

Guildhall Gainsborough

Lincolnshire DN21 2NA

Tel: 01427 676676 Fax: 01427 675170

AGENDA

This meeting will be streamed live at the below link and the video archive published on our website

Corporate Policy and Resources Committee

Thursday, 14th January, 2021 at 6.30 pm

Virtual - MS Teams

<https://west-lindsey.public-i.tv/core/portal/home>

Members:

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

1. **Register of Attendance**
2. **Public Participation Period**
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
3. **Minutes of the Previous Meeting** (PAGES 3 - 9)
To confirm as a correct record the minutes of the previous meeting held on 10 December 2020.
4. **Declarations of Interest**
Members may make declarations of Interest at this point or may make them at any point in the meeting.

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

Large Clear Print: Braille: Audio: Native Language

5. **Matters Arising Schedule** (PAGES 10 - 12)
Setting out current position of previously agreed actions as at 6 January 2021.
6. **Public Reports for Approval:**
- i) Progress and Delivery Performance Measures and Targets 2021/22 (PAGES 13 - 26)
 - ii) Crematorium Garden of Remembrance and Landscaping (PAGES 27 - 47)
7. **Committee Work Plan** (PAGES 48 - 50)
8. **Exclusion of Public and Press**
To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.
- i) Crematorium Garden of Remembrance and Landscaping - Exempt Appendix (PAGE 51)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 6 January 2021

Corporate Policy and Resources Committee- 10 December 2020
Subject to Call-in. Call-in will expire at 5pm on 7 January 2021

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Virtual - MS Teams on 10 December 2020 commencing at 6.30 pm.

Present: Councillor Mrs Anne Welburn (Chairman)

Councillor Owen Bierley
Councillor Matthew Boles
Councillor Stephen Bunney
Councillor David Cotton
Councillor Michael Devine
Councillor Ian Fleetwood
Councillor Giles McNeill
Councillor John McNeill
Councillor Mrs Mandy Snee
Councillor Robert Waller
Councillor Trevor Young

In Attendance:

Ian Knowles	Chief Executive
Tracey Bircumshaw	Assistant Director of Finance and Property Services and Section 151 Officer
Sue Leversedge	Business Support Team Leader
Alison McCulloch	Revenues Manager
James Welbourn	Democratic and Civic Officer
Katie Storr	Senior Democratic & Civic Officer

Apologies: Councillor Paul Howitt-Cowan
Councillor Jeff Summers

50 PUBLIC PARTICIPATION PERIOD

There was no public participation.

51 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 5 November 2020 were approved as a correct record.

52 DECLARATIONS OF INTEREST

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

53 MATTERS ARISING SCHEDULE

Members were given updates on matters arising from previous meetings.

Further information was requested on the customer base, or catchment for Market Rasen Leisure Centre.

There was an update on the Caistor Southdale project. Negotiations had started with the NHS Property Team and the Clinical Commissioning Group; officers at West Lindsey District Council (WLDC) were looking at how the project could be financed, although there was a funding gap with the appraisal as it stood.

54 REVIEW OF RESERVES

Members considered the annual review of reserves.

Each reserve was assessed for its appropriateness. The report detailed the statutory requirement for the Section 151 Officer to comment on the robustness of estimates and adequacy of reserves.

Currently the Authority made annual contributions of around £600,000 to reserves for replacement of assets; some of the biggest contributors to reserves were IT, the Vehicle Replacement Programme, and the future costs of investment property maintenance.

The General Fund Working Balance was estimated at £4.623 million at year end subject to the proposals within the report. This gave the opportunity to consider at the Budget setting in March options on earmarking the excess funding in the balance.

Earmarked reserves were estimated to be £17.141 million.

Members were then given the opportunity to ask questions of officers, and make comments on the report. Further information was provided:

- The Monitoring Officer had a reserve of £20,000. This was to be used for external advice, such as legal support;
- The opening balance of the Trinity Arts Centre reserve was £11,900;
- The Environment and Sustainability Strategy was being developed and was part of the workplan for the Authority. Any work on issues such as decarbonisation of vehicles would not be carried out until this plan was available to work to;
- The Connectivity Fund was forecast to be expended during 2021/2022. This fund didn't just provide funds for internet connectivity, there had also been scope to use it for transport matters;
- There was a preclusion on using capital funds for revenue purposes. The Wheeled Bin Replacement reserve had been created from revenue resources and was therefore a revenue fund. Occasionally, wheeled bins may fall under capital funds if for example there were a large batch of bins to procure; if bins were purchased individually they were effectively 'de-minimis', or of little value; the balance of this

reserve would be closed and budget provision made within the next Medium Term Financial Plan;

- The Authority was aware of dangerous structures within the District; the Dangerous Structure and Building Control Grant was there as a reserve in case money was needed to be spent on a third party's asset. It was proposed to bring that grant back under revenue to change the way in which the work was financed; the reserve was to be closed.

The recommendations were then moved and seconded, and following a vote it was unanimously **RESOLVED** to:

- (1) approve the proposals for returning £172,545 of Earmarked Reserves to the General Fund Balance;
- (2) approve the transfer of £400,000 from the Information and Communications Technology (ICT) Reserve to the Project Investment Reserve for the purpose of funding the Enterprise Resource Planning (ERP) project;
- (3) include within the revenue budget and Medium Term Financial Plan (MTFP) 2021/22 an £11,000 net reduction in the contribution to reserves.

All recommendations above were detailed at 11.7 of the report.

55 LOCAL COUNCIL TAX SUPPORT SCHEME 2021/22

Members considered a report recommending the adoption of a Local Council Tax Support Scheme for 2021/22. The Revenues Manager recommended Option 1 in the report, which would mean no changes to the current scheme, with the exception of annual Department for Works and Pensions (DWP) upratings.

The Revenues Manager outlined the following points in response to a question from a Member:

- The Council Tax Support Scheme was replacing the benefits scheme. It was payments for those residents who were experiencing financial hardship. It would be difficult to include a discount through the council tax support scheme for environmentally friendly properties as it was for residents on low income. It was possibly something to look at in the future;
- Any changes to the Council Tax Support Scheme would have to go out to consultation, and would be discussed with the Chairman of the Corporate Policy and Resources Committee;
- Every effort was made to make the scheme cost neutral; however with the ongoing pandemic this may not be possible. There were still new claimants coming through the system.

The report had earlier been moved and seconded, and following a vote, it was unanimously **RESOLVED** to:

- (1) Note the content of the report;
- (2) **Recommend to Full Council** the adoption of option 1 of the report for the Local Council Tax Support Scheme for West Lindsey District Council for 2021/2022.

56 STAFF RECOGNITION - EXTRA DISCRETIONARY DAYS' HOLIDAY

Members considered a report on a proposed extra days' holiday for all staff.

The report was introduced by Councillor David Cotton in his role as Chairman of the Joint Staff Consultative Committee, who acknowledged the work of all staff in maintaining services and meetings. He also highlighted 'hidden' staff such as wardens and crematorium workers.

It was also made clear that although this paper had not been considered by a meeting of the Joint Staff Consultative Committee, it had been distributed to its Members, who were happy with the content to go forward to the Corporate Policy and Resources Committee.

Note: Councillor Mandy Snee declared a personal interest as a family members was an officer at the Authority. She took no part in the debate and did not vote.

Members asked questions of, and provided comment on the report. Further information was provided:

- There were around 18 temporary workers within the Operations Team; they were temporary because they supported the green bin collection and were with the Authority for around 8-9 months. There was no mechanism for them to become permanent members of staff without applying for a full-time role.

Legislation required any benefits afforded to full-time staff to be dealt with through their agency;

- One Member pointed out that people in other organisations and businesses were losing their jobs so it may not be appropriate to reward West Lindsey District Council (WLDC) staff with an extra day of leave in 2021;
- The original intention of the report was to request of committee that staff received an additional day of annual leave on their birthday, as the offer is due to run for a calendar, rather than fiscal year. The Chief Executive would ensure that everybody was treated fairly;
- It would not be possible to withhold this extra day of annual leave for any staff involved in disciplinary proceedings. Any actions taken under disciplinary processes would be taken separately to this issue and applied accordingly;
- This offer would be a one-off gesture to recognise the commitment of WLDC staff over the preceding 10 months.

The recommendations were moved, seconded, and it was **RESOLVED** to approve the 1 extra day of discretionary leave for all employees of the council to recognise their efforts during an exceptional period in 2020.

Delegated authority be granted to the Chief Executive to ensure this is rolled out in 2021.

57 PROPOSED FEES AND CHARGES 2021/22 - CORPORATE POLICY AND RESOURCES

Members considered proposed fees and charges to take effect from 1 April 2021.

The Business Support Team Leader introduced the report, and highlighted the following points:

- Prosperous Communities Committee had recommended their schedules to this committee for approval at their meeting earlier in December;
- 41% of the fees were statutory, leaving the remaining 59% as non-statutory. This 59% of fees had been reviewed, and where reasonable an inflationary rate of 3% had been applied. Some fees had been increased at a rate above inflation; this was because total cost recovery wasn't being achieved, and they may appear lower when being compared with benchmarking data;
- Where inflation had been applied for 2021/2022, a 2% inflationary rise had been assumed but future years' budgets;
- One charge, for the Trinity Arts Centre Sunday theatre hire and performance was proposed to be removed and the Friday to Saturday charge expanded to include Sunday at the same rate;
- As a result of this exercise, the base income budget had been increased by £24,600 for 2021/2022, rising to £42,900 in 2025/2026.

Note: Councillor David Cotton declared a personal interest in fees and charges related to the Crematorium due to the amount of time he spent there as part of his ministerial duties.

Members then provided comment on the report, as well as asking questions of officers. Further information was provided:

- Overall the report was much clearer than the version considered by Prosperous Communities Committee; the Business Support Team Leader was to be commended for this;
- Any carbon reduction and sustainability targets would be considered as part of the Investment Strategy;
- One of the fees related to Electoral Services was letters confirming electors' registers;

these letters were not charged for in 2019/2020 or 2020/2021 as they had ceased in 2018/2019;

- The public sector pay award for 2020/2021 was 2.75%; therefore this was why the inflationary index of 3% had been used.

It was subsequently moved, seconded, and following a vote, it was unanimously **RESOLVED** to:

- (1) **Recommend to Full Council** for approval the proposed fees and charges as detailed in Appendices A and B;
- (2) **Recommend to Full Council** for approval the proposed fees and charges at Appendices 1-3, as well as those recommended by Prosperous Communities Committee as detailed at Appendices 4-18;
- (3) Ask officers to keep fees and charges under review throughout the year. If necessary changes were identified during the financial year, these would be reported directly to the Corporate Policy and Resources Committee for approval as appropriate.

58 COMMITTEE WORK PLAN

The Democratic and Civic Officer highlighted that the Caistor Southdale report had been provisionally scheduled for the April meeting. Officers confirmed that whilst negotiations were ongoing, the report would be removed from the workplan and re-submitted once a decision was required.

Following this update, the workplan was noted.

59 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1,2 and 3 of Part 1 of Schedule 12A of the Act.

60 NATIONAL NON DOMESTIC, SUNDRY DEBTORS, COUNCIL TAX AND HOUSING BENEFIT OVERPAYMENTS

Members considered a report on debts which were irrecoverable.

The Revenues Manager explained to Members how a member of staff had been employed since January to look at all old accounts, in particular housing benefit overpayments and sundry debtors.

The report related to debt write offs, which could be contentious with the possible effect of raising public concern.

A new system designed for this area of work was due in 2021; the work carried out this year on debts would enable officers to start using it with a clear caseload.

The report was moved, seconded and it was **RESOLVED** to:

- (1) Write off arrears of National Non-Domestic rates to the value of £23,867.07;
- (2) Write off arrears of Housing Benefit Overpayments to the value of £12,135.33;
- (3) Write off arrears of Council Tax to the value of £2,956.52;
- (4) Write off arrears of Sundry Debts to the value of £2,590.00.

61 PROPOSED FEES AND CHARGES - EXEMPT APPENDICES

The Proposed Fees and Charges had previously been approved.

The meeting concluded at 7.47 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	Car Park Strategy Reserve	Cllr John McNeill asked if the Car Park Strategy Reserve could be looked at again if it was not generating monies.	<p>Response from S151 Officer - "£22,000 was originally forecast to go to reserves for future investment purposes, however subsequent decisions on the 'first hour free' and reductions in car parking income means there isn't adequate income to set aside.</p> <p>All matters related to parking will be considered as part of the new Car Park Strategy in due course."</p>	14/01/21	Tracey Bircumshaw
Black	Age of leisure centre users (p and d)	One Member asked during the committee on 5th November during the P and D paper 'what is the age of users of the leisure centre?'	<p>The Senior Performance Officer to provide an answer to this to be relayed at the next committee.</p> <p>The Senior Performance Officer will include a fuller update for Members in January, through the next Members' Bulletin, but the answer to the specific question is below:</p> <p>Gainsborough The Centre currently has 1,819 individual users out of a total possible customer base of 128,734. The age breakdown for these users is as follows:</p> <ul style="list-style-type: none"> • <16 = 3.6% • 16-24 = 18.6% • 25 – 34 = 22.6% • 35 – 44 = 16.5% • 45 – 54 = 15.2% 	29/01/21	Ellen King

- 55 – 64 = 11.8%
- 65+ = 9.1%
- There is no age classification for the remaining 2.6% of users

Market Rasen

The Centre currently has 321 individual users out of a total possible customer base of 4,621. The age breakdown for users for the Market Rasen Leisure Centre is as follows:

- <16 = 0.6%
- 16 – 24 = 17.1%
- 25 – 34 = 24.6%
- 35 – 44 = 20.9%
- 45 – 54 = 19%
- 55 – 64 = 10.9%
- 65+ = 6.9%

UPDATE from committee on 10 December - Cllr Giles McNeill asked if the figures on the customer base of leisure centre users were correct as the catchment for Market Rasen Leisure Centre looks very small - this was checked with the Senior Performance Officer who confirmed that the figures were sent directly from the Leisure Centre.

Green

Home Choices P and D

At the committee meeting on 5 November, the Senior Performance Officer informed Members that a supplementary paper on Home Choices would be submitted for the next P and D report.

The Home Choices Manager to be invited to committee to answer any questions.

17/06/21 Ellen King

Green

Cost of agency staff to additional day's leave in 2021

Councillor Giles McNeill asked during CPR committee on the 10 December whether the costings in the Staff Recognition paper were based on all staff including those from agencies, or whether it was just those directly employed by WLDC.

Ian agreed to circulate any additional costs of agency staff as part of this initiative by email to CPR Members.

14/01/21 Ian Knowles



**Corporate Policy and
Resources Committee**

**Thursday, 14th January
2021**

**Subject: Progress and Delivery Performance Measures and Targets
2021/22**

Report by:	Assistant Director of Change Management and Regulatory Services
Contact Officer:	Ellen King Change and Performance Officer Ellen.King@west-lindsey.gov.uk
Purpose / Summary:	To present for approval the Council's proposed Progress and Delivery measures and corresponding targets for 2021/22.

RECOMMENDATION(S):

1. To approve the proposed changes to those Progress and Delivery measures and targets outlined in the report.
2. To approve that the remaining Progress and Delivery measures and targets (listed in appendix A) are carried over unchanged to 2021/22.

IMPLICATIONS

Legal:

There are no legal implications as a result of this report.

Financial : FIN/110/21/SL

Targets relating to financial performance indicators will be updated by Finance Business Partners in accordance with the budget setting process. As such, these targets will be allocated in January/February 2021 to reflect the proposed budgets for each service area outlined in the 21/22 – 25/26 MTFP.

Staffing :

There are no staffing implications as a result of this report.

Equality and Diversity including Human Rights : N/A

Data Protection Implications : N/A

Climate Related Risks and Opportunities: N/A

Section 17 Crime and Disorder Considerations: N/A

Health Implications: N/A

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

Risk Assessment :

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

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

Yes

☐

No

X

Key Decision:

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

Yes

☐

No

X

Background

As part of a strong performance management framework that focuses on continuous learning and improvement, the Council has in place a robust target setting process for its key performance indicators which engages all relevant stakeholders. Last financial year, this involved a deep dive into each service area to review all of the Council's key performance indicators; ensuring they reflected a balanced scorecard approach, were stretch based to reflect the Council's ambitions and achieved buy in from Team Managers and Members. As a result, the Council has a set of performance measures that contribute clearly to the Council's Corporate Plan and that supports teams to manage and improve the performance of their service.

In order to give these measures time to embed, the Council's Management Team have undertaken a light touch review with the recommendation that all current measures should be rolled over unchanged to 2021/22 unless there is a strong business case to make amendments.

The full list of measures to be carried over to 2021/22 is attached for information as Appendix A. Members are asked to formally approve that these measures be carried over unchanged.

Where there is a need to amend a current measure, or set of measures, this is set out below including the justification for change. Members are asked to approve these changes, which will come into effect from 1st April 2021. As resolved by Corporate Policy and Resources Committee, a full review of measures relating to the Leisure Contract has been undertaken with the findings included in this report.

A full review of all of the Council's P&D measures and targets involving all key stakeholders (including the Progress and Delivery Members' Working Group) will be carried out in the autumn of 2021 in preparation for 2022/23. As in previous years, targets for the Council's financial P&D indicators will be determined by Finance Business Partners in line with the budget setting process. It is therefore expected that these targets will be set in January / February 2021. The current performance reporting framework remains unchanged.

Proposed Changes to Progress and Delivery Measures for 2021/22

The following measures have been identified by the relevant Team Manager, in consultation with their Assistant Director and the Change and Performance Officer, as requiring amendment:

Corporate Services Portfolio

Services included:

- Democratic Services and Contract Management – no proposed changes
- Systems Development – no proposed changes
- ICT – proposed changes outlined below

ICT Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Number of helpdesk requests received	No target set	N/A	Remove measure	<ul style="list-style-type: none"> This provides data rather than a measure of performance. It is therefore proposed to remove this as a performance measure but to continue to provide the information in the narrative of the P&D report.
Number of change management requests received	No target set	N/A	As above	<ul style="list-style-type: none"> As above
Average time taken to action a helpdesk request (hours)	No target set	Target to be set based on year-end outturn	Assign target	<ul style="list-style-type: none"> This was part of a new basket of ICT measures identified for the current financial year. As is normal practice, no targets were set in order that performance could be baselined for 12 months. Targets will be assigned in March 2021 based on year end performance.
Number of change management requests completed	No target set	Target to be set based on year-end outturn	Assign target	<ul style="list-style-type: none"> As above

Finance and Property Portfolio

Services included:

- Finance and Business Support – no proposed changes
- Property and Assets – changes outlined below

Property and Assets Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of all maintenance that is planned	70%	70%	Measure to be reported annually instead of quarterly	<ul style="list-style-type: none"> The majority of annual planned works are commissioned in quarters two and three with payments being made in quarters three and four. This makes quarterly reporting against a target difficult and an annual performance return would therefore be more appropriate.

Homes and Communities Portfolio

A review of the measures in this portfolio was requested by the new Assistant Director for Homes and Communities. This took place in November 2020 in conjunction with the relevant Team Managers, facilitated by the Change and Performance Officer.

Services included:

- Home Choices – changes outlined below
- Housing – changes outlined below

- Communities – no proposed changes

Home Choices Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Number of households in temporary accommodation	6	5	Change to target	<ul style="list-style-type: none"> • Target amended to reflect the number of temporary accommodation units the Council currently has available for use.
Number of people housed from the Housing Register	43	Q1 – 33 Q2 – 70 Q3 – 102 Q4 – 84	Targets to be profiled on a quarterly basis	<ul style="list-style-type: none"> • The number of people housed fluctuates significantly throughout the year due to factors such as more people moving in summer months, timing of new developments and some months having four bid cycles while others will have five. A blanket target is not, therefore appropriate. • Instead, quarterly targets are proposed which have been based on performance out-turns from 2019/20 as this was a 'typical' year (out-turns from 2020/21 are affected by COVID-19 and not reflective of typical performance).
Number of households using B&B accommodation *new*	N/A	N/A	New measure	<ul style="list-style-type: none"> • This new measure is designed to provide additional context to the existing measure "number of nights spent in B&B accommodation." Used together, these measures provide more detailed information about what is happening in the service and they also match the two measures used to measure performance against temporary accommodation usage. • As this is a new measure, performance will be baselined for 12 months, with a target to be set in 2021/22.
Homeless prevention	90 per quarter	Q1 – 42 Q2 – 37 Q3 – 65 Q4 – 48	New targets	<ul style="list-style-type: none"> • The current blanket target of 90 per quarter is felt to be unrealistic which is evidenced by last year's performance which averaged 48 per quarter. • Instead, quarterly targets are proposed which have been based on performance out-turns from 2019/20 as this was a 'typical' year (out-turns from 2020/21 are affected by COVID-19 and not reflective of typical performance).
Homeless prevention cases as a % of total approaches	No target set	65%	Assign target	<ul style="list-style-type: none"> • This is a new measure introduced for 2020/21. As is standard practice for new measures, performance is currently being baselined. • The government's recommended target for this measure is 65% and it

				is proposed that this target is adopted for 2021/22.
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Housing Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Customer satisfaction with DFGs	95%	N/A	Remove measure	<ul style="list-style-type: none"> This information is no longer collected consistently through the Lincolnshire wide framework. WLDC's Customer Experience Officer currently sends customer satisfaction surveys to DFG customers and so it is recommended that these responses are absorbed into the Council's overall customer satisfaction measure in line with all other Council services.
Total number of long-term empty properties in the district.	540	N/A	Remove measure and replace	<ul style="list-style-type: none"> On its own, this measure does not provide useful information about performance in this area. It is recommended that this measure is removed and replaced with the proposed measure below. The narrative of the P&D report will continue to provide the number of empty properties for context.
Long-term empty properties as a % of all housing stock in the district *new*	N/A	2%	New measure	<ul style="list-style-type: none"> This measure is intended to replace the measure above. It provides more context of how many properties are empty compared to the total housing stock in West Lindsey. The proposed target is based on current figures which have been benchmarked against similar local authorities to ensure the target is appropriate.
Affordable housing starts on site	N/A	N/A	Remove measure	<ul style="list-style-type: none"> It is no longer possible to collect accurate data for this measure.
Affordable housing completions *new*	N/A	To be determined	New measure	<ul style="list-style-type: none"> This measure is designed to replace the deleted measure above. It is possible to capture accurate data for this measure. This measure will be reported annually and a target will be determined based on the annual out-turn for 2020/21.

Operational and Commercial Portfolio

Services included:

- Building Control – no proposed changes
- Lea Fields Crematorium – proposed changes set out below
- Garden Waste – no proposed changes
- Leisure Contract – proposed changes set out below

- Trinity Arts Centre – proposed changes set out below
- Waste Services – no proposed changes
- Street Cleansing – no proposed changes
- Markets – no proposed changes

Lea Fields Crematorium Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of total cremations that are direct funerals *new*	N/A	To be determined	New measure	<ul style="list-style-type: none"> • This additional measure is designed to show how many cremations include direct funerals. The target will be set in March 2021 based on the year-end outturn.

In addition to the new proposed measures set out below for the Leisure Contract, the narrative of the P&D report will include other key information as necessary, such as activity relating to the Outreach Sports Programme, usage of different areas of the Leisure Centre (i.e. swimming pool usage) and the number of clubs and activities using the Leisure Centre. It is important to note that key information relating to sport and physical activity in West Lindsey for both adults and children is published annually in the Council's State of the District report.

Leisure Contract Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Number of individual users *new*	N/A	To be determined	New measure	<ul style="list-style-type: none"> • Whilst the Council currently reports overall usage of the Leisure Centres, it does not currently report against the number of individual users. • This measure would give an indication of how many customers are using the leisure centre each quarter and the narrative of the P&D report would include a breakdown of user demographics such as age. • As this is a new measure, data will be baselined for 12 months in order to set an appropriate target in 2022/23.
Number of users who visit the Leisure Centre at least three times per week *new*	N/A	To be determined	New measure	<ul style="list-style-type: none"> • This new measure is designed to show levels of physical activity within the Leisure Centres. • The measure has been set at least three times per week in line with recommendations to undergo physical activity at least three times per week or 150 minutes per week (it is not possible to capture time spent undergoing physical activity at the Leisure Centres).

Trinity Arts Centre Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Total number of performances and screenings held *new*	N/A	N/A	New measure	<ul style="list-style-type: none"> The Council currently reports audience figures but does not currently report the number of performances and screenings that take place. This measure is therefore designed to provide additional context to the level of activity taking place at the Centre. The new measure will be baselined for 12 months and a target will be assigned for 2022/23.
Total number of engagement activities held *new*	N/A	N/A	New measure	<ul style="list-style-type: none"> This new measure is designed to show the level of community activity at the Centre. Under normal circumstances, the Centre would expect to host at least 20 engagement activities per month. This new measure will be baselined for 12 months and a target will be assigned for 2022/23.
Audience figures	3,600 per quarter	234 per quarter	Change of target	<ul style="list-style-type: none"> At the time of writing, it is not known when the Arts Centre will be able to return to normal operations, though limits on audience capacity are expected to be in place for some time. Under current rules, to allow for social distancing, the Centre can host a maximum of 36 audience members per show, with one show per week scheduled for the next 12 months. This target is therefore based on the typical baseline of 50% of capacity being achieved per show.

Planning and Regeneration Portfolio

Services included:

- Development Management – proposed changes set out below

Development Management Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Appeals allowed as a % of all reportable decisions	5%	N/A	Remove measure	<ul style="list-style-type: none"> The Council is required to report on two statutory returns relating to decisions. It is therefore proposed that this measure is removed from P&D reporting to be replaced with the two statutory measures as set out below.
Major planning appeals allowed as a % of all	N/A	8%	New measure	<ul style="list-style-type: none"> This new P&D measure and target reflects the statutory return which

major decisions *new*				the Planning service is required to report against.
Development Management Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Minor planning appeals allowed as a % of all minor decisions *new*	N/A	8%	New measure	<ul style="list-style-type: none"> As above

Change Management and Regulatory Services Portfolio

Services included:

- Council Tax and NNDR
- Enforcement
- Housing Benefit and Council Tax Support
- Licensing
- Local Land Charges
- Regulatory Services

A new Assistant Director for Change Management and Regulatory Services began in post on 7th December 2020. The approach taken by Management Team was that the Assistant Director should be given time to review the measures in this portfolio in parity with other Assistant Directors. Meetings have been arranged with the relevant Team Managers to facilitate this. A standalone paper will be brought before Corporate Policy and Resources Committee on 11th February 2021 in order that members have the opportunity to review the proposed measures and targets in this portfolio. The current measures and targets within this portfolio are contained within Appendix A for information.

APPENDIX A – Remaining P&D Measures and Targets to be carried over to 2021/22

The following tables contain, for information, all of the Council's remaining Progress and Delivery measures and targets that will be carried over, unchanged, to 2021/22.

All Progress and Delivery measures will be subject to a full review involving key stakeholders in the autumn of 2021 in readiness for 2022/23.

Corporate Health Indicators

Measure	Target (2021/22)
% of complaints where the Council is at fault	45%
Average time taken to resolve a complaint	21 days
% of calls answered within the timescale (21 seconds)	85%
Customer satisfaction	3 stars out of a possible 5 stars (equal to 75%)
Increase in net rates payable (NNDR)	To be set by Finance in January 2021 as per usual practice
Time taken to pay invoices	14 days
Annual Statement of Accounts completed within the timescale	Yes
Budget variance	0%
Server and system availability	98%
Staff absenteeism	0.6 days per FTE
Number of Health and Safety incidents recorded	No target is set against this indicator
Employee satisfaction	90%
Audit opinion	Unqualified
Number of data breaches resulting in action by the ICO	0

Corporate Services Portfolio

Measure	Target (2020/21)
Democratic Services and Contract Management	
% of contracts awarded to local suppliers	20%
Challenges to the procurement exercise upheld	5
Member satisfaction with development and training events	90%
Attendance at member training and development events	45%
% of Fols turned around within the statutory time limit	100%
Number of subsequent challenges to Fol decisions	5
Systems Development	
LLPG Standard	National standard
Website availability	98%
Number of stars awarded to the Council website through the SOCITM report	3

Finance and Property Portfolio

Measure	Target (2020/21)
Property and Assets	
Rental income received – car parks	Target to be determined by the Finance Business Partner in line with the budget setting process
Rental income – received assets	As above

Homes and Communities Portfolio

Measure	Target (2020/21)
Communities	
Number of commercial customers using the CCTV service	4
Number of Shopwatch customers using the CCTV service	50

Operational and Commercial Portfolio

Measure	Target (2020/21)
Building Control	
West Lindsey Market Share	78%
Garden Waste	
Income generated by the garden waste service	Target to be determined by the Finance Business Partner as part of the budget setting process
Subscription take-up	56%
Number of bins sold	25,197
% of garden waste collections that are missed	0.20%
Leisure Contract	
% of customers reporting satisfaction with the Leisure Centres	75%
West Lindsey Leisure Centre usage	315,000
Market Rasen leisure centre usage	Target to be set based on year end out-turn
Total number of outreach users	1,672
Number of leisure centre users referred through participation in Healthy Lifestyle schemes	Target to be determined based on year end-outturn
Waste Services	
Residual waste collected per household	
Cost of delivering the service per household	Target to be determined by the Finance Business Partner in line with the budget setting process
Recycling rates	50%
Residual waste collected per household	40kg
Number of missed black and blue bin collections	285 per quarter

% of missed bins collected within the Service Level Agreement (5 days)	95%
Measure	Target (2020/21)
Street Cleansing	
Number of volunteer litter picks supported by the Council	72
% of reported fly-tipping collected within the Service Level Agreement	90%
Average number of stalls – Tuesday	37 per quarter
Trinity Arts Centre	
Average spend per head (secondary sales)	£2.30
Average number of stalls – Saturday	14 per quarter

Planning and Regeneration Portfolio

Measure	Target (2020/21)
Development Management	
% of major applications determined within target time	90%
% of non-major applications determined within target time	80%

Regulatory Services and Change Management Portfolio

Measure	Target (2020/21)
Council Tax and NNDR	
Number of properties on the property tax base per FTE	5,000
Council Tax in-year collection rate	98%
NNDR in year collection rate	98.9%
Amount of Council Tax collected	Target to be determined in March at year end as in previous years
Amount of NNDR collected	As above
Housing Benefit and Council Tax Support	
Cost per live claim	£5.52
End to end processing times	5 days
Claims older than 30 days	12
Enforcement	
% of planning enforcement cases where an initial response was provided to the customer within 20 working days	90%
Number of community safety cases closed following compliance	240
% of properties licensed within the Gainsborough South-West ward	95%
% of all housing enforcement cases closed within 6 months	75%
% of all planning enforcement cases closed within 6 months	75%
Regulatory Services	
% of registered food premises rated at 3 stars or above	95%
% of Food Standard Agency schedule inspections completed	98%
Number of environmental protection requests received	500
% of environmental protection cases closed within 6 months	75%
Licensing	
% of licensing applications processed within the target time	96%
Local Land Charges	
Time taken to process a search	10 days

West Lindsey market share	65%
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**Corporate Policy and
Resources Committee**

Thursday, 14 January 2021

Subject: Crematorium Garden of Remembrance and Landscaping

Report by:	Assistant Director of Commercial and Operational Services
Contact Officer:	Cara Markham Commercial Development Manager cara.markham@west-lindsey.gov.uk
Purpose / Summary:	For Members to agree a capital investment for landscaping works at Lea Fields Crematorium.

RECOMMENDATION(S):

Members agree that;

- a) Approval for a capital investment budget and subsequent expenditure is given in order to implement the work detailed in the Landscaping strategy set out in section 2
- b) In light of the estimated costs, delegated authority be granted to the Chief Finance Officer in consultation with the chairman of Corporate Policy and Resources committee to spend the capital budget with 20% +/- tolerance. Any additional funding required which falls outside of these parameters will be reported to the committee for further consideration.

Public Interest Test:

The Proper Officer has determined in preparing this report that paragraph 3 should apply to Appendix 2 of this report. The view on the public interest test was that while he was mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, disclosure of the information would give an unfair advantage to tenderers for commercial contracts.

This information is not affected by any other statutory provision which requires the information to be publicly registered.

On that basis it was felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when excluding the public from the meeting.

IMPLICATIONS

Legal:

The Council has a legal duty under the Cremations Act 1902 (England and Wales) Regulations 2008, Disposal of ashes, section 30; any ashes retained by a cremations authority must be decently interred in a burial ground or in party of a crematorium reserved for ashes, or scattered there.

Financial : FIN/111/21/TJB

This proposal brings forward an element of the whole site Phase 2 ground works as detailed in the report to this Committee in December 2018.

An external consultant has been engaged on designing the site plan to ensure future expansion requirements, the cost of which was £13.5k funded from the project investment budget.

The scheme will require approval of a capital budget and subsequent expenditure funded from the Property Asset Reserve. A 20% +/- pricing contingency will be applied due to early estimated costs not having been market tested, with any variations above 20% being subject of a further committee report.

At present there are 46 sets of ashes waiting to be strewn at the Crematorium. It has been estimated that 15% of the cremations taking place each year will keep the ashes at the crematorium. In 2021/22, this is forecast to be around 75 sets of ashes and anticipated to increase each year up to 105 by 2024/25.

There is a potential to generate a further £55 each time there is a strewing of cremated remains from elsewhere.

It is also anticipated that the strewing area would also encourage secondary spends and generate further income for the Council.

The revenue implications of the project were built into the base budgets for the Crematorium, due to the original business case figures being based on the landscaping (including strewing area) being completed. Income for secondary sales is budgeted at £46.6k in 2021/22 and will be affected if the project doesn't proceed.

The maintenance of the grounds are currently being incorporated into the contract as the 1 year period of cover under the construction contract comes to an end.

Staffing : None from this report

Equality and Diversity including Human Rights :

The gardens will be accessible by all and meet all necessary disability regulations.

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 :

Risk Assessment :

If Members do not agree, it may damage the reputation of the Crematorium and have a negative impact on the market share.

The project has timeline constraints - needs to be delivered in line with a Spring delivery timetable

Call in and Urgency:

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

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

Yes

☐

No

x

Key Decision:

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

Yes

☐

No

x

Executive Summary

Lea Fields is a state of the art crematorium that has been welcomed by residents. In order to enhance the offer, a Remembrance Garden that offers a fit for purpose designated strewing area is required.

The Remembrance Garden would elevate the reputation and desirability further, ensuring that Lea Fields meets the needs and expectations of the community and residents.

1 Introduction

- 1.1 Stage one of the development of the crematorium was completed in Jan 2020, culminating in the official opening of the facility in February. The wider landscaping of the facility was programmed to happen as part of Stage 2 and as reported to this Committee in December 2018.
- 1.2 The crematorium management have identified an urgent need for an area on site for strewing cremated remains. Additionally, there is a vision for the long term potential development of the site with complementary facilities i.e. additional chapel, tea room, garden and remembrance areas.
- 1.3 Provision of an area for strewing ashes is a legal requirement of the Cremation Act 1902 - **The Cremation (England and Wales) Regulations 2008, Disposal of ashes section 30** states any ashes retained by a cremation authority must be decently interred in a burial ground or in part of a crematorium reserved for ashes, or scattered there.
- 1.4 Families and friends of the deceased can currently scatter ashes at Lea Fields, but the garden area isn't yet fit for purpose and makes administration of location in the register difficult. The area that was initially set aside is not appropriate due to its sloped nature and it isn't private enough for a Garden of Remembrance.
- 1.5 Landscaping was reduced quite significantly during value engineering of the initial project to bring down overall costs. Initially, it was agreed that the full landscaping work would be completed around year 6-8, once the facility was able to cover its own costs; however to date there are 46 remains awaiting strewing, which has driven the project to be considered sooner than anticipated.
- 1.6 Plinckie Landscaping Ltd were commissioned in April 2020 to develop a Landscape Strategy to cover the next ten years, taking into account the above requirements, and were to provide a design for the strewing area as an immediate output, suitable for procuring a landscape works package to create the strewing area. The outputs from the work undertaken by Plinckie Landscaping are listed below;

- a. Create landscape strategy which will include an outline sketch proposal for the whole site to encompass future development and strewing area.
- b. Provide design package, i.e. drawings and specification that will enable procurement of the strewing area
- c. Allow for site visits sufficient to supervise the construction of the strewing area
- d. Allow for client consultation meetings (online) and site visits necessary to complete the requirement
- e. Allow for any discussion needed with WLDC planning department to ensure that the design and strategy meets local planning requirements
- f. Make any application needed to WLDC planning department for the strewing area. WLDC will pay the planning application fee.
- g. State overall cost including itemised costs for site visits and meetings (per meeting / site visit and total costs)
- h. Once completed the strategy and design package will be the property of WLDC to use in an ongoing basis for planning and implementing future use of the site

2. Plinckie Landscaping Report

- 2.1 The landscape strategy is now close to completion, and a detailed design for the Remembrance Garden has been created. Phase 1 of the landscaping will be carried out on the land closest to the building.

The area will consist of hard landscaping and soft landscaping, with details in the Stage 3 Report submitted by Plinckie Landscaping.

As illustrated below in Figure 1 below:

Figure 1



The area for development is from Book of Remembrance chapel to the woodland boundary as highlighted in Figure 1.

2.2 The strategy future-proofs the site for development should there be a need for a second chapel, entrance or additional facilities in years to come as the population in the local area grows.

Figure 2 below shows the long term design plan for the site:

Figure 2



3. Evidence of need

- 3.1 Lea Fields is a fully operational Crematorium that provides funeral services to local residents, however the grounds around the building remain untouched as wild fields. A Remembrance Garden for loved ones to scatter remains and purchase memorials on site would complete the Lea Fields offer to residents, and is particularly significant in Covid-19 times as many have missed funerals due to restrictions.
- 3.2 The Garden will allow families to build a legacy at Lea Fields and become a preferred choice throughout the generations of a family, helping to embed the Crematorium into the community.
- 3.3. To date, Lea Fields hold 24 remains that require strewing, it is also believed that local funeral directors are also holding 22 remains that would like to be strewed at Lea Fields.
- 3.4 The Council has a legal duty under the Cremation Act 1902, The Cremation (England and Wales) Regulations 2008, Disposal of ashes, section 30; any ashes retained by a cremation authority must be decently interred in a burial ground or in part of a crematorium reserved for ashes, or scattered there. The strewing area should be fit for purpose, a place pleasant area within the grounds for grieving visitors.

4. Cost – see Appendix 2 (Exempt)

5. Income

- 5.1 Remains strewed at Lea Fields that have been cremated on site will not be charged, however to strew remains from another facility there will be a charge of £55.00.
- 5.2 There is an annual income target for sales of memorials and the Book of Remembrance entries. Without the landscaping and strewing area, it is difficult to promote secondary sales; the completion of the landscaping will encourage family and friends to purchase memorials and return to Lea Fields to pay their respects.
- 5.3 Income expectations from secondary spend are detailed below, it is important to consider that this will not be new income, it is already in the business plan for the site:

Revenue	Year One 21/22	Year Two 22/23	Year Three 23/24	Year Four 24/25	Year Five 25/26
Income	£71,500	£76,400	£82,200	£85,700	£86,800
Expenditure	£24,900	£26,200	£28,600	£30,100	£30,600
TOTAL	£46,600	£50,200	£53,600	£55,600	£56,200

6.0 Risks

- 6.1 To leave the grounds as they are will have no impact on the ability to deliver funerals at Lea Fields, however it may impact on the number of families choosing the facility as their preferred option when making funeral arrangements which will have a significant impact on Lea Fields market share.
- 6.2 Nearby facilities at Lincoln and Scunthorpe have established grounds which currently gives them a competitive advantage.
- 6.3 There currently families waiting to strew remains at Lea Fields, to deny this request will have a negative impact on the reputation of the Crematorium.

Lea Fields Crematorium

Landscape Strategy - Phase 2

Stage 3 Report

Client	West Lindsey District Council
Job no.	0580
Document ref.	0580-PLI-XX-XX-RP-L-0003
Revision	02
Date	16.10.20



Doc ref: 0580-PLI-XX-XX-RP-L-0003					
Date	Revision no.	Status	Amendments	Prepared	Approved
13.08.20	01	Stage 3 - Preliminary	First issue	GW	-
16.10.20	02	Stage 3	Site Context updates	GW	CB

1.0	Introduction	04
1.1	Introduction	
2.0	Site Analysis	05
2.1	Site Context	
2.2	Site Appraisal	
2.3	Phase 1 Development	
3.0	Landscape Design Strategy	07
3.1	Opportunities and Constraints	
3.2	Stage 3 Concept/Vision Plan	
3.3	Access and Circulation	
4.0	Design Development	10
4.1	Memorial Gardens	
5.0	Proposed Scheme Areas	00
5.1	Remembrance Chapel/Book Room Terrace Gardens - TBC	
5.2	Ashes Strewing Glades - TBC	
5.3	Function Rooms Setting - TBC	
6.0	Materials	25
6.1	Hard Landscape Framework	
6.2	Soft Landscape Framework	
6.3	Detailed Area Planting Palettes - TBC	
7.0	Lighting	30
7.1	Lighting Strategy - TBC	

Plincke Landscape have been appointed to provide Landscape Architectural services for the further development of the Lea Fields Crematorium site, Gainsborough, Lincolnshire on behalf of West Lindsey District Council.

The landscape and site design for Phase 2 (to RIBA Stage 3) has been developed from the original brief through site appraisal and team meetings between client, management and landscape architect. During this time, the site design and layout has been amended to take on board client and management input.

Stage 3 (Developed Design) is part of an ongoing design process, following on from Stage 2 (Concept Design) and preceding Stage 4 (Technical Design). It is envisaged that the Stage 3 framework design will be developed over a series of phased developments during the next 10-20 years.

The following points represent the main elements in consideration of the site and landscape design:

- Provision of appropriate settings to compliment the various anticipated site uses.
- Development of areas for memorial gardens and strewing cremated remains
- Ancillary function room building for wakes or similar to be located separately to the main Crematorium
- Additional overflow and ancillary parking provision.
- Siting of site entrances and access to new facilities
- Consideration of visitor routes and traffic flows through and around the site.
- Making use of existing site topography and features including woodland, meadow grassland and ponds
- Making use of site views across the wider landscape



2.1

Site Context

The site is located approximately five kilometres south of Gainsborough on the A156 Gainsborough Road between the settlements of Lea to the north and Knaith to the south, and sixteen kilometres north west of Lincoln.



Situated on a rise, the site has a low point of +8.4m AOD in the south west corner and a high point of just over +19.1m AOD on the broad plateau which occupies the eastern portion of the site. The landform falls gently away from the plateau in all directions to every boundary. On slopes to the south and west the slope gradient is between 1:10 to 1:20.

Occupying most of a former arable field on a rise above the flood plain of the River Trent, the site is bounded with mixed deciduous and conifer woodland to the north and east, mature hedgerow to the west, and intermittent groups of tree and shrub vegetation to the south. A ditch, Lea Marshes Main Drain, runs along the southern site boundary.

2.2

Site Appraisal

The site has been recently developed as a Crematorium with associated access and facilities including a car park, service yard and remembrance chapel building.

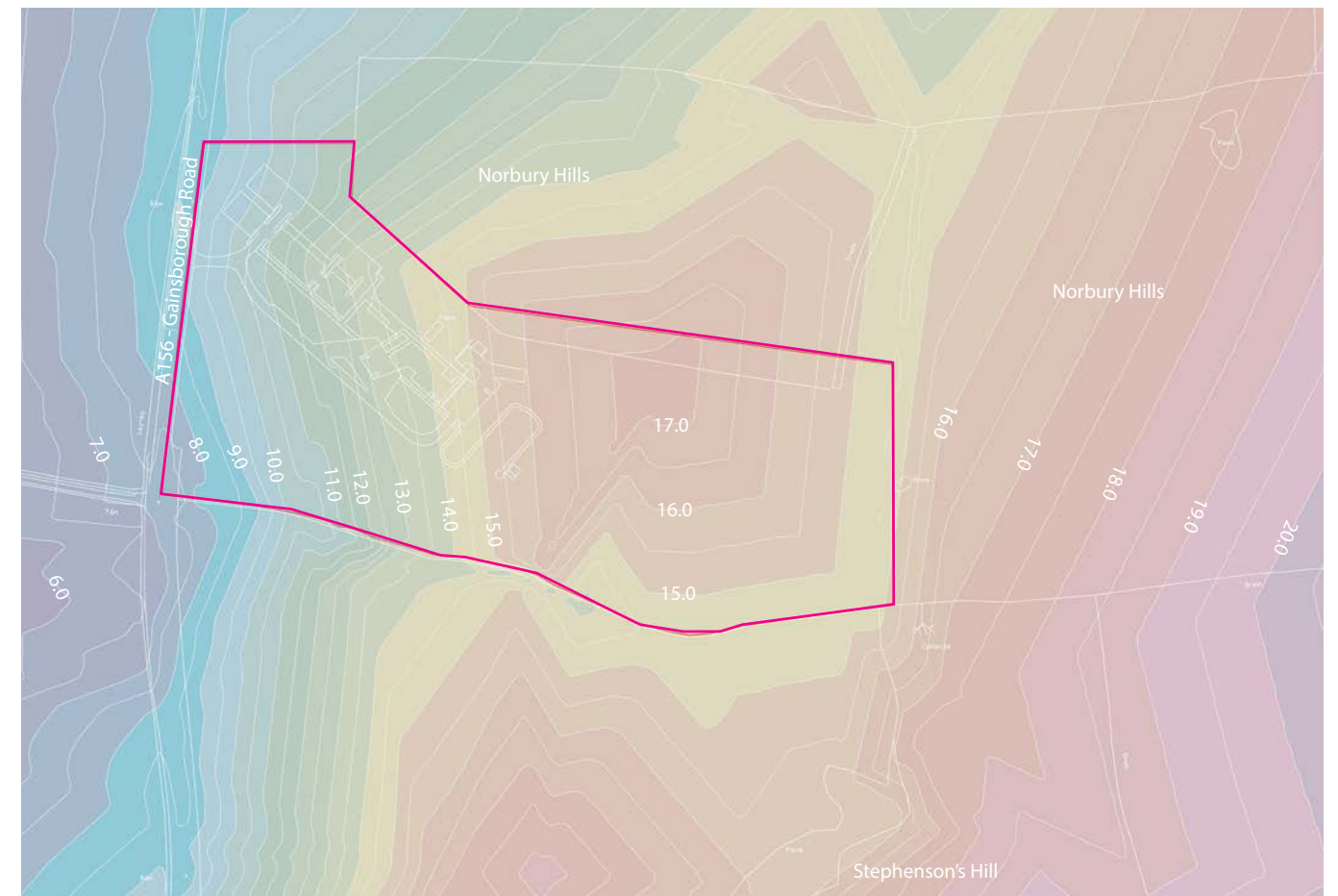
The extensive grounds largely comprise of wild grass meadow, with isolated tree planting and two pond features. The larger pond, to the south-west corner of the site, provides surface water attenuation while the smaller, to the south-east corner of the site, is designated as a wildlife pond. Non-native ornamental planting is limited to the building curtilage and car park area.

Higher areas on site are relatively exposed and visible to surrounds, particularly from the A156 Gainsborough Road to the south and west, river plain.

The Crematorium Act 1902, does not permit any crematorium being developed with a 200 yards (183m) of any existing dwelling or 50 yards (46m) of any public highway.



Site context aerial photograph - NTS



Site context topography (OS Mastermap - 0.5m contours) - NTS

2.3 Phase 1 Development

The Landscape General Arrangement Plan, below, shows the Phase 1 site design of Lea Fields Crematorium at completion. The layout is organised around a principal axis path that connects all site areas and destinations together.

Pedestrian and vehicle routes are segregated. The main landscape spaces are: The arrival space (4 and 6) the protected view (6); and the memorial gardens (13 and 15). Most of the site is maintained as open meadow allowing uninterrupted views out across the wider landscape from the main arrival spaces.



Phase 1 Landscape Design Concept Plan



Phase 1 General Arrangement Plan

1. Chapel
2. Crematorium
3. Admin block
4. Main arrival space
5. Protected view garden
6. Entrance area gardens
7. Water feature
8. Floral Tribute
9. Entrance of congregation route
10. Cortege waiting area
11. Cortege departure area
12. Staff and visitor car park
13. Terrace gardens
14. Main car park for congregation
15. Memorial gardens
16. Site entrance
17. Remembrance chapel
18. Service yard
19. Access road
20. Attenuation area
21. Wildlife pond
22. Meadow grassland

3.1

Opportunities and Constraints

The relatively high elevation of the central and eastern areas of the site provide both constraints and opportunities, with existing and future development potentially exposed to near views from without the site, while also providing broad and dramatic vistas across the river valley plain.

Existing vegetation including the woodland blocks to the north and east, and linear belts of trees and tall shrubs within hedgerow to the west and intermittent blocks along the riparian corridor of the Lea Marshes Main Drain provide full to partial screening of development. Additional woodland and hedgerow planting could be used to strengthen and extend the existing visual screening of development.

Boundary vegetation also provides a landscape and ecology benefit which should be protected from encroachment of development within tree root protection areas. Similarly, existing riparian and pond habitats have established and developing value as ecological assets, which may limit construction in these areas but provides opportunities for creation of attractive, biodiverse landscape features, with public access as appropriate.

Land within the eastern portion of the site, at between +16.5m AOD and +18.0m AOD, is partially visually contained by the higher landform (up to 19.0m AOD) to the west, and by vegetation to the north, east and south. Physically separate from the service and remembrance areas, with Chapel and Book Room some 200m and 140m distant respectively, this area has potential for development for appropriate ancillary use, for example function rooms for wakes, etc.

Vehicular access to the ancillary development could be obtained from near the site access, where a low-level route is possible at a distance from the main arrival space, and partly screened by landform. Pedestrian access would be obtained via the future Memorial Gardens path network, with further footpath connections possible from the nearby settlements of Lea and Knaith Park, which has a rail connection.

A second site access might be considered, to provide separation of cortege and congregant vehicles. An area of land to the north, currently offsite, could provide further parking capacity should this land be brought under the control of the Crematorium.

- CONSTRAINTS
- Site boundary
 - Visual sensitivity - site views
 - Visual sensitivity - external views
 - Tree root protection area
 - Ecological asset - wildlife ponds
- OPPORTUNITIES
- Visual screening - hedgerow/trees
 - Car park extension
 - Ancillary development
 - Vehicular access link
 - Pedestrian access link
 - Second site access
 - Site extension



Opportunities and Constraints Plan

3.2

Stage 3 Concept/Vision Plan

Following review, site analysis and discussion with stakeholders, the design set out at Phase 1 has been extended and developed. As before, the design responds both to the site context and to the requirements of the new facility. The objective of the landscape strategy is to respect and retain the setting for the existing Crematorium facilities while the establishing an appropriate framework for new amenities and facilities which will tie in with the surrounding landscape.

Landscape proposals seek to:

- Preserve an open aspect to the site to the south and west with a vista out over the river plain.
- Screen servicing aspects of the building such as maintenance areas and car parking provision.
- Provide a setting to enhance the visitor experience with gardens close to the facility.
- Create a framework for future development of memorial gardens and other ancillary facilities.
- Enhance the ecological value the site offers through creation of new habitats and extension of existing woodland and hedgerows.
- Ensure that the site contributes to the wider rural landscape mosaic within the Trent Valley.

The main axis path remains the principle organising feature of the landscape design as this creates a strong visual constant across the site as well as a useful route for access to site destinations.

Memorial Gardens are to extend along the axis in a series of garden ‘rooms’, each with its own distinctive character, accommodated within a coherent frame of hedges, and a consistent palette of paths, seating, and memorials.

Existing mixed coniferous/broadleaf woodland is extended into the site to form a series of glades and enclosure for ashes scattering areas and to assist in separating these areas from other site uses. Existing hedgerow will also be supplemented with new planting for visual screening of intervisibility between the A156 Gainsborough Road and the Crematorium.

To extend and strengthen capacity for future needs, existing car parking could be extended to the north. An ancillary building (Function Rooms) and associated car parking and access accommodated within the east of the site to provide an appropriate venue for wakes, etc.



1. Crematorium

2. Main Arrival Space

3. Protected view

4. Entrance Garden

5. Main Axis / Path

6. Water feature

7. Floral tribute

8. Entrance of congregation Route

9. Cortege pick up area

10. Staff and Gardens visitor car park

11. Terraced garden

12. Main car park for congregation

13. Memorial Gardens

14. Site entrance

15. Children's Memorials / Ashes

16. Service Yard

17. Access Road

18. Attenuation Area

19. Cortege waiting area

20. Existing Woodland

21. Proposed Woodland planting

22. Supplementary hedge planting

23. Function Rooms

24. Ancillary car park for mourners

25. Footpath connection

26. Second site access

27. Site extension car parking

3.3

Access and Circulation

The pattern of routes, paths and roads around the site are organised to create a coherent, legible circulation system which assists in wayfinding.

Visitors to the site can be grouped into the following catagories with most visitors expected to arrive by vehicle:

- Congregation to the Chapel
- Funeral cortège to the Chapel
- Visitors to Memorial Gardens and Book Room
- Staff and service professionals
- Mourners to Function Rooms

One of the key objectives of the design is that consecutive congregations or those visiting the site for other reasons, are kept separate so that different visitors do not disrupt each others experience of their visit.

The routes give priority to the experience of congregation members and the funeral cortège. The main vehicle route leads into the main car park, with access to the arrival space (for the cortege) and visitor/staff car parking for Memorial Gardens and Function Rooms as a spur from this route.

From the car park visitors are directed on foot onto and along the main axis path, this leads through gardens toward the large paved space in front of the chapel. After a service the congregation exits through the protected view, past the floral tribute, returning to the carpark via a ‘chicane’ dividing the courtyard from carpark. This circular route ensures that consecutive congregations do not meet.

The funeral cortège joins the congregation at the entrance to the chapel. Cortège vehicles return to the main carpark and a collection area outside the Floral Tribute.

Visitors to the Memorial Gardens and Remembrance Chapel are directed toward a separate car park and from there walk either up steps along the main axis path, or follow a path winding up a slope through gardens to the Remembrance Chapel/Book Room and around a series of garden ‘rooms’ via footpaths and mown lawns.

Professional site visitors and staff are directed towards the gardens carpark and the administrative (north-eastern) wing of the main building. The service yard provides an area for large vehicle turning.



4.1 Memorial Gardens

During development of Lea Fields Crematorium Phase 1 it was envisaged that an area beyond the Remembrance Chapel/Book Room be set aside as a space for Memorial Gardens. On review it was decided that, for reasons of economy, this area would not be brought forward but reserved for development during later phases, in accordance with need and budget.

The Stage 3 design now proposes a framework for the future rolling out of memorial gardens over many years, establishing a framing structure of tall hedges and a path network that will shape and provide access to a variety of different memorial gardens.

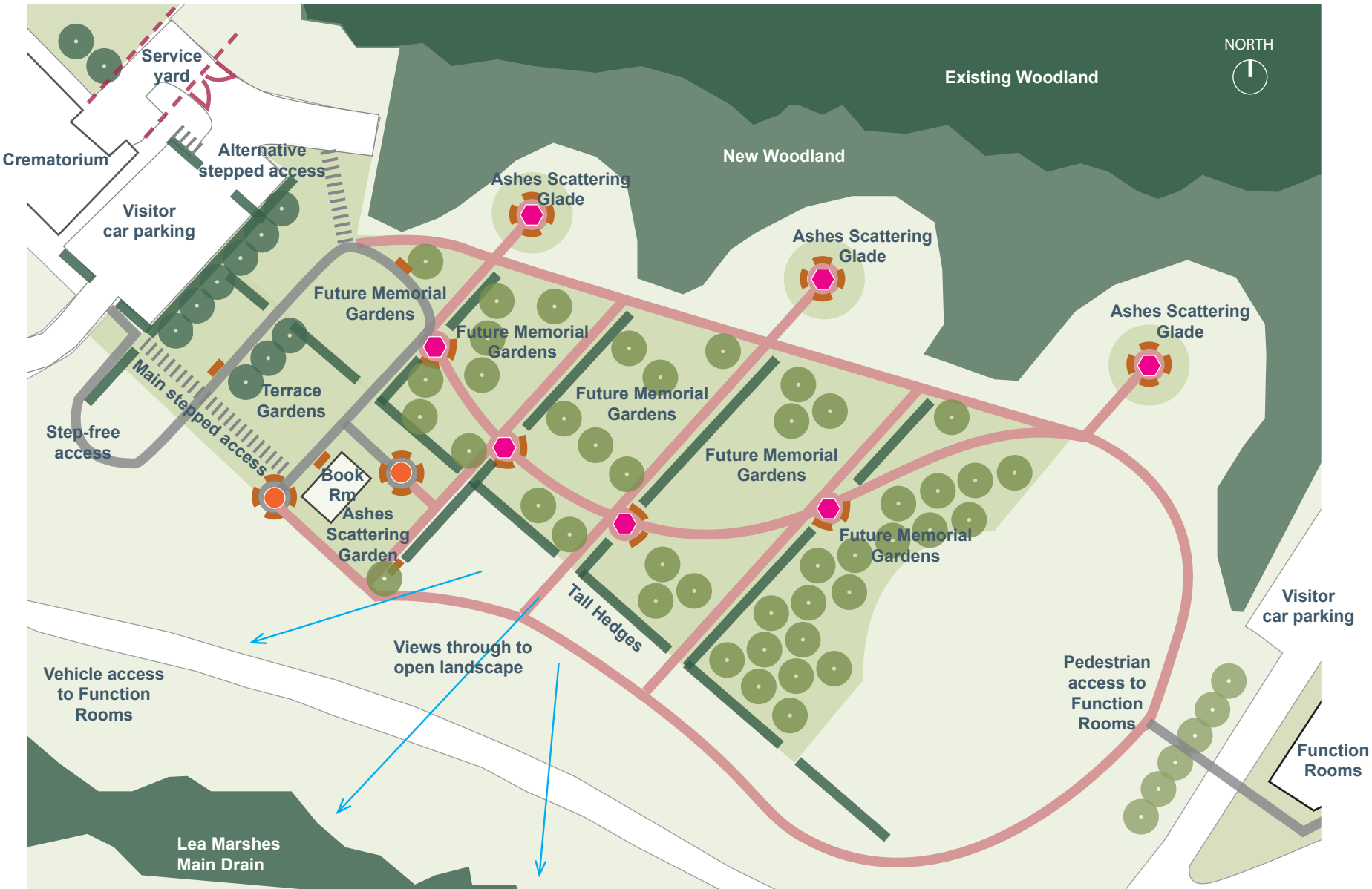
Examples of garden types might include the following:

- ‘Terrace’ - formal steps with linear hedge/shrub beds
- ‘Parterre’ - formal geometric hedged beds
- ‘Kitchen Garden’ - semi-formal beds with herbs/fruit
- ‘Islands’ - organic-shaped mixed herbaceous beds
- ‘Orchard’ - fruit trees and flowering bulb grassland
- ‘Glade’ - lawn enclosed by native meadow/woodland

Stepped access will be provide a direct route for the more able-bodied, both directly to the Remembrance Chapel/ Book Room and also indirectly via the visitor parking area to avoid interference between funeral services and ashes scattering ceremonies.

















To visually screen the gas tanks from visitors, and for additional security, a vehicle gate matching adjacent timber hit-and-miss fencing will be installed across the service yard entrance.

Memorial structures such as the existing barbicans and tree sculptures will be located at key nodes within the path network for maximum visibility and accessibility. Benches will be provided by these memorials and at other suitable locations for rest and reflection, accompanied by bins for waste/recycling.



General Arrangement Diagram

KEY

- | | | | |
|---------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------|--------------------------------------|
|  | Site boundary |  | Footpath - asphalt |
|  | Existing specimen tree |  | Footpath - self-binding gravel |
|  | Proposed specimen tree* |  | Steps - aggregate-faced concrete |
|  | Existing woodland |  | Vehicle gate - timber to match fence |
|  | Proposed woodland |  | Memorial - barbican |
|  | Meadow grassland |  | Memorial - tree sculpture |
|  | Ornamental gardens* |  | Bench/seat - circular |
|  | Formal native (hornbeam) hedge |  | Bench/seat - straight |

* Subject to future detailed design

6.1

Hard Landscape Framework

The Phase 1 development has established a palette of hard materials which provide a template for further proposals under Phase 2, including any future memorial gardens and function room facilities.

For visual coherence and legibility, additional hard landscape features shall maintain the same palette of materials where pre-existing examples exist, or use complimentary new materials that are sympathetic to the developed landscape and the intended use.

A hierarchy of surface material treatments will be continued, with high-quality aggregate finish block paving to principal pedestrian routes and shared surfaces within key arrival and departure spaces, transitioning to functional but smart asphalt paths and roads within the approaches and minor access routes.

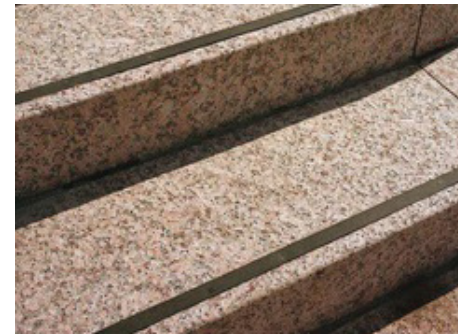
Parking bays will be distinguished by the use of pre-cast concrete block pavers in a ‘natural’ finish and, where required, overspill parking will be surfaced with permeable paving such as grasscrete or other cellular paving.

Pedestrian access within the wider landscape, notably the memorial gardens, shall be paved with a combination of simple self-binding gravel (eg. hoggin) finishes and mown paths to signify a quieter, less-trafficked environment in harmony with the surrounding countryside.

External hard surfaces and furniture will be robust and be made from recycled and sustainable materials where possible.



Signage



PCC steps



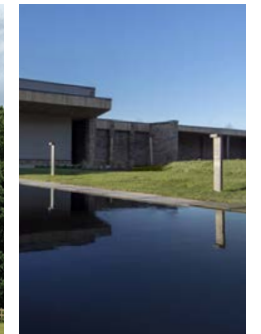
Barbican memorial



Tree memorial



Lighting columns



Lighting bollards



Litter/recycling bin



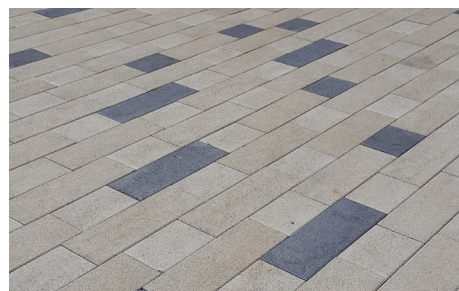
Curved bench



Straight bench



Seat with backrest



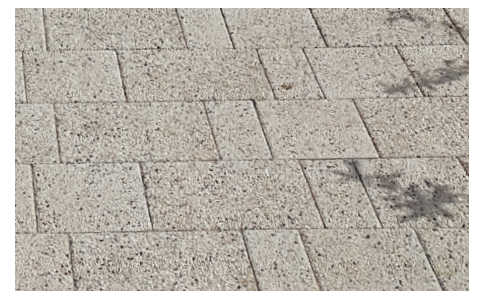
PCC block paving - shared surfaces



PCC block paving - parking bays



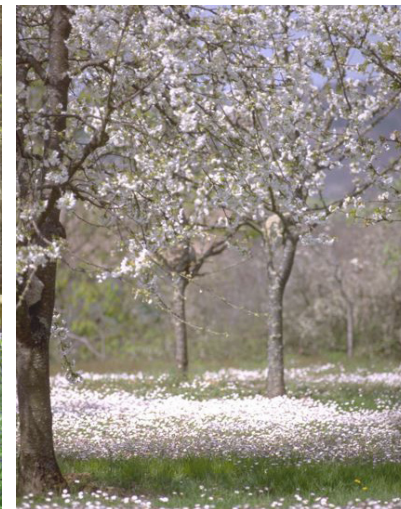
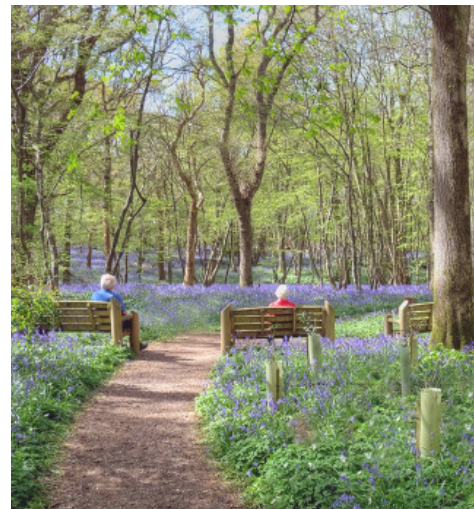
Self-binding gravel - minor footpaths



PCC block paving - principal footpaths



Native coniferous/broadleaf woodland planting managed for containment and screening



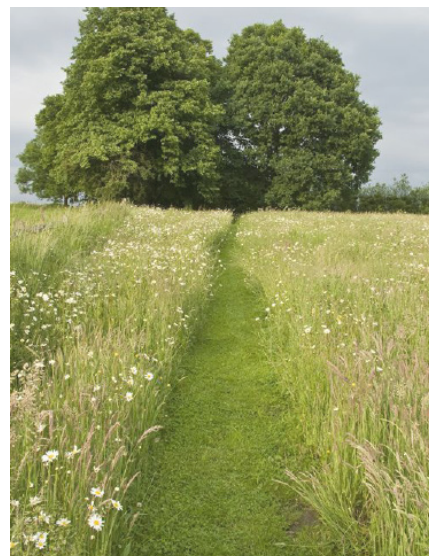
Smaller or multi-stemmed trees near entrances and paths



Mixed borders with multi stemmed trees proposed for gardens



Tall hedges and lawns to define spaces



Mown paths, flowering meadow and informal tree planting at transitions to native woodland and grassland



Wild grassland managed as meadow for biodiversity

CPR Workplan as at 6 January

Purpose:

This report provides a summary of reports due at CPR committee over the next year.

Recommendation:

1. That members note the workplan.

Date	Title	Lead Officer	Purpose of the report	Date First Published
11 FEBRUARY 2021				
11 Feb 2021	Corporate Policy and Resources Committee Draft Budget 2021/22 and estimates to 2025/26	Sue Leversedge, Business Support Team Leader	The report sets out details of the overall Draft Revenue Budget 2021/22 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2021/22 and estimates to 2025/26 to be included in the Medium Term Financial Plan	09 June 2020
11 Feb 2021	Committee Timetable 2021-2022	James Welbourn, Democratic and Civic Officer	To present the timetable for the above year, taking into account public holidays.	09 September 2020
11 Feb 2021	Executive Business Plan and Medium Term Financial Plan 2021/22 - 2025/26 and 2021/22 Budget	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present for consideration and scrutiny the Executive Business Plan and Medium Term Financial 2021/22 - 2025/26 and the 2021/22 Budget	09 September 2020
11 Feb 2021	Budget and Treasury Monitoring Period 3 202/21	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2020 to 31 December 2020	09 June 2020
15 APRIL 2021				

15 Apr 2021	Surestaff Performance 2020/21 and Business Plan 2021/22	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present members with the company's performance to Q3 2020/21 and to present the 2021/22 Business Plan for approval	09 September 2020
15 Apr 2021	Capability Policy	Emma Redwood, People and Organisational Development Manager	To review the council's capability policy and update	19 November 2019
15 Apr 2021	Budget and Treasury Monitoring Period 4 2020/21	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1 April 2020 to 31st March 2021. (Final out-turn will be reported to the next meeting)	09 June 2020
15 Apr 2021	Sustainability, Climate Change & Environment Strategy	James O'Shaughnessy, Corporate Policy Manager & Deputy Monitoring Officer	Present the Council's Sustainability, Climate Change & Environment Strategy	
17 JUNE 2021				
17 Jun 2021	Budget and Treasury Monitoring Final Outturn 2020/21	Sue Leversedge, Business Support Team Leader	this report sets out the final revenue, capital and treasury management activity from 1 April 2020 to 31 March 2021.	
17 Jun 2021	Budget Consultation 2021	Tracey Bircumshaw, Assistant Director of Finance and Property	To present the proposals for the 2021 Budget consultation exercise	

Services and Section 151
Officer

22 JULY 2021

22 Jul 2021	Annual Treasury Report	Caroline Capon, Corporate Finance Team Leader	Annual Treasury Review
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11 NOVEMBER 2021

11 Nov 2021	Mid-Year Treasury Report 2021-22	Caroline Capon, Corporate Finance Team Leader	Review of Prudential indicators
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted