risk in implementing a new system, this would be the case with any new product replacing a system that had been in place for some time.

There would be an effort to mitigate risks at every available opportunity;

- An example of budget monitoring was given; managers would be able to enter reports directly onto the system;
- WLDC worked with two other authorities on a shared finance system, however this was halted during the procurement process. There was a partnership in place with North Kesteven District Council for the IT systems; however they were not ready to take this step with their finance system. Working with partners can be beneficial if they were ready to change systems at the same time;
- The wider market for these products was quite confusing, as it seemed possible to buy a multitude of different products, and there didn't seem to be one recommended template for a finance system;
- WLDC had been through 3 market engagements, leading to the recommendation of a preferred Cloud system as it appeared to be more cost effective. In the future, the costs of the Cloud system would ultimately reduce.

RESOLVED to:

- (1) Approve the acquisition of a new Enterprise Resource Planning (ERP) system for Finance, incorporating Performance Management from the capital budget of £270,000 funded from the Project Investment Reserve;
- (2) Support the development of the Enterprise Resource Planning system to enable future integrated corporate systems to transition to Enterprise Resource Planning at a suitable time.

58 5-7 MARKET PLACE REFURBISHMENT

Members considered a report investigating the refurbishment of 5-7 Market Place, Gainsborough.

The Executive Director for Economic and Commercial Growth gave an introduction to the report. The building was purchased back in 2013, and had been a cost to the Authority ever since. Structural repairs were carried out in 2016, and helped formed the current overview of the building.

£75,000 of the capital budget spend was from the Local Enterprise Partnership (LEP) Living Over the Shop fund; a minimum of £72,000 was from the Townscape Heritage Fund, and £15,000 was the grant for Gainsborough Shop Fronts. The remaining £376,500 was funded from Capital Receipts.

It was envisaged that the proposed refurbishment would lead to a payback for WLDC in 15-25 years.

Overview and Scrutiny Committee had made 5 recommendations at their meeting on 12 November. Two of these recommendations ('the report should be succinct with 3 clearly identified options', and 'a simplified cash flow') were actioned within the report. The remaining 3 recommendations were outlined and answered by the Executive Director for Economic and Commercial Growth and the Chairman of the Committee:

- *The scheme should have a cost plan* – this scheme was at a pre-commencement stage of the works, so there was a good indication of costs. If the report were approved, then the project would move onto the next stage, and there would be a detailed cost plan as part of the contract;
- *Using local labour* – this would be selected using a framework scheme;
- *A site visit be undertaken prior to any decision being taken* – this could potentially prejudice any decision taken by the Planning Committee should those Planning Members on Corporate Policy and Resources Committee be present.

Members then provided comment on the report, and asked questions of officers. Comments against the proposals were provided:

- A great deal of money had been spent on this property already;
- It was hard to see who would want to live in the town centre in market square; conversion into flats was a risk;
- The yearly rental returns were £6000;
- Other options, such as de-listing the property or giving it away should be considered;
- The Brexit process may cast doubts on current figures projected for the development.

Comments in favour of the report were provided:

- A similar townscape heritage initiative in Caistor had been transformational in the town;
- Heritage comes at a price; Market Street was in the process of regeneration, and now the buildings in Market Square needed to be looked at as it could be a platform for future development;

- The project had some value over time, and could come with social benefits. Having people in place in new flats in that area would be beneficial for the town;

Officers provided information on the points raised:

- The Townscape Heritage bid has to be highly specific rather than broad. The approach from WLDC would be specific and be about building repairs;
- Regeneration on other projects in the town was progressing well; the new cinema would take up a large portion of frontage in the town centre;
- Other options had been looked into. One of these options would be to sell, or to put the property up for auction. There had been no confirmed interest in the property in previous years. In addition, because of townscape heritage officers believed it was right to take responsibility for this property rather than transferring ownership to a third party.

Another option would be to add this property into the Market Street Renewal project; however this could lead to 5-7 Market Place getting a lower standard of renovation;

- The likelihood of being able to rent the new flats would be looked into;
- Officers were trying to reverse the stigmatisation of the town centre as a place to avoid by the process of regeneration;
- Historic spend on the property was considered in financial terms as 'sunk'; i.e. these were costs that could not be recovered as they had already been spent. The money that had already been spent on the property had brought the asset to its current state and should not be included in current or future investment decisions;
- If the property were de-listed, then it would not be looked on favourably by English Heritage;
- Giving the property away with a 'dowry' to do the works had also been explored but discounted;
- The conversion of the property would be over three floors, with high quality flats as part of this. The shop unit on the bottom floor was small. There would be very little else that could be done with this building, other than a 'shell and core' renovation, resulting in letting the building as an office.
- Valuation reports always include caveats on risky events such as Brexit. A decision on this building had been pending for a number of years.

At the end of discussion, an alternative recommendation to defer the item to a future date was moved and seconded; this motion to defer the item was put to the vote. Cllrs Young and Bunney requested that this vote be recorded. The results were:

For deferral: Cllrs Bunney, M Snee and Young.

Against deferral: Cllrs Bierley, Devine, Fleetwood, Howitt-Cowan, G McNeill, J McNeill, Milne and Welburn

The motion to amend the recommendations was not carried.

The vote then reverted back to the original recommendations in the report – these were taken en bloc. Again, Cllrs Young and Bunney requested that the vote be recorded. The results were:

For: Cllrs Bierley, Devine, Fleetwood, Howitt-Cowan, G McNeill, J McNeill, Milne and Welburn.

Against: Cllrs Bunney, M Snee and Young.

Therefore, it was:

RESOLVED to:

(1) Approve the capital budget of up to £538,500 (including £68,500 client owned risk register) and expenditure to obtain:

- a finalised design;
- statutory approvals; and
- carry out the associated construction works

to convert the current building at 5-7 Market Place, Gainsborough into three flats and a ground floor commercial unit as an ongoing rental stream. This scheme is to be funded from the capital receipts net of any grant awards received.

(2) Note the recommendations from Overview and Scrutiny Committee.

59 ENFORCEMENT OF THE DOMESTIC MINIMUM LEVEL OF ENERGY EFFICIENCY

Members considered a report on the proposed introduction of a penalty charge of up to £5,000 relating to the Minimum Level of Energy Efficiency Regulations 2015.

Members and officers provided comment on the report:

- More work with landlords could have been demonstrated within the report; in particular assistance from the Authority to landlords in meeting these requirements around energy efficiency;
- The report was purely about energy efficiency, and only affected private landlords and not social landlords;

- In the future, unpalatable decisions may need to be made to meet the target of carbon neutrality;
- The penalty charge should be used to encourage less effective landlords to raise standards, rather than being used as a punishment against good landlords.

The Chairman moved a second recommendation from the Chair regarding investigating what could be done with any potential profits from this scheme, which was seconded and agreed to by committee. It was then:

RESOLVED to:

- (1) Approve the introduction of the penalty charge of up to £5,000 relating to the Minimum Level of Energy Efficiency Regulations 2015;
- (2) Request that proposals be brought forward to Corporate Policy and Resources Committee to see if any monies from this scheme could be used for remedial works to properties; this would be subject to eligibility.

60 MAINTENANCE POLICY OF PROPERTY & PHYSICAL ASSETS

Members considered a report on a Maintenance Policy of Property and Physical Assets, which would provide the principle of actions to be adopted by WLDC with regards to maintenance of all of its physical assets.

The Team Manager for Property and Assets introduced the item, and raised the following points:

- There was a drive to improve the current system for looking after physical assets by introducing this policy. A ranking system could be introduced when looking at planned maintenance;
- The criticality of buildings was covered; whether there would be genuine reasons to spend money earlier on buildings, possibly due to health and safety compliance;
- There were industry standard general ratings within the report of 1-4, or A-D when looking at the condition of buildings. On 4 December there had been a five year pilot survey carried out by surveyors as part of a conditions survey they hope to have finished by the end of January 2020, looking at some of WLDC's operational assets;
- WLDC had a good stock of physical assets, and would look to improve it where it could. This would be followed up with a utilisation policy.

RESOLVED to note the requirements of managing and maintaining public assets and approve the Maintenance Policy.

61 LOCAL COUNCIL TAX SUPPORT SCHEME FOR 2020/21

Members considered the Local Council Tax Support Scheme for 2020/21.

The Revenues Manager introduced the report and informed Members that there was no proposed change to the scheme from the previous year.

A study on universal credit claimants showed that the collection rate for Council Tax as of 1 December was 3% higher than at the same time last year. This gives Council officers the opportunity to improve their budgeting.

RESOLVED to:

- (1) Note the contents of the report and;
- (2) Recommend that **Full Council** adopt Option 1 of the report for the Local Council Tax Support Scheme for West Lindsey District Council for 2020/21.

62 CHANGE OF MEETING DATE - PLANNING

Committee agreed to move the planned date for Planning Committee from 24 June 2020 to 17 June 2020.

63 COMMITTEE WORK PLAN

The workplan was noted, whilst acknowledging that the Whistleblowing report scheduled for January may not come to committee.

64 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act.

65 NATIONAL NON DOMESTIC RATES, SUNDRY DEBTORS, COUNCIL TAX AND HOUSING BENEFIT OVERPAYMENTS WRITE OFFS

Members considered a report detailing irrecoverable debts.

The Revenues Manager outlined that the team took recovery action in respect of all debts; bills were issued, along with reminders and summonses. When it came to liquidation, the local authority was not classed as a preferential creditor, and there would be no further recovery action in those cases. Those types of debts could either be written off, or they remained on the accounts.

RESOLVED to:

- (1) Write off arrears of National Non Domestic rates to the value of £215,291.50;
- (2) Write off arrears of Housing Benefit Overpayments to the value of £40,789.65;

(3) Write off arrears of Council Tax to the value of £7,363.69;

(4) Write off arrears of Sundry Debts to the value of £15,000.

66 NEW OPERATIONAL DEPOT UPDATE

Members considered a report on the options for the development of the new operational depot, along with the request for additional funding.

All work had been guided around a central depot to allow safe and efficient services to the residents of West Lindsey.

There were two designs - a fully future proofed site, and a scaled down option. Costs for the fully future proofed site had increased, as the original costs were based on an 'in-principle' design. This was proposed to be a bigger site needing more materials.

The site in question was on a slope, and this needed to be addressed for drainage purposes.

Overall costs had been reduced by looking at:

- Reworking buildings to cut drainage costs;
- Reduced landscaping costs;
- Reduced fixtures and fittings.

It was also likely that food waste would be collected from 2023, as all indicators showed that the UK would adopt EU legislation on this matter. There was also likely to be the adoption of separate collections of paper and cardboard.

If a smaller site was adopted, it would lead to larger costs in the future.

Whilst most comments from Members were favourable, there was a warning that costs should remain in the updated agreed envelope.

RESOLVED to:

- (1) Accept option 1 – a future proofed design, as detailed in the report;
- (2) Approve an increase to the approved capital budget (+/- 10%) for land purchase and construction of an Operational Depot, including all costs, as detailed in the report;
- (3) Approve expenditure for the delivery of a new Operational Depot (+/-10%), as detailed in the report.

The meeting concluded at 8.49 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.

Meeting	Policy and Resources Committee
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Status	Title	Action Required	Comments	Due Date	Allocated To
Black	Heritage Regeneration in the marketplace	The Chairman told Members of the CPR committee that there was a blue book on heritage regeneration of the marketplace. This was to be circulated to all Members	This was circulated by JW on 11 December 2019.	09/01/20	James Welbourn

Green

Leisure Centre Contract

Members at Corporate Policy and Resources committee on 7 November asked the following questions about the Leisure Centre in Gainsborough:

1 - how are the figures in the P and D report arrived at in terms of customer satisfaction?

2 - Is there any feedback on the 'mystery shopper' visit that took place recently?

3 - How is the contract managed in terms of maintaining the facility? Public concerns of late have included health and safety issues; in particular the lack of running water for two days.

Ellen King's response to the first part:

"Is the P&D element relating to the comments not reflecting complaints that members are receiving? If so, the customer satisfaction figure is derived from a survey completed by users of the leisure centre. I am reliant on this information being sent to me by Anna so I wouldn't be able to comment on how the survey is compiled, how often it is sent, what the questions are etc.

Any complaints would be dealt with by the Leisure Centre and as part of the contract monitoring meetings held with Anna. They wouldn't form part of Nat's complaints and, again, I would be reliant on feedback from Anna in terms of the commentary that is included in P&D.

The remedial action is for monthly monitoring meetings to be held between the Council and Leisure Centre to address issues of cleanliness. I would expect that this would lead to improvements by the end of quarter three if followed through. If this proves not to be the case and the action already being taken doesn't lead to improvements, then members can request additional remedial action via the next P&D round."

At committee on 4 December Members enquired whether it would be possible to get our own subset of data - they were informed that this was unlikely because of the way the contract was arranged.

Ian Knowles has a briefing note to read out at committee on 9 January. In terms of

04/12/19 Anna Grieve

question 2, there had been no 'mystery shopper' visit as Anna Grieve had made ad-hoc visits herself.

Meeting to be arranged between officers to formulate an action plan for the Leisure Centre.

Green

Energy Efficiency monies

Committee requested the below:

(2) Request that proposals be brought forward to Corporate Policy and Resources Committee to see if any monies from this scheme could be used for remedial works to properties; this would be subject to eligibility

This was related to the introduction of the maximum of £5000 penalty charge for energy efficiency

AG 9/12/19 : There is no provision within the guidance which stipulates that penalty income should be ring-fenced for this type of work. It is proposed that the regulations are reviewed after 12 months to look at the income level achieved to see if it is sufficient to develop a scheme such as this.

09/01/20 Sue Leversedge

Agenda Item 6a



**Corporate Policy and
Resources Committee**

Thursday, 9 January 2020

Subject: Trinity Arts Centre Lighting

Report by:

Executive Director of Resources

Contact Officer:

Anna Grieve

anna.grieve@west-lindsey.gov.uk

Purpose / Summary:

Increase in funding for the upgrade to lighting and communications systems at the Trinity Arts Centre.

RECOMMENDATION(S):

An increase in funding of up to £20,000 be agreed in order that the upgrade to lighting and communications systems at the Trinity Arts Centre may be carried out.

IMPLICATIONS

Legal: None.

Financial : FIN/164/20

There is currently a budget of £500k to fund a number of service improvement projects at Trinity Arts Centre (TAC).

Corporate Policy and Resources committee on 7th November 2019 approved capital spend of £60k for two health and safety related investments at TAC; £50k for stage lighting and £10k for a show relay and communication System. Recent market testing has indicated that the cost of these will exceed this amount. Therefore an increase of up to £20k is requested. This will be met from the original £500k allocated to TAC improvements.

As advised previously the approved projects will be funded from either the Property Asset Reserve (£300k) and Borrowing (£200k) as appropriate.

Staffing : None

Equality and Diversity including Human Rights :

None.

Data Protection Implications : None

Climate Related Risks and Opportunities: None

Section 17 Crime and Disorder Considerations: None

Health Implications: None

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

None.

Risk Assessment :
None.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 On Monday 28th October 2019 a report was taken before Management Team for approval to undertake further improvement works to the Trinity Arts Centre as part of the 2019 – 2024 Business Plan.
- 1.2 The Plan identified spend of £50,000 to replace the stage lighting system and spend of £10,000 to replace the show relay and backstage communications system.

2 Current Position

- 2.1 The current systems are old and outdated. The lighting system is working on 3 of the 5 electrical patch boards and there is a risk to performances if another patch breaks. The relay communications system does not provide the ability to allow for communications between front of house and backstage which is crucial to maintaining communications between performers, staff and users to ensure the smooth running of the theatre. As such there is a Health & Safety risk associated with these systems.
- 2.2 Market testing has been undertaken to establish the potential costs and it has been ascertained that to replace both the lighting and communications system could potentially require up to an additional £20,000 on top of the already agreed £60,000.
- 2.3 Investment in the lighting system will achieve:
 - New LED luminaires will reduce energy consumption;
 - A reduced risk of the need to work from height;
 - An increased efficiency of use through providing savings in technician hours;
 - A safe environment with the opportunity to become a learning theatre through improved lighting.
- 2.4 Investment in the Relay & Communications system will achieve:
 - Critical communications between persons backstage and those in stage or tech box;
 - Correct cues to performers;
 - The relay of any general and safety information to performers and visitors to the theatre.

3 Procurement

- 3.1 The intention is to carry out a Request for Quotation procedure through the electronic tendering portal, ProContract.
- 3.2 Three independent suppliers will be invited to quote for the works.

- 3.3 It is anticipated that the process will start w/c 27th January 2020 with award of contract w/c 24th February 2020. The works will then be programmed in around the theatre schedule.



Corporate Policy and
Resources

Thursday 9th January 2020

Subject: Approval of the Council's Proposed Performance Measures

Report by:	Executive Director of Resources and Head of Paid Service
Contact Officer:	Ellen King Senior Performance Officer Ellen.King@west-lindsey.gov.uk
Purpose / Summary:	To present for approval the Council's proposed Progress and Delivery performance measures; and proposed performance reporting framework for 2020/21.

RECOMMENDATION(S):

1. To approve the proposed changes to the performance reporting framework for 2020/21 onwards as follows:
 - 1a) That the Council's performance reporting periods are realigned to four equal quarters of three months each in line with standard local government practice.
 - 1b) That all Councillors receive a full copy of the quarterly P&D report via the Members' newsletter. This is a more transparent process that will ensure all Councillors will have the opportunity to review and comment on the Council's performance.
 - 1c) That Progress and Delivery reports are presented to the Council's policy committees and Overview and Scrutiny Committee bi-annually (at the end of quarters two and four) in order to continue to fulfil the Council's constitutional requirements.
2. To approve the proposed Progress and Delivery performance measures for 2020/21.
3. To note the basket of Corporate Plan performance measures (Appendix A) which have been updated for the Council's new Corporate Plan covering the period up to 2023.

IMPLICATIONS

Legal:

None as a result of this report

Financial : FIN/154/20/SL

There are no financial implications arising from this report.

Staffing :

None as a result of this report

Equality and Diversity including Human Rights :

N/A

Data Protection Implications :

None as a result of this report

Climate Related Risks and Opportunities:

N/A

Section 17 Crime and Disorder Considerations:

N/A

Health Implications:

None as a result of this report

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

N/A

Risk Assessment :

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

Key Decision:

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

Yes

No

Introduction

As part of the Council's performance management framework, service level performance is monitored and reported through the Council's Progress and Delivery (P&D) cycle. This is one element of the Council's wider performance management framework which is centred on the 'golden thread'.

All of the Council's performance indicators should be informed by the key objectives set out in the Corporate Plan. This report focuses on those service based performance measures that are reported through the P&D cycle.

A separate basket of annually reported Corporate Plan performance measures have been developed to monitor delivery against the objectives the Council has set itself in the Corporate Plan. These measures are one of many ways in which the Council will monitor delivery of the Corporate Plan objectives. The measures have been designed to show trajectory in those areas where the Council has direct control and, as such, they do not have targets attached. A copy of these measures is attached for information as Appendix A to this report.

The Council's Approach

The Performance and Programmes Team facilitated meetings with each Team Manager, senior officers and Finance Business Partners throughout September and October 2019. The following elements were taken into account when considering appropriate measures and targets:

1. **Strategic linkages:** service linkages to key strategic documents, including the Corporate Plan, will be made.
2. **Stakeholder requirements:** development of stakeholder registers allows for requirements to be identified.
3. **Statutory obligations:** an understanding of the statutory legislation that a service adheres to.
4. **Financial commitments:** the financial commitments that the service has.

As is usual practice at West Lindsey, a balanced scorecard approach was used to ensure performance measures encompassed the key perspectives of: customer, financial, process and quality.

Feedback from the Member Working Group

The Council's Overview and Scrutiny Committee approved the establishment of a member working group to scrutinise the proposed Progress and Delivery measures for 2020/21. The group, which met in November 2019, provided feedback on the proposed performance measures and targets and the recommendations from the working group were incorporated into the final set of performance measures and targets, a full copy of which are attached as Appendix A to this report. Feedback from the working group is summarised below.

Only those measures where performance is within the Council's control should be included in Progress and Delivery reporting.	Any measures where performance is outside the Council's control (e.g. number of Licensing applications received) have been removed from the P&D measure set but will continue to be monitored by Team Managers at service level.
The format of the report should be altered to focus only on those measures that require remedial action. All other exception measures to be included in appendices to the main report.	The Performance and Programmes Team are reviewing the report format for 2020/21 although it will be kept in line with constitutional requirements.
There was a general discussion around enforcement performance. Members raised concerns around the Council's legal powers and a backlog of old cases.	The Enforcement performance measures will remain the same but the wider points raised by members will be picked up as part of the review into Enforcement requested by Prosperous Communities Committee in November 2019.
Ward initiatives need to be included as part of any communications strategy around the Corporate Plan	A meeting is planned for January 2020 regarding a Communications Strategy for the Corporate Plan and this recommendation will be included as part of the considerations.

What has changed for 2020/21?

The following pages highlight the proposed changes to performance reporting, and to the Progress and Delivery measures for 2020/21. In addition to the Member Working Group, all changes have been approved by both Core Leader's Panel (22nd November 2019) and Management Team (2nd December 2019). Corporate Policy and Resources Committee are asked to give final sign off by formally approving these changes.

New Proposals for Performance Reporting

Currently, P&D reports are considered four times per year by Management Team, each of the Policy Committees plus Overview and Scrutiny Committee. Due to the August recess, it is not possible to report performance in four equal quarters, which impedes the Council's ability to manage performance as effectively as it could.

The current reporting periods are April-May (two months), June-September (four months), October-December (three months) and January-March (three months). The risks of keeping with this approach are as follows:

- West Lindsey is out of sync with standard local authority practice.
- P&D reports are not presented to Committee for consideration in a timely manner. For example, a 'quarter' one report for April and May does not finish its route through the Committee cycle until September, by which time quarter two has concluded. This makes timely scrutiny and decision making difficult.

- There is a lack of parity between how performance is managed at service level (where Managers tend to monitor, manage and benchmark performance in four equal quarters) and how it is managed at the strategic level.

In order to mitigate these risks and to drive further improvement, it is proposed that the following changes to the performance management framework are made as the best way of achieving the desired improvements in performance management across the Council. These changes are also illustrated in fig 1.

- Progress and Delivery reports to be reviewed by Management Team once per quarter, based on four equal quarters consisting of three months each, in line with standard local government practice.
- All Members' will receive a full copy of the quarterly P&D report via the Members' newsletter. This is a more transparent process that will ensure all Councillors will have the opportunity to review and comment on the Council's performance.
- In order that the Council's performance continues to be scrutinised at Committee level, it is proposed that a bi-annual P&D report (at the end of quarter two and the end of quarter four) is produced for each policy committee, plus Overview and Scrutiny Committee. This fulfils the requirements of the Council's constitution and would not require any Constitutional amendment.

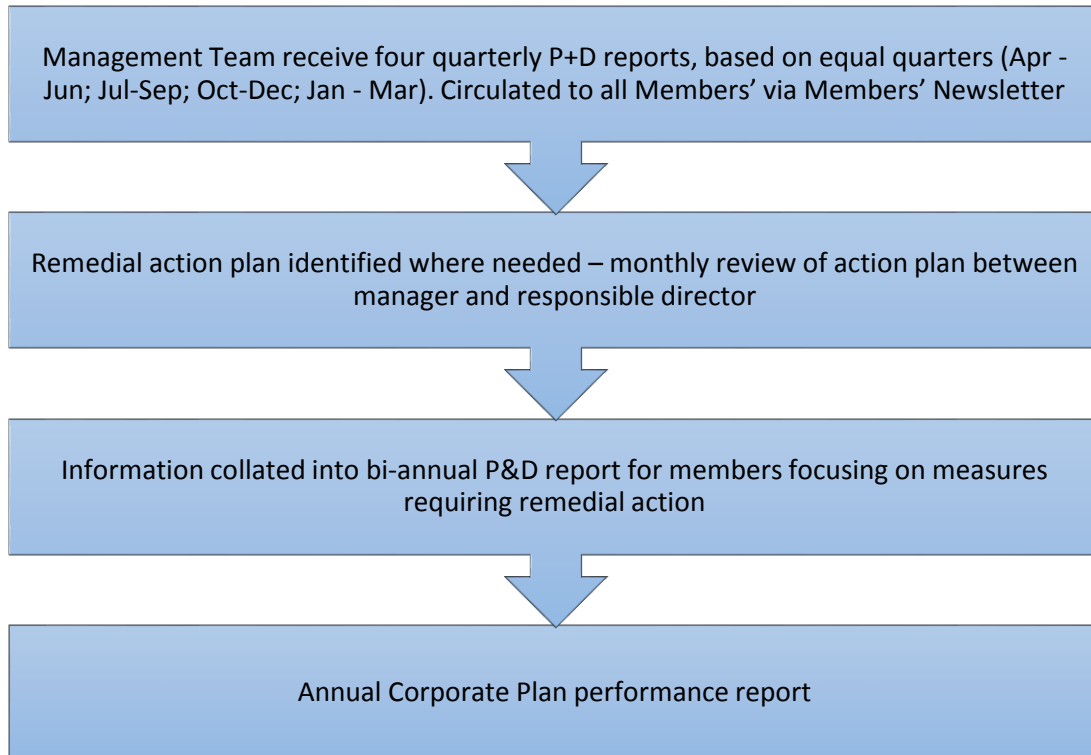


Fig 1: proposed performance reporting framework for 2020/21 onwards

Proposed Progress and Delivery Performance Measures for 2020/21

The performance scorecards for each of the Council's service areas are included below, which include the identified P&D measures and

corresponding targets for 2020/21. The main changes for 2020/21 can be summarised as follows:

1. For those indicators where performance is outside the Council's control, targets have been removed. Data will instead continue to be monitored at service level and will be included as part of the narrative and commentary in each P&D report to provide context to other performance measures. This applies to measures such as numbers of applications received in Building Control, Licensing and Land Charges where the Council has little or no control over performance.
2. An additional customer focused measure has been introduced for all service areas to understand how easy customers find it to access a service ('customer effort'). This is captured through the Council's existing customer satisfaction survey and, as with existing customer measures, the score will be aggregated in P&D reports to give a 'whole Council' out-turn but individual teams will have oversight of their own performance and will be encouraged to use the data to learn and improve.

Where targets have changed, this is indicated in the tables below with a ✓ icon. Any new measures have been highlighted in the tables and in the summary section for each service. For measures that are finance based (such as 'cost of service per head of population'), targets will be allocated by the Finance Business Partners in January 2020 once the controllable budgets have been finalised. These financial measures have been marked as 'TBC' (to be confirmed) in the tables below.

Asset and Facilities Management

Meeting date: 20th September 2019

Attendees: Gary Reeve, Darren Mellors, Ellen King

Summary:

- It was felt that capturing customer satisfaction, ease of contact and digital demand was not relevant for this service due to the small size of the customer base and the negative impact this would have on response rates.
- Based on feedback from the Member working group, the measures relating to rental income (car parks and received assets) will be removed from P&D and monitored at service level. Income figures will continue to be recorded in the service commentary where appropriate.
- Additional measures relating to backlog maintenance, property performance and compliant properties have been identified to be monitored at service level only.

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
Cost of delivering service per head of population	Annual	NTS	TBC by Finance in January 2020	N/A
Process				
% split between planned and responsive maintenance	Quarterly	70% / 30%	70% / 30%	No
Quality				
Rental portfolio voids	Monthly	12% (national standard)	12% (national standard)	No

Building Control

Meeting date: 24th September 2019

Attendees: Ady Selby, Phil Westmorland, Jodi Wray, Darren Mellors, Ellen King, Sarah Scully, Sarah Staff

Summary:

- A full stakeholder register was developed during the meeting and the service has requested a further workshop to be held on 7th January 2020 to scope new service based measures (not reported through P&D).
- Based on Member feedback, the 'number of building applications received' and 'income received' will be removed as a P&D measure and will instead be monitored at service level.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				
Customer Satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer Effort (how easy do customers find it to access a service) <i>*new*</i>	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Financial				
Cost of delivering service per head of population	Annual	2019/20 used as a baseline	TBC in January 2020	TBC
Cost of delivering the service to the Council	Annual	2019/20 to be used as a baseline	TBC in March 2020	TBC
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
West Lindsey Market Share	Monthly	78%	78%	No

Contracts Management

Meeting date: 8th October 2019

Attendees: James O'Shaughnessy, Darren Mellors, Ellen King

Summary:

- It was agreed that the performance measures, targets and tolerance levels will remain the same for all measures in this service.
- It was felt that customer measures are not appropriate due to the nature of the service.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
Cost of delivering the service per head of population	Annual	2019/20 used as a baseline	TBC in January 2020	TBC
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
% of contracts awarded to local suppliers	Bi-annual	20%	20%	No
Challenges to the procurement exercise upheld	Bi-annual	5	5	No

Corporate Health

Meeting date: 23rd October 2019 (Customer measures only)

Attendees: Lyn Marlow, Darren Mellors, Ellen King, Natalie Kostiuk (Customer measures only)

Summary:

- Where applicable, targets have been discussed with individual managers.
- Digital demand to be removed until the implementation of a Customer Relationship Management (CRM) system as it is not possible to capture the data accurately.
- A new measure 'customer effort' will be introduced to capture how easy customers find it to access a Council service. The target for this will be determined by the Customer First Board In January 2020.
- Based on Member feedback, 'compliments received' and 'complaints received' will be removed from the Corporate Health suite and the figures will instead be reported as part of the P&D report commentary. The working group also recommended that the target for '% of calls answered within 21 seconds' be stretched to 85% for 2020/21 and 90% for 2021/22.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				

% of complaints where the Council is at fault	Quarterly	45%	45%	No
Average time taken to resolve a complaint	Quarterly	21 days	21 days	No
% of calls answered within the timescale (21 seconds)	Monthly	80%	85% (Member recommended target)	✓
Customer satisfaction	Monthly	3* (equal to 75%)	3* (equal to 75%)	No
Customer effort <i>*new*</i>	Monthly	N/A	Target to be set by Customer First Board in January 2020	TBC
Financial				
Increase in net rates payable (NNDR)	Annually	No target set	To be set by Finance in January 2020	TBC
Time taken to pay invoices	Monthly	14 days	14 days	No
Annual Statement of Accounts completed within the timescale	Annually	Yes	Yes	No
% of debtors that are late by 30 days or more	Monthly	No target set - 2019/20 to be used as a baseline year	Target to be set in March 2020 once full baseline data is available	TBC
Budget variance	Annually	0%	0%	No
Process				
Server and system availability	Monthly	98%	98%	No
Staff absenteeism	Monthly	0.6 days	0.6 days	No
Number of safeguarding incidents reported to the Council	Monthly	No target set	No target set	No
Quality				
Number of Health and Safety incidents recorded	Monthly	No target set	No target set	No
Employee satisfaction	Annually	90%	90%	No
Audit opinion	Annually	Unqualified	Unqualified	No
Number of data breaches resulting in action by the ICO	Quarterly	0	0	No

Democratic Services

Meeting date: 8th October 2019

Attendees: Darren Mellors, Ellen King and James O'Shaughnessy

Summary:

- New measure to replace volume of FoI requests received. This will capture the ratio of FoI requests received compared to the number of FoI requests processed. This will demonstrate demand and should show a decrease over time as more and more information is published by the Council.
- Based on Member feedback, 'number of member training and development events' will be removed as a P&D measure and the figures will instead be included as part of the service commentary.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				
Member satisfaction with development and training events	Quarterly	90%	90%	No
Financial				
Cost of delivering the service per head of population	Annually	2019/20 used as a baseline	TBC by Finance in January 2020	TBC
Process				
Attendance at member training and development events	Quarterly	2019/20 used as baseline year	Target to be set in March 2020 using baseline data	TBC
Quality				
% of Freedom of Interest (Fol) requests turned around in statutory time limit	Quarterly	100%	100%	No
The % split between Fol requests received and Fol requests processed <i>*new*</i>	Quarterly	N/A	No target set (2020/21 to be used as a baseline)	N/A
Number of subsequent challenges	Quarterly	5	5	No

Development Management

Meeting date: 11th October 2019

Attendees: Russell Clarkson, Darren Mellors, Ellen King, Chris Dennis

Summary:

- Power BI (a Microsoft Office performance reporting tool) to be used to develop dashboards that will allow officers to understand their individual performance and for the team to better plan and manage workloads. The dashboards will be designed to enable continuous learning and improvement.
- 'Number of planning applications received' to be removed at Members' request and monitored at service level. These figures will instead be included as part of the P&D reporting commentary.
- '% of appeals allowed' to be broken down into majors and non-majors
- A number of new measures have been identified to be monitored at service level by the Team Manager.
- Based on Member feedback, 'received planning applications' and 'income received' will be removed from the P&D measure set and the figures will instead be included as part of the service commentary.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from previous?
Customer				
Customer Satisfaction	Quarterly	5* (55%)	3.5* (75%)	No

Customer Effort <i>*new*</i>	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Financial				
Cost of delivering the service per head of population	Annually	No target set	TBC by Finance in January 2020	TBC
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
% of major planning applications determined within statutory target	Quarterly	90%	90%	No
% of non-major planning applications determined within statutory target	Monthly	80%	80%	No
% of appeals allowed – majors <i>*new*</i>	Quarterly	5%	5%	No
% of appeals allowed – non-majors <i>*new*</i>	Quarterly	N/A	5%	No

Enforcement and Regulatory Services

Meeting date: 17th September and 16th October 2019

Attendees: Andy Gray, Ellen King, Sarah Scully

Summary:

- As performance measures underwent a full-scale review during a performance workshop held in early 2019, it was agreed that the majority of the measure set, targets and tolerance levels for both Enforcement and Regulatory Services would remain the same to allow the new measures time to embed.
- Based on feedback from the Member working Group, 'housing enforcement requests received' and 'planning enforcement requests received' will be removed as P&D measures and monitored at service level. Figures will instead be included as part of the service commentary.

Scorecard

Measure	Reporting Frequency	Target (2018/19)	Target (2019/20)	Change from Previous?
Customer				
% of planning enforcement cases where an initial response was provided to the customer within 20 working days	Monthly	90%	90%	No
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Measure	Reporting Frequency	Target (2018/19)	Target (2019/20)	Change from Previous?
Customer effort <i>*new*</i>	Quarterly	N/A	To be confirmed by Customer First Board in January 2020	N/A
Financial				

Cost of delivering the service per head of population	Annually	No target set	Target to be set by Finance in January 2020	N/A
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
Number of community safety cases closed following compliance with warning, FPN or formal action	Monthly	240	240	No
% of properties licensed within SWW	Monthly	95%	95%	No
% of all housing enforcement cases closed within 6 months	Monthly	75%	75%	No
% of all planning enforcement cases closed within 6 months	Monthly	75%	75%	No

Enterprising Communities and CCTV

Meeting date: 16th October 2019

Attendees: Grant White, Darren Mellors, Ellen King and Sue Leversedge

Summary:

- Number of incidents monitored through the CCTV service and number of reviews completed through the CCTV service to be removed as it is no longer possible to collect this data accurately.
- External community funds levered by WLDC and Total value of community grants awarded to be removed and replaced by community grants awarded as a % of external community funds levered. This is designed to show the quality of financial decision making within the service.
- Based on feedback from the Member working group, the 'total income generated by the CCTV service' will be removed from P&D and retained at service level. Income figures will instead be included as part of the service commentary where appropriate.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
Cost of delivering the CCTV service per head of population	Annually	No target set	TBC by Finance in January 2020	N/A
Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Community grants awarded as a % of external community funds levered	Bi-annual	N/A	2020/21 to be used as a baseline year	N/A
Process				
Number of 'Town Watch' customers using the CCTV service	Bi-annual	4	To be set in March 2020 based on 19/20 baseline	TBC

Number of commercial customers using the CCTV service	Bi-annual	25	To be set in March 2020 based on 19/20 baseline	TBC
Quality				
N/A	N/A	N/A	N/A	N/A

Garden Waste

Review meeting date: 17th October 2019

Attendees: Ady Selby, Rob Gilliot, Simon Smoothey, Darren Mellors, Daniel Reason

Summary:

- Targets are to reflect 2019/20 performance levels
- Performance measures to remain the same
- The Member working group agreed that 'income generated' should remain as a measure as the Council has a direct influence over performance levels.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer effort	Quarterly	N/A	To be confirmed by the Customer First Board in January 2020	N/A
Financial				
Income generated	Monthly	£821,700	Target to be set by Finance in January 2020	TBC
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
Subscription take-up	Monthly	50%	Target to be set at year end based on 2019/20 out-turn	TBC
Missed garden waste collections	Monthly	0.2%	0.2%	No

ICT

Review meeting date: N/A

Attendees: N/A

Summary:

- A full scale review of the ICT performance measures was carried out in xx 2019 and a number of new performance measures were implemented. In order to give these new measures time to embed and to allow time for collection of baseline data, ICT is exempt from this process until 2020.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	N/A	3.5* (75%)	No
Financial				
Cost of service per head of population	Annually	No target set	TBC by Finance in January 2020	TBC
Process				
Number of helpdesk requests received	Quarterly	No target set	Target to be set in March 2020 using baseline data	N/A
Number of change management requests received	Quarterly	No target set	Target to be set in March 2020 using baseline data	N/A
Quality				
Number of change management requests completed	Quarterly	No target set	Target to be set in March 2020 using baseline data	N/A

Leisure Contract

Review meeting date: N/A

Attendees: N/A

Summary:

- No meeting held as there is currently no manager in post.
- Customer satisfaction target to be set at the same level as the rest of the Council
- All other performance targets to be set based on year end out-turn

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction with leisure events and facilities	Monthly	80%	3.5* (75%)	✓
Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Financial				
N/A	N/A	N/A	N/A	N/A
Process				
West Lindsey Leisure Centre usage	Monthly	315,000	Target to be set based on 2019/20 out-turn	TBC
Number of outreach users	Quarterly	N/A	Target to be set based on 2019/20 out-turn	TBC
Quality				
Maintain external Quest accreditation at the Leisure Centre	Annually	Achieved	Achieved	No

Number of leisure centre users referred through healthy lifestyle schemes	Quarterly	N/A	Target to be set based on 2019/20 out-turn	N/A
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Home Choices

Review meeting date: 19th September 2019

Attendees: Rachel Parkin, Darren Mellors, Ellen King

Summary:

- New measure added to capture the % of homeless prevention cases that result in long-term accommodation
- The homeless relief measure to be amended to reflect the ratio of referrals through prevention duty compared to referrals through a relief duty

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
Cost of delivering the service per head of population	Annually	N/A	Target to be set by Finance in January 2020	TBC
Process				
% of homeless prevention cases that result in long-term accommodation <i>*new*</i>	Monthly	N/A	62%	N/A
Number of households placed in temporary accommodation	Monthly	6	6	No
Number of people who have been housed from the Housing Register	Monthly	N/A	Target to be profiled per quarter based on 2019/20 performance	TBC in March 2020
Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Quality				
Number of nights spent in B&B accommodation	Monthly	0	0	No
Average length of stay in temporary accommodation	Monthly	56	56	N/A
Homeless prevention	Monthly	67 per month	30 per month	✓
Referrals for homeless prevention compared to referrals for homeless relief <i>*new*</i>	Monthly	N/A	2020/21 to be used as a baseline year	N/A

Housing

Review meeting date: 16th October 2019

Attendees: Di Krochmal, Andy Gray, Sarah Elvin, Darren Mellors, Ellen King

Summary:

- Average cost of DFGs to be removed from P&D and monitored instead service level monitoring.
- 'Number of affordable homes delivered' to become part of the Corporate Plan basket of measures

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction with Disabled Facilities Grants	Quarterly	100%	100%	No
Financial				
N/A	N/A	N/A	N/A	N/A
Process				
Average number of weeks from DFG referral to completion	Quarterly	17 weeks	17 weeks	No
Quality				
Total number of long-term empty homes in the district	Quarterly	540	540	No
Long-term empty properties brought back into use through council intervention	Quarterly	100	100	No
Total number of new building starts	Annual	N/A	Target to be set in line with Central Lincs Local Plan	N/A

Housing Benefit and Local Council Tax Support

Review meeting date: 8th October 2019

Attendees: Angela Matthews, Alison McCulloch, Darren Mellors, Ellen King

Summary:

- Targets have been stretched for all performance measures to reflect the impact of Universal Credit on demand for the service.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer effort <i>*new*</i>	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Financial				
Cost of delivering the service per head of population	Annual	No target set	Target to be set by Finance in January 2020	N/A
Cost per live claim	Monthly	£5.83	£5.52	✓

Process				
End to end processing times	Monthly	5 days	4 days	✓
Quality		1 measure	1 measure	
Number of claims older than 30 days	Monthly	20	12	✓

Licensing

Review meeting date: 23rd September 2019

Attendees: Ady Selby, Phil Hinch, Darren Mellors, Ellen King, Sarah Scully

Summary:

- Based on Member feedback, 'received applications' and 'income received' to be removed from P&D and the figures to be included as part of the service commentary. These figures will continue to be monitored at service level.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer Satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer effort <i>*new*</i>	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Financial				
Cost of delivering the service per head of population	Annual	No target set	TBC by Finance in January 2020	N/A
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
Application processing times	Monthly	96%	96%	No

Local Land Charges

Review meeting date: 17th October 2019

Attendees: Darren Mellors, Phil Hinch, Deborah Chapman

Summary:

- Target for volume of land charges received to be profiled by month to reflect peaks and troughs in demand
- Based on Member feedback, 'Land Charges searches received' and 'income received' to be removed from P&D and the figure to be included as part of the service commentary.

Scorecard

Measure	Reporting Frequency	Target (2018/19)	Target (2019/20)	Change from Previous?
Customer				
Customer Satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No

Customer effort *new*	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Financial				
Cost of delivering the service per head of population	Annual	No target set	TBC by Finance in January 2020	N/A
Process				
Time taken to process a search	Monthly	10 days	10 days	No
Quality				
Market Share	Monthly	65%	65%	No

Markets

Review meeting date: 17th October 2019

Attendees: Ady Selby, Simon Smoothey, Rob Gilliot, Darren Mellors, Daniel Reason

Summary:

- Full review of measures to be undertaken following the outcome of the Markets Options Appraisal paper that is going to Prosperous Communities Committee in December
- Management Team and Member working groups to discuss what measures they would like to see in this area
- Based on feedback from the Member working group 'income received' to be removed as a P&D measure and the income figures to be included as part of the service commentary instead.

Scorecard

Measure	Reporting Frequency	Target (2018/19)	Target (2019/20)	Change from Previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
N/A	N/A	N/A	N/A	N/A
Process				
Average number of stalls on a Tuesday	Monthly	37	37	No
Average number of stalls on a Saturday	Monthly	14	14	No
Quality				
N/A	N/A	N/A	N/A	N/A

Street Cleansing

Review meeting date: 17th October 2019

Attendees: Ady Selby, Simon Smoothey, Rob Gilliot, Darren Mellors, Daniel Reason

Summary:

- Measures and targets to remain the same, with the exception of 'income received' which will be removed as a P&D measure. Income figures will instead be recorded as part of the service summary.
- Based on feedback from the Member working group, the measure relating to number of volunteer litter picks will have a separate element to capture the

number of litter picks that are supported by the Council. This will form part of the P&D reporting narrative.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer effort	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Financial				
Cost of delivering the service per head of population	Annual	No target set	TBC by Finance in January 2020	N/A
Process				
Number of volunteer litter picks	Monthly	72	72	N/A
Quality				
% of reported fly-tipping collected within the SLA	Monthly	90%	90%	No

Systems Development

Review meeting date: 14th October 2019

Attendees: Jeannette Anderson, Darren Mellors

Summary:

- Measures and targets to remain the same, with the exception of ‘% increase in customers signing up to a self-service account’ which will be removed as a P&D measure as it is no longer possible to collect accurate data.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Financial				
Cost of delivering the service per head of population	Annual	No target set	TBC by Finance in January 2020	N/A
Process				
% of Systems Development requests that are processed within the Service Level Agreement	Quarterly	80%	80%	No
Quality				

Local Land and Property Gazetteer (LLPG) Standard	Quarterly	National Standard	National Standard	No
Website availability	Quarterly	97%	97%	No
Number of stars awarded through the SOCITM report	Annually	2*	2*	No

Trinity Arts Centre

Review meeting date: 30th September 2019

Attendees: Craig Sanders, Darren Mellors, Ellen King

Summary:

- New measure added to capture the total amount of income retained by the Council.
- New measure to be trialled capturing the number of visitors who have travelled from outside West Lindsey. To be reported in P&D from 2021/22
- A future measure that captures the added value of the TAC to the visitor economy to be scoped

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
Customer satisfaction	Quarterly	3.5* (75%)	3.5* (75%)	No
Customer effort <i>*new*</i>	Quarterly	N/A	TBC by the Customer First Board in January 2020	N/A
Measure				
Reporting Frequency				
Target (2019/20)				
Target (2020/21)				
Change from Previous?				
Financial				
Cost of the TAC to the Council	Annual	N/A	Target to be set by Finance Business Partner in Jan 2020	TBC
Box Office Ticket Income	Monthly	N/A	Target to be set by Finance Business Partner in Jan 2020	TBC
Total amount of income retained by the Council <i>*new*</i>	Monthly	N/A	Target to be set by Finance Business Partner in Jan 2020	N/A
Average spend per head – secondary sales	Monthly	N/A	£1.50	N/A
Process				
N/A	N/A	N/A	N/A	N/A
Quality				
Audience Figures	Monthly	12,000	Target to be set in March 2020 based on year end out-turn	TBC

Waste Collection

Review meeting date: 17th October 2019

Attendees: Ady Selby, Simon Smoothey, Rob Gilliot, Darren Mellors, Daniel Reason

Summary:

- Performance measures and targets to be kept the same for 2020/21 with the exception of 'surplus generated by the Trade Waste Scheme' which will be amended to 'number of customers signed up to the Trade Waste Scheme'.

Scorecard

Measure	Reporting Frequency	Target (2019/20)	Target (2020/21)	Change from Previous?
Customer				
N/A	N/A	N/A	N/A	N/A
Financial				
Cost of delivering service per head of population	Annual	No target set	To be confirmed by Finance in January 2020	N/A
Cost of delivering service per household	Annual	£27.79	Target to be set in accordance with pay increases – expected end of March	TBC
Number of customers signed up to the Trade Waste Scheme <i>*amended*</i>	Monthly	N/A – 2019/20 to be used as a baseline	Target to be set in March 2020 based on the full year's out-turn	N/A
Process				
Recycling rates	Monthly	50%	50%	No
Measure				
Residual household waste collected	Monthly	40kg	40kg	No
Quality				
Missed collections	Monthly	95 per month	95 per month	No
Missed bins collected within the Service Level Agreement	Monthly	95%	95%	No

Appendix A: Corporate Plan Performance Measures

The Council's Corporate Plan performance measures are listed in numerical order below for information. The tables that follow list each of the Corporate Plan Strategic Aims, denoting the corresponding performance measures, linkages within the State of the District report and additional narrative. It should be noted that some of the identified measures cross over into more than one strategic aim.

Reference Number	Corporate Plan measure short-hand definition
CP01	Leisure Centre Usage
CP02	Community outreach usage
CP03	Number of new users at West Lindsey Leisure Centre
CP04	A new measure to be developed during 2020 in relation to safeguarding
CP05	% of homes where standards have improved as a result of enforcement interventions
CP06	Type and tenure of properties in the district
CP07	Total value of discretionary housing payments (DHP) awarded
CP08	Assistance provided for customers applying for DHP by type
CP09	Number of people prevented from becoming homeless through Council intervention
CP10	Number of planning applications adhering to planning policies LP9 and LP10
CP11	Residents satisfaction as measured through the Citizens' Panel
CP12	Use of the DHP deposit scheme to secure a property – number of people assisted and total financial assistance
CP13	Housing completions
CP14	Housing standards enforcement
CP15	Number of village halls and community venues supported by WLDC
CP16	Number of additional dwellings / residents for whom broadband is made available via WLDC intervention
CP17	Number of employee engagement events held
CP18	Number of young people aged 16-25 supported through mentoring schemes
CP19	Number of young people aged 16-25 supported through mentoring schemes
CP20	% of young people in the district who are classed as NEETs
CP21	Number of young people aged 16-25 supported through mentoring schemes
CP22	Number of mentoring events held by WLDC in schools
CP23	Gross Value Added achieved through Council capital investments
CP24	% of new homes approved in the Lincoln fringe area.
CP25	Footfall (Gainsborough, Caistor, Market Rasen)
CP26	Total visitor spend
CP27	Total visitor nights
CP28	Number of tourist based events supported by WLDC
CP29	Number of private sector landlords signing up to the tenancy referencing scheme
CP30	Number of over 55s housing delivered
CP31	Development of a measure re Decent Homes
CP32	Number of long-term empty properties in the district
CP33	Number of long-term properties brought back into use through Council intervention
CP34	Temporary accommodation usage
CP35	Number of people who have been housed from the Housing Register
CP36	Total number of nights spent in Bed and Breakfast accommodation
CP37	Average length of stay in temporary accommodation
CP38	Homeless prevention

Reference Number	Corporate Plan measure short-hand definition
CP39	Homeless relief
CP40	Number of people assisted with rent arrears through DHPs
CP41	Number of properties where improvements have been made as a result of the selective licensing scheme
CP42	Volume of ASB incidents recorded
CP43	Resident satisfaction as measured by the Citizens' Panel
CP44	Number of food premises rated at 3* or above
CP45	Number of enforcement related prosecutions and court actions
CP46	Number of fly-tipping enforcement actions
CP47	Number of licenses revoked
CP48	Budget forecast out-turn
CP49	Return on the Council's capital investment
CP50	Staff satisfaction
CP51	Total number of days spent on staff training
CP52	Staff absence
CP53	% of staff appraisals completed on time

Corporate Plan Theme: Our People

Strategic Aim	To promote healthy lifestyles and positive wellbeing to reduce health inequalities across the district
Key Outcome	Increased physical activity across the residents of West Lindsey
Recommended measure(s)	CP01: Leisure centre usage CP02: Community outreach usage
State of the District Linkages	<ul style="list-style-type: none"> • % of adults participating in sport at least once per week • % of adults participating in physical activity for at least 150 minutes per week • % of children who are taking part in physical activity every, or almost every day
Direct contribution	<ul style="list-style-type: none"> • Capital Projects: Leisure contract, Market Rasen Leisure Centre
In-direct contribution	<ul style="list-style-type: none"> • Assets & Facilities Management: Green Infrastructure Strategy • Development Management: Planning Policies • Enterprising Communities: Community grants • Regeneration: Walking and cycling routes, Green infrastructure • Trinity Arts Centre: Little Angels, CYP dance classes
Additional Narrative	<ul style="list-style-type: none"> • Development Management - Planning applications approved for leisure facilities/activity • Enterprising Communities - Community grant funding supports funded projects around health and wellbeing • Growth - Walking festival

Corporate Plan Theme: Our People

Strategic Aim	To promote healthy lifestyles and positive wellbeing to reduce health inequalities across the district
Key Outcome	Improved health and wellbeing across the residents of West Lindsey
Recommended measure(s)	<p>CP03 Number of new users at West Lindsey Leisure centres</p> <p>CP04 Development of new measure around safeguarding</p> <p>CP05 % of homes where standards have improved as a result of enforcement interventions</p>
State of the District Linkages	<ul style="list-style-type: none"> • Adult obesity rates • Child obesity rates • Mortality rates • Under 75 mortality rates • Number of properties achieving Decent Home Standards
Direct contribution	<ul style="list-style-type: none"> • Capital Projects: Leisure contract; Market Rasen Leisure Centre • Home Choices: Wellbeing service; safeguarding • Housing: Improvement in housing standards
Indirect contribution	<ul style="list-style-type: none"> • Development Management: LP9 (Health Impact Assessments on 25+ dwellings) • Enforcement: Environmental Health Work • Growth: Green infrastructure; events • Operational Services: street cleansing; fly-tipping; waste collection; Safety Action • Trinity Arts Centre: engaging the elderly community through performance and dance
Additional Narrative	<ul style="list-style-type: none"> • Operational Services - Clinical waste collection • Green Corridor • Enterprising Communities - Grant funding for Stepping Stones theatre group to hold mental health drop in sessions

Corporate Plan Theme: Our People

Strategic Aim	To promote healthy lifestyles and positive wellbeing to reduce health inequalities across the district
Key Outcome	Greater quality of life and levels of independence among vulnerable groups
Recommended measure(s)	<p>CP06 Type and tenure of properties in the district</p> <p>CP07 Total value of Discretionary Housing Payments awarded</p> <p>CP08 Assistance provided for customers applying for DHP by type</p> <p>CP09 Number of people prevented from becoming homeless through Council intervention</p>
State of the District Linkages	<ul style="list-style-type: none"> • Narrative from the 'Our People' section
Direct contribution	<ul style="list-style-type: none"> • Benefits – DHPs (A. Matthews) • Home Choices – Wellbeing Service; homelessness; modern day slavery; domestic abuse; safeguarding; cuckooing; county lines • Housing – DFGs; Housing Assistance Policy • Licensing – issuing of licenses (pub, taxi, gambling) • Operational Services – Assisted collections; clinical collections; flood response (e.g. Wainfleet)
In-direct contribution	<ul style="list-style-type: none"> • Building Control – Accessibility standard in new businesses; assist in DFGs

	<ul style="list-style-type: none"> • Development Management – catering for the needs of less mobile occupants inc. older and disabled people (LP10) • Revenues – Disabled Relief
Additional Narrative	<ul style="list-style-type: none"> • CCTV – the service feeds into mental health referrals and safeguarding. Also impacts suicide prevention • Enforcement – housing and environmental enforcement work • Enterprising Communities – grant funding for Stepping Stones Theatre Group mental health drop in sessions • TAC – hosting disability and mental health drama groups; Disability Arts Festival in Oct 2019 • Waste Collection - Number of assisted waste collections and clinical waste collections

Corporate Plan Theme: Our People

Strategic Aim	To create strong and self-reliant communities and increase positive opportunities for disadvantaged residents
Key Outcome	Reduced levels of poverty and deprivation
Recommended measure(s)	CP05 % of homes where standards have improved as a result of enforcement interventions
State of the District Linkages	<ul style="list-style-type: none"> • Number of children in poverty (before and after housing costs) • Number of households in fuel poverty • Number of food parcels issued by the district’s Food Bank • Levels of deprivation (IMD score)
Direct contribution	<ul style="list-style-type: none"> • Development Management – LP26 quality living environments • Enforcement – Improvements made through enforcement action • Enterprising Communities – Community grants; maintaining access to green spaces (woodland sites in Gainsborough); new Green Strategy • Home Choices – reduce homelessness; highlight risk factors and signposting • Housing – fuel poverty • Revenues – Local Council Tax Scheme; Alms House Relief Scheme; Section 13a relief (hardship) reduction of up to 100%; Disabled Relief discount
In-direct contribution	<ul style="list-style-type: none"> • Trinity Arts Centre – free cinema tickets for children from low income families
Additional Narrative	<ul style="list-style-type: none"> • Benefits – Universal Credit

Corporate Plan Theme: Our Place

Strategic Aim	To create strong and self-reliant communities and increase positive opportunities for disadvantaged residents
Key Outcome	Improved quality of, and access to, housing
Recommended measure(s)	<p>CP10 Number of planning applications adhering to planning policies LP9 and LP10 (R. Clarkson)</p> <p>CP11 Resident satisfaction captured through the Citizens’ Panel</p> <p>CP12 Use of the DHP deposit scheme to secure a property – number of people assisted and total financial assistance</p> <p>CP13 Housing completions</p>

	CP14 Housing standards enforcement
State of the District Linkages	<ul style="list-style-type: none"> • Housing affordability ratio • Average house price • Housing stock
Direct contribution	<ul style="list-style-type: none"> • Assets – development of over 55s housing • Development Management – Affordable housing • Housing – enforcement standards • Home Choices – working with the private rented sector to increase access • Housing – Housing Assistance Policy
In-direct contribution	<ul style="list-style-type: none"> • Benefits – DHPs (deposit scheme)
Additional Narrative	<ul style="list-style-type: none"> • Building Control – ensure properties are delivered to the legal standards

Corporate Plan Theme: Our Place

Strategic Aim	To create strong and self-reliant communities and increase positive opportunities for disadvantaged residents
Key Outcome	Increased access to broadband services
Recommended measure(s)	CP15 Number of village halls and community venues supported by WLDC CP16 Number of additional dwellings / residents for whom broadband is made available via WLDC intervention
State of the District Linkages	<ul style="list-style-type: none"> • % of households with access to high speed broadband (defined as 10mb/sec)
Direct contribution	<ul style="list-style-type: none"> • Enterprising Communities – recruitment of Broadband Officer; review of Business Case, review of village hall Wi-Fi (G. White)
In-direct contribution	N/A
Additional Narrative	Impact of broadband officer role

Corporate Plan Theme: Our Place

Strategic Aim	To facilitate the creation of a highly skilled and educated workforce that meets the needs of the local and wider economy both now and in the future
Key Outcome	A well-skilled workforce across the district
Recommended measure(s)	CP17 Number of employee engagement events held CP18 Number of young people aged 16-25 supported through mentoring schemes CP19 Number of new apprenticeships secured
State of the District Linkages	<ul style="list-style-type: none"> • Educational attainment • Employment and unemployment rates • Participation in adult education
Direct contribution	<ul style="list-style-type: none"> • Enterprising Communities – Education and Skills Partnership (G. White) • Growth – Skills Forum

	<ul style="list-style-type: none"> • People and Organisational Development – supporting apprenticeships; day to day service delivery
In-direct contribution	N/A
Narrative inclusions	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To facilitate the creation of a highly skilled and educated workforce that meets the needs of the local and wider economy both now and in the future
Key Outcome	Increased education and training opportunities for young people
Recommended measure(s)	CP19 Number of new apprenticeships secured CP20 % of young people in the district who are classed as NEETs
State of the District Linkages	<ul style="list-style-type: none"> • Educational attainment • Employment and unemployment rates • NEETs
Direct contribution	TBC
In-direct contribution	<ul style="list-style-type: none"> • Building Control – Construction Week • Development Management – Community Infrastructure Levy provides a contribution to secondary education • Enterprising Communities – Education and Skills Partnership; mentoring schemes • Growth – day to day service delivery
Additional Narrative	TBC

Corporate Plan Theme: Our Place

Strategic Aim	To facilitate the creation of a highly skilled and educated workforce that meets the needs of the local and wider economy both now and in the future
Key Outcome	Increased educational attainment across the district
Recommended measure(s)	CP21 Number of young people aged 16-25 supported through mentoring schemes CP22 Number of mentoring events held by WLDC in schools
State of the District Linkages	<ul style="list-style-type: none"> • Educational Attainment • Employment and Unemployment Rates • Employment by Type
Direct contribution	<ul style="list-style-type: none"> • Enterprising Communities – Mentoring Schemes
In-direct contribution	<ul style="list-style-type: none"> • Development Management - Community Infrastructure Levy provides a contribution to secondary education • Trinity Arts Centre – offer in development for schools in conjunction with Mighty Creative and Arts Mark to enhance English and Maths skills through performing arts.
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	Position our economy to maximise its economic integration in the region and align to the Local Industrial Strategy
Key Outcome	Increase Gross Value Added
Recommended measure(s)	CP23 Gross Value Added achieved through Council capital investments
State of the District Linkages	<ul style="list-style-type: none"> Annual change in GVA Business confidence
Direct contribution	<ul style="list-style-type: none"> Growth – delivery of new Cinema; bringing sites forward for large scale development; supporting businesses to grow; annual increase/decrease in GVA
In-direct contribution	<ul style="list-style-type: none"> Assets and Facilities Management – Saxilby Courtyard Scheme Capital Projects – delivery of the crematorium Development Management – Pre-application advice approach for all economic development Revenues – Business rate relief; revaluation relief; retail discounts
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	Position our economy to maximise its economic integration in the region and align to the Local Industrial Strategy
Key Outcome	Increase job creation
Recommended measure(s)	N/A
State of the District Linkages	<ul style="list-style-type: none"> Employment Rate Unemployment Rate Number of jobs created
Direct contribution	<ul style="list-style-type: none"> Capital Projects – crematorium; Market Rasen leisure centre Growth – business units at Saxilby
In-direct contribution	<ul style="list-style-type: none"> Asset and Facilities Management – Saxilby Courtyard Scheme Development Management – Local Plan which promotes growth in the district (LP3)
Narrative inclusions	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities
Key Outcome	Accelerate housing delivery
Recommended measure(s)	<p>CP14 Housing completions</p> <p>Additional measures linked to the Housing Board to be confirmed</p>

State of the District Linkages	<ul style="list-style-type: none"> Narrative from the Housing section of the report
Direct contribution	<ul style="list-style-type: none"> Housing Strategy
In-direct contribution	<ul style="list-style-type: none"> Assets and Facilities Management – Japan Road Development Management – determination of applications; housing delivery test Growth – day to day service delivery Local Land Charges – completion of services
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities
Key Outcome	Support sustainable growth of the Lincoln fringe
Recommended measure(s)	CP24 % of new homes approved in the Lincoln fringe area.
State of the District Linkages	<ul style="list-style-type: none"> None specific to Lincoln Fringe
Direct contribution	Central Lincolnshire Local Plan
In-direct contribution	<ul style="list-style-type: none"> Development Management – Lincoln Strategy Area applications
Additional Narrative	<ul style="list-style-type: none"> Review of the Central Lincolnshire Local Plan Support provided to Neighbourhood Planning

Corporate Plan Theme: Our Place

Strategic Aim	To ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities
Key Outcome	A vibrant visitor economy
Recommended measure(s)	CP25 Footfall (Gainsborough, Caistor, Market Rasen) CP26 Total visitor spend CP27 Total visitor nights CP28 Number of tourist based events supported by WLDC
State of the District Linkages	<ul style="list-style-type: none"> As above
Direct contribution	<ul style="list-style-type: none"> Growth – special events; destination management partnerships each have action plans assigned, e.g. Love Lincolnshire Wolds and Discover Gainsborough (W. Osgodby) Operational Services – markets (S. Smoothey) Trinity Arts Centre – day to day service delivery (C. Sanders)

In-direct contribution	<ul style="list-style-type: none"> • Capital Projects – Leisure contract; crematorium; cinema • Development Management – LP7 • Enforcement – Food inspections • Enterprising Communities – transport scheme • Licensing – issuing of taxi, pub and gambling licenses
Narrative inclusions	<ul style="list-style-type: none"> • Enterprising Communities – Gainsborough Central Station • Growth – impact of the Mayflower 400 events; • TAC – audience figures

Corporate Plan Theme: Our Place

Strategic Aim	Improved quality and choice across the housing market, using private sector solutions where appropriate
Key Outcome	Improved housing standards across the district
State of the District Linkages	<ul style="list-style-type: none"> • Narrative from the Housing section of the Report
Recommended measure(s)	<p>CP14 Housing completions</p> <p>CP29 Number of private sector landlords signing up to the tenancy referencing scheme</p> <p>CP30 Number of over 55s housing delivered</p> <p>CP31 measure re Decent Homes TBC</p>
Direct contribution	<ul style="list-style-type: none"> • Enforcement – Selective Licensing Scheme • Housing – DFGs; Housing Assistance Policy; Housing Standards
In-direct contribution	<ul style="list-style-type: none"> • Assets and Facilities Management – Japan Road • Building Control – ensure properties are delivered to the minimum standard in law • Development Management – LP10 and LP26 • Home Choices – Social Lettings Agency • Operational Services – waste collection service; street cleansing • Revenues – Disabled Relief Scheme
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	Improved quality and choice across the housing market, using private sector solutions where appropriate
Key Outcome	Improved quality and choice across the housing market
Recommended measure(s)	<p>CP30 Number of over 55s housing delivered</p> <p>CP32 Number of long-term empty properties in the district</p> <p>CP33 Number of long-term properties brought back into use through Council intervention</p>
State of the District Linkages	<ul style="list-style-type: none"> • Type and tenure of housing Stock
Direct contribution	<ul style="list-style-type: none"> • Enforcement – selective licensing schemes

In-direct contribution	<ul style="list-style-type: none"> • Assets and Facilities Management – Japan Road • Development Management – day to day service delivery • Home Choices – Housing Register
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To drive housing growth and meet need and demand, using private sector solutions where appropriate
Key Outcome	An effective housing service that meets the needs and demands of its users
Recommended measure(s)	<p>CP34 Temporary accommodation usage</p> <p>CP35 Number of people who have been housed from the Housing Register</p> <p>CP36 Total number of nights spent in Bed and Breakfast accommodation</p> <p>CP37 Average length of stay in temporary accommodation</p> <p>CP38 Homeless prevention</p> <p>CP39 Homeless relief</p>
State of the District Linkages	<ul style="list-style-type: none"> • Narrative from the Housing section of the report
Direct contribution	<ul style="list-style-type: none"> • Benefits – day to day service delivery • Development Management – LP11; Local Plan adoption • Enforcement – selective licensing scheme • Home Choices – homeless prevention
In-direct contribution	N/A
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To create a safer district in which to live, work and socialise
Key Outcome	Increased tenancy sustainment
Recommended measure(s)	<p>CP34 – CP39 Home Choices performance measures as above</p> <p>CP40 Number of people assisted with rent arrears through DHPs</p> <p>CP41 number of properties where improvements have been made as a result of the selective licensing scheme</p>
State of the District Linkages	<ul style="list-style-type: none"> • Narrative from the Housing section of the report
Direct contribution	<ul style="list-style-type: none"> • Benefits – DHPs • Enforcement – Housing standards • Home Choices – PRS Officer; homeless prevention • Enforcement – Advice and guidance to landlords; DFGs • Revenues – Disabled relief; single person's discount

In-direct contribution	N/A
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To create a safer, cleaner district in which to live, work and socialise
Key Outcome	Residents feeling safer in the district
Recommended measure(s)	CP42 Volume of ASB incidents recorded CP43 resident satisfaction as measured by the Citizens' Panel
State of the District Linkages	<ul style="list-style-type: none"> Narrative around crime and anti-social behaviour
Direct contribution	<ul style="list-style-type: none"> CCTV – day to day service delivery Enforcement – community safety Licensing – issuing of taxi, pub and gambling licenses
In-direct contribution	<ul style="list-style-type: none"> Building Control – dangerous buildings Corporate Governance – tree surveys; headstone testing; dry stone walls Development Management – designing out crime Enterprising Communities – community grants; parish lighting scheme Operational Services – lorries with cameras for recording and safeguarding TAC – matinee performances have been rolled out following feedback from elderly customers regarding feelings of safety after evening performances
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To create a safer, cleaner district in which to live, work and socialise
Key Outcome	Increased quality of life for residents
Recommended measure(s)	CP43 resident satisfaction as measured by the Citizens' Panel
State of the District Linkages	<ul style="list-style-type: none"> Narrative around crime and anti-social behaviour
Direct contribution	<ul style="list-style-type: none"> Assets – Corporate Environmental Sustainability Policy (2018) CCTV – support shop/pub watch scheme Development Management – designing out crime Home Choices – improving housing standards Housing – DFGs; empty homes grants; Housing Assistance Policy; housing standards (D. Krochmal) Operational Services – day to day service delivery
In-direct contribution	<ul style="list-style-type: none"> Building Control – accessibility standard in new businesses Capital Projects – day to day service delivery Enforcement – housing standards Enterprising Communities – day to day service delivery

	<ul style="list-style-type: none"> • Growth – development of visitor/leisure offer; green infrastructure • Licensing – issuing of licenses (taxi, pub, gambling)
Additional Narrative	N/A

Corporate Plan Theme: Our Place

Strategic Aim	To create a safer, cleaner district in which to live, work and socialise
Key Outcome	A high standard of quality and compliance across all regulated areas
Recommended measure(s)	CP44 Number of food premises rated at 3* or above CP45 Number of enforcement related prosecutions and court actions CP46 Number of fly-tipping enforcement actions CP47 Number of licenses revoked
State of the District Linkages	N/A
Direct contribution	<ul style="list-style-type: none"> • Building Control – day to day service delivery • Corporate Governance – procurement • Development Management – day to day service delivery • Enforcement – Corporate Enforcement Policy • Housing – Day to day service delivery • Licensing – day to day service delivery • Local Land Charges – day to day service delivery • Operational Services – day to day service delivery; fleet management; depot project • Revenues – Single Persons Discount Review
In-direct contribution	<ul style="list-style-type: none"> • Assets – assets survey; maintenance • Benefits – day to day service delivery; fraud • Home Choices – Housing Register
Additional Narrative	N/A

Corporate Plan Theme: Our Council

Strategic Aim	To remain financially sustainable
Key Outcome	Local tax payers obtain good value for money and the services they expect
Recommended measure(s)	CP48 budget forecast out-turn CP49 Return on the Council's capital investment
Direct contribution	All services
Additional Narrative	N/A

Strategic Aim	To put the customer at the centre of everything we do
Key Outcome	Increased customer satisfaction with Council services

Recommended measure(s)	CP46 % of customers who are satisfied with the service they receive (3* or above) CP47 Number of customer complaints where the Council was found to be at fault
Direct contribution	All services
Additional Narrative	N/A

Corporate Plan Theme: Our Council

Strategic Aim	To put the customer at the centre of everything we do
Key Outcome	A wide range of valued and high performing Council services
Recommended measure(s)	CP46 % of customers who are satisfied with the service they receive (3* or above)
Direct contribution	All services
Additional Narrative	Ground floor refurbishment; performance framework; value for money assessments

Corporate Plan Theme: Our Council

Strategic Aim	To maintain our position as a well-managed and well-governed Council
Key Outcome	Skilled and motivated staff
Recommended measure(s)	CP50 Staff satisfaction CP51 Total number of days spent on staff training CP52 Staff absence CP53 % of staff appraisals completed
Direct contribution	All services
Additional Narrative	HR data

Corporate Plan Theme: Our Council

Strategic Aim	To manage our position as a well-managed and well-governed Council
Key Outcome	A progressive Council that gets things done
Recommended measure(s)	CP54 Number of standards complaints received CP55 Attendance at member training and development events CP56 Amount of leverage matched through Councillor Initiative Fund
Direct contribution	All services
Narrative inclusions	Democratic Services – Local election turnout; youth council; Governance review of the district

Strategic Aim	To maintain our position as a well-managed and well-governed Council
Key Outcome	Local democracy operating in an effective and ethical manner across the district
Recommended measure(s)	CP54 Number of standards complaints received CP55 Attendance at member training and development events CP56 Amount of leverage matched through Councillor Initiative Fund
Direct contribution	All services
Narrative inclusions	Democratic Services – Local election turnout; youth council; Governance review of the district



**Corporate Policy and
Resources**

Thursday, 9 January 2020

Subject: Reserves Strategy and Annual Review of Reserves 2019/20

Report by:

Executive Director of Resources

Contact Officer:

Tracey Bircumshaw
Strategic Finance and Business Support Manager

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Purpose / Summary:

To consider the proposals informed through the annual review of reserves process.

RECOMMENDATION(S):

1. To approve the changes as proposed and informed by the Earmarked Reserves review.
2. To approve a net contribution from General Fund to Earmarked Reserves of £0.209m (as detailed at Section 11).

IMPLICATIONS

Legal: None from this report.

Financial: FIN/153/20

As at 31 March 2019 Earmarked Reserves totalled £23.631m. It is estimated that at the end of the 2019/20 financial year, after taking account of the proposals below and all other previous approvals, the balance of Reserves will be £19.852m.

Staffing: None from this report.

Equality and Diversity including Human Rights: None from this report

Data Protection Implications : None from this report.

Climate Related Risks and Opportunities : None from this report.

Section 17 Crime and Disorder Considerations : None from this report.

Health Implications: None from this report.

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

None.

Risk Assessment: The Council is required to set a minimum balance for General Fund to mitigate future financial risk.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Executive Summary

1.1. There is a statutory requirement for Local Authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. In addition, as part of the budget process the Chief Finance Officer (Director of Resources at WLDC) is required to make a statement on the robustness of estimates and adequacy of reserves.

1.2. In advance of finalising the base Budget 2020/21, this report gives members the opportunity to consider in detail the outcome of the annual Earmarked Reserves Review 2020/21 and the level of General Fund Working Balance. The base Budget 2020/21 which will be presented to this Committee in February and recommended to Council in March 2020.

1.3. In summary the Earmarked Reserves review highlights:

- 4 Reserves with a balance that are no longer required
- 1 Reserve with no balance that can be closed
- 2 Reserves that were overdrawn in year and require additional funds to bring to zero.
- 4 Reserves that require the balance reducing and 6 Reserves that required additional funds
- The net impact of all of the above requires a contribution from General Fund to Earmarked Reserves of £61,654.

2. Introduction

The Reserves Strategy provides a framework to enable the review of reserves held, the need to set aside funds to finance projects supporting corporate priorities, and those required for contingencies in addition to the consideration of future financial risks and sustainability.

The strategy defines;

- how the minimum working balance will be determined.
- how funds can be Earmarked based on a formulated approach.
- identifies issues and options that influence capital spending.
- how the reserves will be managed.

The Strategy will be relevant for all Reserves (Revenue or Capital) and include the current level of reserves and future planned reserve levels over the Medium Term.

The earmarking of reserves enables the Council's vision and ambitions to be reflected in the setting aside of funds for specific purposes over the medium term.

Key elements of the strategy;

- Ensures Reserves are held to meet our Corporate Plan objectives
- Incorporates the requirements of the Financial Strategy

- Identifies financing of the Capital Investment Programme over the medium term (5 years)
- A framework which will identify priorities for the use of these resources for revenue or capital investment
- Projects approved based on sound business cases.
- Directly links to the Medium Term Financial Plan, Treasury Management Strategy and Capital Investment Programme.
- Informs the budget by identifying the revenue impacts of investment decisions.
- Incorporates an annual review to ensure the purpose for which reserves are held still meets our priorities.
- Considers opportunities for joint ventures/partnerships

There are other reserves that can only be used for specific statutory purposes and are classified as Unusable Reserves. These include the Capital Adjustment Account, the Revaluation Reserve, the Financial Instrument Reserve, and pensions reserve. These are not considered part of this policy.

3. Statutory Requirements

Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

It is important, therefore, that councillors take responsibility for ensuring the adequacy of reserves and provisions when they set the budget.

4. Chief Finance Officer Responsibilities

It is the responsibility of the Chief Financial Officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use.

Section 25 of the Local Government Act 2003 places a specific personal duty on the Chief Financial Officer to report on the adequacy of reserves and the robustness of the budget.

5. External Auditor Responsibilities

External auditors have a responsibility to review the arrangements in place to ensure that financial standing is soundly based. In the course of their duties external auditors review and report on the level of reserves taking into account their local knowledge of the authority's financial performance over a period of time.

6. Key Principles Supporting the Strategy

- We will maintain a General Fund Working Balance of at least 10% of the Net Revenue Expenditure and as a minimum £2m
- The requirement for reserves will be reviewed at least annually
- Reserves no longer required will be identified and returned to the General Fund Working Balance
- We will review the adequacy of reserves at least annually
- Risk assumptions in relation to reserves will be reviewed at least annually

7. Types of Reserves

The Council holds the following types of Reserves

General Fund Working Balance – an amount set aside to mitigate in year budget risk

Earmarked Reserves are held for a number of specific purposes;

Budget Smoothing
Contingencies
Service Investment
Renewal and replacements
Corporate Plan delivery (investment)

Revenue Grants Unapplied – Grants as yet unspent which are earmarked for specific projects and which are not repayable to the funder.

Capital Grants Unapplied - Grants as yet unspent which can only be utilised for capital purposes and are not repayable to the funder.

Capital Receipts – revenues from the sale of assets to be utilised for Capital investment only

8. Capital Investment Priorities

Consideration of the level of reserves to be held for future investment is made based on an affordable 5-year Capital Investment Programme and aligned to delivery of the Corporate Plan objectives. In relation to investment in our owned property, vehicles, plant and equipment 10-year replacement programmes inform the level of reserves required.

9. Earmarking of Reserves process

The strategic approach to Earmarking of available resources needs to be formalised to ensure that these resources are directed to the most appropriate schemes which both deliver our key priorities.

The Earmarking of new reserves will generally be part Medium Term Financial planning and budget setting process.

The use of approved Earmarked reserves will require sound business cases which will identify all Capital and Revenue implications on a whole life costing basis and where applicable will include wider economic and social benefits.

10. Governance

The Corporate Policy and Resource Committee are responsible for;

- approving the use of reserves.
- approving contributions to reserves
- approving new reserves
- removing reserves
- setting minimum balances

The Executive Director of Resources has delegated powers to;

- approve the use of reserves up to £50,000

11. Annual Review of Reserves 2019/20

11.1 The council retains a healthy position of Useable Reserves, with balances at the 31/03/2019 detailed below;

- General Fund working balance totals £3.849m, (£3.913m 2017/18)
- General Fund Earmarked reserves total £15.834m, (£12.636m 2017/18)
- Capital receipts total £3.361m (£3.015m 2017/18)
- Capital Grants unapplied £0.587m (£0.364m 2017/18)

11.2 As part of the budget setting process all reserves are reviewed annually.

11.3 This review looks specifically at Earmarked Reserves and Revenue Grants Unapplied. Earmarked reserves are funds set aside for specific purposes. Revenue Grants unapplied are grants that have been issued to West Lindsey District Council for a purpose but have no conditions to repay.

11.4 The Earmarked reserves and Revenue Grants unapplied (£15.834m) have been reviewed for relevance, accuracy and sustainability.

11.5 The review of the Earmarked reserves for 2019/20 identified the following:

- 4 Reserves with a balance that are no longer required
- 1 Reserve with no balance that can be closed
- 2 Reserves that were overdrawn in year and require additional funds to bring to zero.

- 4 Reserves that require the balance reducing and 6 Reserves that required additional funds
- The net impact of all of the above requires a contribution from General Fund to Earmarked Reserves of £61,654.

11.6 The Reserves carrying balances which are no longer required are as follows:

Area	Reserve	Purpose Held	Balance
Budget Smoothing	Civic Reserve	To allow funds approved in specific financial years to be aligned to civic years	£4,825.37
Contingency/Insurance	Severe Weather	To meet costs incurred in the event of severe weather conditions	£20,000
Economic Regeneration	Investment in South West Ward - Gainsborough	To support regeneration activity	£49,770
Service Investment Total	Generic Inequalities	To meet the ongoing costs of Generic Equalities work	£13,180

The reserves deemed no longer required are due to the following reasons:

- **Civic Reserve** – this reserve was to allow funds approved in specific financial years to be aligned to Civic years. Budgets are built into the MTFP to reflect the impact of the civic years; this small balance can thus be returned to the General Fund.
- **Severe Weather** – this reserve has been held for several years and to date has not been required. It is proposed that any costs incurred due to severe weather conditions be met from balances within year, and/or seek recovery of costs from the Government where available (i.e. flood recovery framework).
- **Investment in South West Ward – Gainsborough** – the balance of this reserve is to be moved to the ‘Supporting Vulnerable Communities’ reserve and has been committed for spend over 2 years.
- **Generic Inequalities** – work is being carried out within existing service provision therefore no longer required.

The reserve with no balance that can be closed is as follows:

Area	Reserve	Purpose Held	Balance
Capital Funding Total	Capital Programme Financing	Grants and contributions received in advance for financing of revenue expenditure funded by capital under statute and funding set aside to finance the capital programme.	£0

The following two reserves were overdrawn in year and require additional funds to balance to zero.

Area	Reserve	Purpose Held	Additional Funds req'd
Budget Smoothing	Elections	To finance future Election costs - held every 4 years.	£14,200
Service Investment Total	Neighbourhood planning grant	To allocate Neighbourhood Planning Grant income from DCLG to support cost of Neighbourhood Planning process.	£48,100

There are 4 Reserves where the balance can be reduced and 6 Reserves that will be increased.

Area	Reserve	Purpose Held	Adjustment
Budget Smoothing	NNDR Retention Volatility	To meet the costs of any variances of the business rate retention scheme.	(£180,553.01)
Contingency/Insurance	Finance Budget Risks	To mitigate any in year accountancy issues	(£29,802.99)
Economic Regeneration	Property Asset fund	To support strategic housing and commercial property initiatives.	(£25,330)
Service Investment	Revenue Grants Unapplied	Revenue grants which have yet	(£23,036)

		to be expended.	
Capital Funding Total	Vehicle Replacement Programme	To support service development and replacement fleet across the Authority.	£38,000
Contingency/Insurance	Valuation Volatility	To mitigate any loss on investment from the sale of commercial investment properties.	£180,307
Contingency/Insurance	Monitoring Officer	To support the role and duties of the Council's Monitoring Officer.	£450
Economic Regeneration	Investment for Growth	To support housing regeneration and economic growth.	£25,028.78
Invest to Save	Project Investment Reserve	To assist with costs associated with Business Case Development.	£200,000
Service Investment	Supporting Vulnerable communities	Support for vulnerable communities.	£49,770

The reasons for the adjustments are as follows:

A review of Revenue Grants unapplied for 2019/20 identified the following:

- Housing Benefits - Excess DWP admin grant subsidy balance of £18,249 not required within service.
- Housing Benefits – Government funding due to change of working which had been rolled from 2011/12 and is no longer required - £4,701.
- Independent Living Money – unallocated balance of £86 not required within service.

11.7 Valuation Risk Reserve –

The reserve was approved by CP&R in 2017/18 to protect the Council against valuation fluctuations of the Commercial Property acquisitions

and was set as a minimum of 5% of the purchase price. With a fifth acquisition in 2019/20 of £5,350,000 the purchases now total £20,455,000. The Reserve held should therefore be at least £1,022,750.

An additional contribution of £180,307 will bring the balance of this reserve to £1,199,000 (5.86%)

11.8 The current General Fund Working Balance totals, £3.381m by transferring £0.209m to earmarked reserves (including Revenue Grants Unapplied) the General Fund Balance will reduce to £3.172m.

11.9 Detailed below is the estimate of the balance of Reserves at the end of the financial year and after taking account of the movements proposed above. The full list of Earmarked Reserves is attached at Appendix 1.

Forecast of Usable Reserves as at 31.3.2020

RESERVE	YEAR END
	2019/20
General Fund Working Balance	3,171,682
Earmarked Reserves	13,857,690
Capital Receipts	2,822,729
TOTAL	19,852,101

EARMARKED RESERVES	YEAR END
	2019/20
Budget Smoothing	1,974,917
Capital Funding Total	481,513
Risk/Insurance Reserves	1,648,930
Economic Regeneration	7,693,023
Invest to Save	1,359,337
Service Investment Total	699,970
Grand Total	13,857,690

APPENDIX 1

	Purpose	Estimated Balance c/f 01/04/20 £
NNDR Retention Volatility	To meet the costs of any variances of the business rate retention scheme.	984,000.00
IT Upgrade/Refresh	To meet the costs of Information & Communications Technology Upgrades and Revs & Bens System.	570,588.69
Local Development Framework	Set up to manage the impact on revenue budgets of reviews of the Local Development Framework. (JPU)	58,770.00
Maintenance of Facilities	To meet future property maintenance requirements.	361,558.26
Elections	To finance future Election costs - held every 4 years.	0.00
Budget Smoothing Total		1,974,916.95
Capital Programme Financing	Grants and contributions received in advance for financing of revenue expenditure funded by capital under statute and funding set aside to finance the capital programme.	0.00
Vehicle Replacement Programme	To support service development and replacement fleet across the Authority.	481,513.03
Capital Funding Total		481,513.03
Valuation Volatility	To mitigate any loss on investment from the sale of commercial investment properties.	1,199,000.00
Dangerous Structures - Building Control	To support any costs incurred relating to the building control service for dangerous structure work.	10,000.00
Enforcement Costs - Housing & Planning	To assist with costs incurred in carrying out enforcement works across the Housing and Planning service to fund irrecoverable costs. Works in Default.	27,430.00
Finance Budget risks	To mitigate any in year accountancy issues	101,900.00
Insurance Fund	To meet any excess on insurance claims.	80,000.00
Redundancy Contingency	To meet costs of staff redundancies.	210,600.00
Severe Weather	To meet costs incurred in the event of severe weather conditions.	0.00
Monitoring Officer	To support the role and duties of the Council's Monitoring Officer.	20,000.00
Contingency/Insurance Total		1,648,930.00

	Purpose	Estimated Balance c/f £	01/04/20
Investment in South West Ward - Gainsbough	To support the regeneration activity.		0.00
Property Asset Fund	To support strategic housing and commercial property initiatives.		150,200.00
Investment for Growth	To support internal and local housing and business growth.	6,998,877.00	
Feasibility Fund	to support the growth of businesses by offering grant funding to enable the delivery of a specific development project which will facilitate the creation of new jobs and economic activity across the district.		150,000.00
Park Springs Community Centre	Contingency budget (capped at £20k) for unforeseen R&M events at Park Springs Community Centre-WLDC is obliged to pay/contribute under current arrangements.		20,000.00
Connectivity Fund	To support rural transport initiatives.		73,945.62
Community Grant Scheme	New scheme all reserves amalgamated.		300,000.00
Economic Regeneration Total			7,693,022.62
Project Investment Reserve	To assist with costs associated with Business Case Development.	1,359,337.27	
Invest to Save/Earn Total			1,359,337.27
Generic Equalities	To meet the ongoing costs of Generic Equalities work.		0.00
Revenue Grants Unapplied	Revenue grants which have yet to be expended.		537,100.20
Supporting Vulnerable Communities	Support for vulnerable communities.		93,170.00
CCTV Replacement Equipment	To allocate commercial CCTV income achieved above budgeted levels to invest in future CCTV equipment replacement.		0.00
Neighbourhood Planning Grant	To allocate Neighbourhood Planning Grant income from DCLG to support cost of Neighbourhood Planning process.		0.00
Local Development Order (LDO)	a grant from DCLQ in 14/15 to support local authorities issue LDO's		38,800.00
Trinity Arts Centre	Increase in ticket prices (eff 18/19) to be transferred to EMR for contribution towards future projects.		0.00
Members Initiative Fund	To provide Members with a fund to award grants over a four year period.		0.00
Wheeled Bin Replacement	To cushion the impact of the replacement of wheeled bins as they begin to come to the end of their useful life.		30,900.00
Car Park Strategy Investment Reserve	Car Park Strategy.		0.00
Service Investment Total			699,970.20
Grand Total		13,857,690.07	

CPR Forward Plan 31 December

Purpose:

This report provides a list of items due before committee until the end of July 2020.

Recommendation:

1. That members note the workplan.

Date	Title	Lead Officer	Purpose of the report	Date First Published
6 FEBRUARY 2020				
6 Feb 2020	Review and rationalise information security policies	Steve Anderson, Data Protection Officer	A proposal for reviewing and rationalising the authorities' information security policy set.	30 October 2019
Feb 2020	Review of Recruitment & Selection Policy	Emma Redwood, People and Organisational Development Manager	To review the council's recruitment & selection policy and update as required	17 July 2019
6 Feb 2020	Corporate Policy & Resources Committee Draft Budget 2020/21 & estimates to 2024/25	Sue Leversedge, Business Support Team Leader	draft budget for PC & CPR budgets 2020/21 - 2024/25	03 April 2019
6 Feb 2020	Progress and Delivery Report - Period 3 2019/20	Ian Knowles, Chief Executive	To present performance of the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report.	03 April 2019
6 Feb 2020	Executive Business Plan, Medium Term Financial Strategy and Plan 2020/21 - 2024-25	Tracey Bircumshaw, Strategic Finance and Business Support Manager	To present financial the plans and strategies to deliver Corporate Plan objectives and quality services over the medium term, whilst managing financial	30 October 2019

risks to ensure our future resilience.

6 Feb 2020	Compassionate Leave Policy	Emma Redwood, People and Organisational Development Manager	To write a Compassionate Leave Policy for the council	17 July 2019
6 Feb 2020	Budget and Treasury Monitoring Period 3 2019/20	Tracey Bircumshaw, Strategic Finance and Business Support Manager, Sue Leversedge, Business Support Team Leader	forecast outturn position as at 31st December 2019	03 April 2019
23 APRIL 2020				
23 Apr 2020	Caistor Southdale Development	Eve Fawcett-Moralee, Executive Director for Economic and Commercial Growth	To approve plans for GP and residential development	03 April 2019
23 Apr 2020	Budget and Treasury Monitoring Period 4 2019/20	Tracey Bircumshaw, Strategic Finance and Business Support Manager, Sue Leversedge, Business Support Team Leader	to report final outturn position 2019/20	03 April 2019
23 Apr 2020	Stress Management Policy	Emma Redwood, People and Organisational Development Manager	To review the council's stress management policy and update as required	17 July 2019
23 Apr 2020	Officer Code of Conduct	Emma Redwood, People and Organisational Development Manager	To review the officer code of conduct and update as required	17 July 2019
11 JUNE 2020				
11 Jun 2020	Hemswell Cliff Managed Estate Contract	Shayleen Towns, Senior Community Action Officer	WLDC contract, which commenced July 2018, is due for review at 2.5 years. This report is to review options for the future of this work	19 November 2019

11 Jun 2020	Capability Policy	Emma Redwood, People and Organisational Development Manager	To review the council's capability policy and update	19 November 2019
11 Jun 2020	Progress and Delivery Report - Period 4 2019/20	Ellen King, Senior Performance Officer	To present performance for the Council's key services against agreed performance measures and indicate where improvements should be made, having regard to the remedial action set out in the report.	19 November 2019