

Guildhall Gainsborough

Lincolnshire DN21 2NA

Tel: 01427 676676 Fax: 01427 675170

AGENDA

***PLEASE NOTE – The below reports will be subject to the Head of Paid Service to exercising delegated authority as per the Responsibility of Functions in Part IV, page 28 of the Constitution.**

“to determine any matter within the referred or delegated powers and duties of a committee / sub-committee / board / working which is so urgent that a decision must be made before the next meeting of that committee / sub-committee / board / working group is due to be held.”

Limits on delegation: -

- Before making a decision using this delegated power, The Head of Paid Service shall consult with and take cognisance of the views of the Chairman (or in his absence the VC) of the relevant Committee / Sub-Committee etc; and;
- Any decision taken by the Head of Paid Service under this delegated power shall be reported to Members within five working days of the decision taken, and will be published on this committee’s webpage.*

Concurrent Meeting of the Prosperous Communities and Corporate Policy and Resources Committees

Thursday, 23rd April, 2020 at 11.30 am

Members: Councillor Giles McNeill
Councillor Owen Bierley
Councillor Trevor Young

1. **Introduction**
2. **Decision making flowchart**
3. **Committee Timetable 2020-2021 and beyond**
4. **Communities at Risk (Vulnerable Communities)**

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

Large Clear Print: Braille: Audio: Native Language

5. **Community Transport Programme**
6. **Community Defibrillator Scheme**
7. **Hemswell Cliff Managed Estate Contract**
8. **Budget and Treasury Monitoring Period 4 2019/20**
9. **Exempt matters**
The following item would have been considered in private session (with the agreement of Members present) as it contains exempt information as defined in paragraph 3 paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
10. **Budget and Treasury Monitoring Period 4 - Exempt Appendix**

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 15 April 2020

Work Flow For: -

Urgent Delegated decisions which should have been taken by Committee and were part of the forward plan.

Over-arching note : - PC and CPR are the only Committees that will be making decisions during these emergency times. Therefore matters for these committees will be considered concurrently This only currently effects CPR on 23 April and PC 5 May but may need to be used going forward

1. Demo Services will draw up the agenda for each meeting based on the forward plan. -
2. Demo will send the agendas to the Chief Executive for him to identify which of the reports do need a decision and which will be delayed. Demo will consult the report authors prior and the Lead Officer will have the final decision
3. Demo will call for reports in the usual manner and in the usual deadlines (currently)- (joint meeting dates being identified – 1st one is 23 April and will cover CPR for April 23 and PC Cttee for 5 May) . Demo will also notify those Officer who reports have been delayed
4. **There will be no briefings** in respect of these matters – the date identified for the joint meeting , will be the briefing, consultation and decision meeting.
5. Final reports will be published 5 days in advance of the decision meeting, and will be published to the concurrent meeting page. **All Members will receive notification** . Demo will have drawn up a concurrent meeting agenda of the agreed items and this will be published at the same time. – **Officers need to be aware that their reports will need to be the finished article at this point**
6. The reports will be considered by a “Teams Meeting”. Report authors will video in as required. The Chair of PC, CPR and the opposition Leader will be attendance (remotely) as they are constitutionally required to be consulted. on decisions made under this emergency delegation. A Member of Demo Services will also be “present”
7. The **day after the meeting** Demo Services will write up the decision notices (there will be no minutes). The decision notice, will simply state the decision made and be signed off by Head of Paid Service, and the consultees. (no extra detail required, as there will be a fully published report in support of the decision – debate will only be added if considered vital to the decision)
8. The Democratic Services Team, will automatically add signatures (as all those needing to be consulted will have been present at the remote meeting) Once the decision notice is all signed, The Democratic Services team will send the decision notice to the effected teams and finance to advise it is now “APPROVED”

9. The Democratic Services Team will complete the “notified to all members section” and publish the decision notice to the concurrent meeting page on the mod gov site. **Members will receive automatic notification and the decisions will be directly linked to the published reports**
10. The Democratic Services Team will also include a copy of the decisions made in the twice weekly update that is been sent to Members via Mod.Gov on a Wednesday and Friday

THINGS TO REMEMBER

- The decision notice must be published to all Members within 5 days of the decision having been made.
- Any decision taken under this procedure can not be implemented until the signed decision notice is received but can be implemented before the 5 day Member notification period. – **Call-in does not apply.**

At least 3 weeks before the meeting Demo Services Will:-

draw up the draft agenda for each policy meeting based on FP
Send to Chief Executive for decision on confirmed agenda items having consulted with report authors – so there will be an indication to assist.



On receipt of a response from CE – Demo Services Will: -

Confirm to report authors the final agenda items
draw up the final agenda for the concurrent meeting
call for reports in the usual manner – the deadline will be 6 clear days before the meeting and reports will need all usual sign offs wherever possible – as these will be **FINAL VERSIONS** (with reports being published 5 clear days



5 Clear Days before the meeting – Demo Services Will

The agenda and reports will be published to the concurrent meeting page
All Members will receive notification .



Day of the Meeting

The meeting will be held via Teams and demo will have set this up.
The following will be in attendance, The Chair of PC, CPR and the opposition Leader. A Member of Demo Services and the Chief Exec. Report authors will video in as required.
Decisions will made at this meeting



Day After the Meeting Demo Services Will: -

Write up a Decision Notice for each decision
The Democratic Services Team, will automatically add all required signatures (as all those needing to be consulted will have been present at the remote meeting
notify any teams effected by the decision notice by e-mail
complete the notified to all members section
publish the decision notice on the concurrent meeting page of mod gov (auto notification to Members)
include the decision notice in the next Chief Executive announcements to Members (Wed and Friday)

Agenda Item 3



**Concurrent Meeting of
Corporate Policy and
Resources and Prosperous
Communities Committees**

Thursday 23 April 2020

Subject: Committee Timetable 2020-2021 and beyond

Report by:

Chief Executive

Contact Officer:

James Welbourn
Democratic and Civic Officer
Tel 01427 676595

James.welbourn@west-lindsey.gov.uk

Purpose / Summary:

For Members to consider the timetable for the 2020-21 municipal year, and note the indicated dates for 2021-24

RECOMMENDATION(S):

(1) To approve the committee dates for 2020-2021, whilst acknowledging and agreeing to the following cancelled, rescheduled and new meetings:

- **Overview and Scrutiny Committee be cancelled until September 1 2020;**
- **Joint Staff Consultative Committee on 28 May 2020 be cancelled;**
- **The Annual Council that was originally scheduled for 11 May 2020 be cancelled and instead held on September 7 2020;**
- **Council in July be cancelled due to the current lack of business;**
- **An additional date of September 29 be added to the timetable for Governance and Audit Committee to act as a backstop for any late auditing of the Statement of Accounts;**
- **Prosperous Communities that was due to take place on May 5 2020 be cancelled and any urgent decisions be taken under delegated authority.**

- (2) To note the indicative committee dates for the years 2021-22, 2022-23 and 2023-24.**
- (3) To agree to receive confirmed committee dates for the ensuing year at Corporate Policy and Resources Committee every April.**

IMPLICATIONS

Legal:

None directly arising as a result of this report.

Financial : FIN/196/20/JA/CC

No financial implications

Staffing :

None directly arising as a result of this report

Equality and Diversity including Human Rights :

N/A

Data Protection Implications :

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

Section 17 Crime and Disorder Considerations:**Health Implications:****Title and Location of any Background Papers used in the preparation of this report :**

None.

Risk Assessment :

Call in and Urgency:

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

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

Yes

☐

No

☒

Key Decision:

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

Yes

☐

No

☒

1 Introduction

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

There have to be convenient Council meetings to:

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

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

2 Changes and Issues

2.1 The timetables for 2019-20 and 2020-21 had previously been approved at Corporate Policy and Resources Committee in November 2018. Since that time, a number of required changes to the timetable have come to light for 2020-21:

- the early bank holiday in May is now Friday 8 May;
- Planning Committee has been moved to 17 June due to the Lincolnshire Show (the Show has now been cancelled, but as Planning Officers have been aware of this date previously it would be best to keep the date of Planning Committee as 17 June);
- Corporate Policy and Resources Committee has moved from 11 June to 18 June due to the District Council's Network (DCN) meeting;
- Overview and Scrutiny moved to January 19 from January 5;
- Corporate Policy and Resources Committee to move from January 7 to January 14, and as a result Joint Staff Consultative Committee would move to January 21;
- Corporate Policy and Resources Committee moved from 4 February to 11 February as there could be a conference clash;
- Corporate Policy and Resources to move from April 8 to April 15 due to school Easter Holidays.
- Overview and Scrutiny moved from 27 April to 30 March.

2.2 School holidays for 2020-21 have been shaded (in purple) into the table for information;

2.3 Key conferences, including DCN conferences, Chartered Institute of Public Finance and Accountancy (CIPFA) and Local Government Association (LGA) have been avoided as these are often attended by the Leader, the Deputy Leader and the Chief Executive (these dates are indicated on the table for 2020/21).

3 Lockdown Changes

- 3.1 Now that the law allows it, Planning Committee will be held virtually, starting on April 29, and continuing in this form until a return to meetings being held in person is possible. This is because of the 'social distancing' guidance issued by Government that makes it very difficult for meetings to take place at the Guildhall in Gainsborough.

The success of these meetings will determine the viability of holding other meetings in this format;

- 3.2 Due to the continuing lockdown, there are several changes that are suggested for the period from May 2020 – September 2020:

- **Overview and Scrutiny Committee** to be cancelled until its meeting on 1 September as it is not a decision making body. Officers involved with this committee have been moved to other duties for the time being; having this meeting continue as normal would put extra strain on the workload of these officers;
- **Annual Council**, which was originally planned for 11 May to be moved to 7 September. The recently published Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows appointments that would normally be made at the annual meeting to carry through until May 2021; with this in mind, it seems sensible to delay Annual Council until later in the year, when either it will be possible to hold the meeting in person, or at a time when Members are more used to the virtual meeting procedure;
- Due to Annual Council moving to September, **Council** in July be cancelled as there is currently no business scheduled for this date. It may also be difficult to hold Council virtually due to the number of Councillors involved; there is the possibility that meetings in July may still be being held virtually;
- **Joint Staff Consultative Committee** originally planned for 28 May be cancelled as the policies it normally considers would not be going forward to Corporate Policy and Resources Committee at this time;
- Although it was part of the 19/20 timetable, the **Prosperous Communities Committee** meeting on 5 May would be cancelled, and any urgent business would be dealt with under urgency delegations by the Head of Paid Service in consultation with the Chairmen of Corporate Policy and Resources and Prosperous Communities Committees, and the Leader of the Opposition;
- An extra date for **Governance and Audit Committee** has been added in – September 29, in case the auditors have not completed the Statement of Accounts in time for the end of July.

- 3.3 It remains the plan to hold meetings from June onwards as normal; however if this is not feasible due to continuing or further restrictions,

then this issue will be revisited and potentially subject to further decisions by the Head of Paid Service and the relevant Chairmen.

4 Future Years

- 4.1 Timetables for 2021-22 onwards follow a similar pattern to previous years;
- 4.2 Bank holidays from 2022 onwards are not published on the government website at this stage, so provisional Bank Holidays have been input into the timetable for 2022 and beyond.
- 4.3 School holidays from July 2021 onwards are not yet available; however because the timetables follow a similar pattern, clashes should have been avoided;
- 4.4 Similarly, conference dates for 2021 and beyond have not yet been made available, but if they follow a similar pattern to 2020, then clashes should be avoided

5. Recommendations

- 5.1 Members are therefore asked to approve the timetable for 20/21 civic year and note the indicative committee dates for the years 2021-22, 2022-23 and 2023-24.
- 5.2 The indicative committee dates will be agreed each April for the ensuing year on a rolling basis, and each subsequent report will note any changes proposed.

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2020

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

2021

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

KEY

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

Changes from previously published timetable:

- June 2020 Planning moved back to 17 June due to Lincolnshire Show
- Overview and Scrutiny moved from 27 April 2021 to 30 March 2021
- CPR in June moved from 11 June to 18 June due to DCN conference
- CPR in January to move from January 7 to January 14, and as a result JSCC to move to January 21
- CPR in April 2020 moved from 8-15 April due to school Easter holidays
- The Early May Bank Holiday is now Friday 8 May
- Overview and Scrutiny moved to January 19 from January 5
- CPR moved from 4 February to 11 February as there could be a conference clash

Due to the Coronavirus lockdown, the proposal is to

- Cancel Overview and Scrutiny Committee until September 2020;
- Cancel JSCC in May 2020;
- Move Annual Council to September 2020;
- Have an additional Governance and Audit meeting in September 2020 in the event that the Statement of Accounts is not ready.
- Any decisions that would have been taken at Prosperous Communities Committee in May 2020 be decided under delegated authority on April 23.

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2021

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

2022

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

KEY

AC	ANNUAL COUNCIL	L&R	LICENSING & REGULATORY	LS	LINCOLNSHIRE SHOW
CL	COUNCIL	O&S	OVERVIEW AND SCRUTINY	JSCC	JOINT STAFF CONSULTATIVE
CPR	POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		CONFERENCES/SCHOOL HOLIDAYS

Notes:

- Bank Holidays for 2022 are not yet confirmed on the Government website
- Planning moved back a week in June due to Lincolnshire Show

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2022

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

2023

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

KEY

AC	ANNUAL COUNCIL	L&R	LICENSING & REGULATORY	LS	LINCOLNSHIRE SHOW
CL	COUNCIL	O&S	OVERVIEW AND SCRUTINY	JSCC	JOINT STAFF CONSULTATIVE
CPR	POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT	SCHOOL HOLIDAYS/CONFERENCES/OTHER	

Notes:

- 2022/23 Bank Holidays are not yet confirmed;
- June Planning affected by possible Lincs Show dates
- 2023 is election year, so Prosperous Communities Committee has been moved back to late April as election day will likely be May 4 2023

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2023

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

2024

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

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PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		SCHOOL HOLIDAYS/CONFERENCES/OTHER

Notes:

- Lincolnshire Show not confirmed
- Election day due to be 4 May
- Annual Council pushed to 22 May due to election
- June Planning earlier due to Lincolnshire Show dates
- O&S has a late April date as its May 2023 date cannot happen due to the election and Annual Council being moved



**Concurrent Meeting of the
Prosperous Communities
and Corporate Policy and
Resources Committees**

Thursday, 23 April 2020

Subject: Communities at Risk (Vulnerable Communities)

Report by:	Enterprising Communities Manager
Contact Officer:	Grant White Enterprising Communities Manager grant.white@west-lindsey.gov.uk
Purpose / Summary:	To update on vulnerable communities, approve new communities at risk policy document and establish communities at risk fund.

RECOMMENDATION(S):

1. Approve the Communities at Risk Policy Document
2. Approve the creation of the Communities at Risk Fund to be held as an Earmarked Reserve and replacing the Vulnerable Communities Reserve.
3. An annual report to be produced on all identified communities at risk to include summary, identified issues, impact assessments, progress reports and details of funding commitments

IMPLICATIONS

Legal:

Not applicable.

Financial : FIN/7/21/SL

Reserves are currently earmarked as follows;

EMR RE89 - Supporting Vulnerable Communities £61,770

CAPITAL - Plus remaining approved capital budget for CCTV expansion £27,265 (slipped from 19/20 to 20/21)

REVENUE - Plus £12,600 underspend in 19/20 for Community Payback scheme to be carried forward into 20/21

CAPITAL - Hemswell Masterplan approved capital budget of £150,000 slipped into 20/21

REVENUE - £61,800 remaining balance of previously approved £100,000 from Investment for Growth reserve (RE83). This was approved for spend within 2 years by CP&R 28.07.16.

TOTAL AVAILABLE BUDGET: £313,435 to be pooled into a Communities at Risk Reserve (to replace to Supporting Vulnerable Communities Reserve).

The Capital schemes above have previously been approved by the Corporate Policy and Resources Committee. Any future allocation of spend from remaining balances will require prior approval.

Staffing :

Not applicable.

Equality and Diversity including Human Rights :

Not applicable.

Data Protection Implications :

Not applicable.

Climate Related Risks and Opportunities :

Not applicable.

Section 17 Crime and Disorder Considerations :

Not applicable.

Health Implications:

The introduction of a Communities at Risk Policy Document and associated Communities at Risk Fund will enable the Council to deliver effective services and responses to identified issues including those that have a direct or in-direct impact on the health of individuals.

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

Vulnerable Communities Audit 2019

Risk Assessment :**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

X

No

☐

1. Introduction

- 1.1 Vulnerable communities within West Lindsey are characterised by compounding environmental and socio economic risk factors that have a negative effect on the lives of those living in such communities. Issues within these communities also adversely impact the Council's ability to realise the potential of its growth ambitions i.e. the opportunity cost of enforcing ASB and the private rented market and the continued stigmatisation of down town Gainsborough.
- 1.2 The Council has been actively engaged supporting vulnerable communities. Two such areas have been the South West Ward in Gainsborough and Hemswell Cliff. A wide range of work has been delivered in these areas to address issues.
- 1.3 This report provides an update on the current position, progress in existing vulnerable communities and details on how we will move forward to further address on-going issues as well as be prepared for new challenges in the future.

2. Current Position

- 2.1 The West Lindsey Corporate Plan recognises that some areas of the district are amongst the most deprived in the country with the impact of deprivation being multi-faceted affecting housing standards, community cohesion, anti-social behaviour and educational attainment all of which have a negative impact on the health and wellbeing of our residents. Addressing the causes and impact of deprivation has therefore been a major focus.
- 2.2 In 2017 West Lindsey adopted a Supporting Vulnerable Communities Place Based Strategy. It took for the first time a strategic approach to tackling social problems acknowledging that it is inevitable that in order to stabilise and best support them, our most vulnerable communities require increased proactive resource, capacity and efforts to coordinate intervention and improve outcomes. It recognised that work cross departmentally and with our partners was key to making significant change.
- 2.3 Two vulnerable communities were identified and had their own place based strategies developed:
 - Gainsborough South West Ward Place Based Strategy 2018
 - Hemswell Cliff Stabilisation and Normalisation Strategy and Delivery Plan 2017.
- 2.4 The West Lindsey Housing Strategy acknowledges that the work to support vulnerable communities is a key work programme for it to deliver. It is recognised that aligning housing, homelessness prevention, economic growth, community safety, safeguarding, health and

wellbeing, enterprising communities, employment and skills and environmental protection functions allows for development and delivery of a social regeneration approach.

- 2.5 Throughout the last year systematic review of the above strategies has been undertaken. An Audit of the Vulnerable Communities Strategy which enveloped the place based work in these 2 areas took place during 2019 with the report being produced in January 2020.
- 2.6 The review of the strategies has given officers the opportunity to reflect on progress, acknowledge what has been successful, what needs to continue and what is in effect business as usual.
- 2.7 In addition to greater strategic working under the Housing Strategy the Council continues to develop its approach to social regeneration. This is evidenced in our work to support the Local Access Programme for Gainsborough resulting in over £2m being awarded to support the growth and development of our social economy.
- 2.8 Social regeneration is about ensuring that the places where people live create new opportunities, promote wellbeing and reduce inequalities so that people have better lives, in stronger communities and achieve their potential.

3. COVID-19 Pandemic Impact

- 3.1 The on-going and developing situation around the Coronavirus pandemic will inevitably have a long term impact on communities. For our vulnerable communities the impacts may be far more prevalent and result in greatly increased inequalities for residents.
- 3.2 At this time we have already seen the impact of increased unemployment, loss of training opportunities and food supply challenges. The Council must be in a position to respond to new challenges faced as a result of the pandemic including unknown outcomes.
- 3.3 New vulnerable communities may emerge following the pandemic. The introduction of the proposed Communities at Risk Policy Document and associated fund will ensure the Council has taken pro-active steps to prepare and respond to people in need.
- 3.4 It is also important to note that whilst the pandemic dominates current headlines and thinking, we continue to face a wide range of challenges in our vulnerable communities such as food/fuel poverty, poor mental and physical health and overall poor life chances. It is therefore important that work around supporting vulnerable communities should continue.

4. Hemswell Cliff – A Model of Good Practice

- 4.1 Hemswell Cliff prior to the adoption of a strategic approach had become a very unstable and vulnerable community. A rise in ASB, violent crime and intimidation affecting both environmental and community safety had escalated prior to 2018.

Adjacent to this, positive plans were developing Hemswell Cliff's designation as a Food Enterprise Zone to further support this area as a key employment site for the district.

- 4.2 A combined approach with the police, LCC and WLDC stemmed the escalation. A number of the proactive actions are noted below:

- West Lindsey CCTV and dedicated Police Officer together with LCC's Positive Futures support to deliver activities for the youths stemmed the ASB.
- West Lindsey took on a contract to manage the Estate where the concentration of the trouble was. A 5 year contract with Hemswell Resident Management Company which commenced 1 June 2018. This at cost non-commercial venture has enabled more reinvestment back into the village. It has significantly stemmed the visible decline and continues to make improvements.

- 4.3 Now the area is much more attended to, cared for and it pays off. The housing market had virtually ceased whilst the visible decline and negative reputation prevailed. Over the last 2 years the housing market has been unlocked and a change in buyer is aiding the turnaround of this area. Work on reputation will take longer however it is starting to turn in the right direction.

- In 2017 data in regard to the main housing estate showed the houses were 56% rented. In 2020 this is now at 50% rented.

- 4.4 Our work and the intervention has been successful but it has not finished. Any withdrawal of the core work in this area would result in a spring back quickly. Work is now focused on the continued normalisation of this village under the strategic guidance of the Housing Strategy.

5. Systematic Review Undertaken

- 5.1 During 2019 a systematic review was undertaken looking at projects, services and actions undertaken as part of work to support identified vulnerable communities. The review of the strategies, adopted as a tool to direct, oversee, coordinate and monitor the necessary work programmes required to drive forward improvement has given officers the opportunity to reflect on progress, acknowledge what has been embedded as business as usual and to identify areas where more work is needed.

- 5.2 This is supported by the finding of a concurrent Vulnerable Communities Audit which found that operationally some very good work is being delivered but needs to be strengthened by a more strategic approach to ensure risks are identified and mitigated.
- 5.3 A series of officer workshops were held with the aim of determining:
- What work is planned, currently underway or delivered that is aligned to these strategies
 - Who has implemented them or is planned to implement them
 - How have they implemented or how do they plan to be implemented
 - How we are managing the success or are planning the managing the success of this work – what are the benefits to our current and future residents
 - Whether this work is embedded as Business as Usual or whether it needs to continue as a project
- 5.4 The results of these workshops have helped shape the new Communities at Risk Policy and approach to developing Action Plans for identified or at risk communities.

6. Vulnerable Communities Audit

- 6.1 The Vulnerable Communities Audit was initiated in April 2019. It highlighted that the Council can develop further actions to improve its work around vulnerable communities including:
- Increased co-ordination between the teams across strategies
 - Regular reporting and monitoring of performance
 - An annual report, including lessons learnt, that goes to committee
 - Streamlining the intervention approval process
 - Engagement with Police and LCC
- 6.2 The vulnerable communities strategies rely on the work of managers at both an operational and strategic level to be delivered effectively. The audit found that operationally there is some good work being delivered – managers are experienced and knowledgeable in their area of work and are monitoring performance while delivering an effective service.
- 6.3 At both strategic and operational levels there are areas which could be strengthened to ensure that risks are identified and mitigated, performance is monitored and reported, and potential vulnerable communities are identified in advance.
- 6.4 In addition to working with the two already identified communities the audit recommends the implementation of a methodology of identifying other communities that might need assistance. This should be implemented to support a more proactive rather than reactive response.

- 6.5 The audit found that improvements can be made in risk management by producing a risk register specifically for vulnerable communities as well as separate registers at an operational level. This would support the improvements to the day-to-day activities and future planning when moving forward with overall strategies.
- 6.6 There can also be some improvements made in terms of Key Performance Indicators (KPI's). Attempts have been made with KPI's but these are usually just monitored by managers for service performance and they need to be taken further by managing the performance data and identifying implications.
- 6.7 There were several areas of good practice found during the audit:
- All of the teams focus on the two already identified vulnerable communities, even if they are not aware that their work is feeding into the strategy
 - All the teams report on performance to progress and delivery monthly, with quarterly report containing more narrative about where the service is with regards to budget and performance
 - Good working relationships between several of the teams involved in the strategy
- 6.8 Operationally and strategically the coordination of the delivery of the Place Based Strategies and the actions within has strengthened in recent months through the work of the Housing Board as the Board has matured.
- 6.9 Officers welcome the acknowledgement that good work has and is being delivered by the relevant teams. Officers also welcome the acknowledgement that much of this work was undertaken during a period with no staff resource in a coordinating/lead role for a number of months and as such progress to date should be applauded.
- 6.10 Moving forward the focus for the Housing Board in relation to vulnerable communities will be to further monitor performance, identify and mitigate risk and ensure procedures and practices are in place and maintained where actions have become embedded as business as usual. This will ensure the stability of the current identified communities and will provide the mechanism for identifying communities at risk of becoming vulnerable in the future all contributing to the objectives within the corporate plan.
- 6.11 The audit was presented and signed off by Management Team on 17th February 2020.

APPENDIX 1 – Vulnerable Communities Audit January 2020

7. Moving Forward

7.1 Based on our learning over recent years and the findings of the Vulnerable Communities Audit, the following areas of work are now key to moving forward our work in responding to and supporting communities at risk:

- Communities at Risk Policy Document (Section 7)
- Contextual Safeguarding (Section 8)
- Hemswell Cliff Managed Estate (Section 9)
- Communities at Risk Budget (Section 10)

8. Communities at Risk Policy Document

8.1 The introduction of a new Communities at Risk Policy Document provides a clear corporate approach to the identification, escalation and response to a community that is at risk of becoming or already is vulnerable.

8.2 The policy document is supported by a range of tools to aid officers in managing and responding to an identified risk. These tools will be developed and introduced upon approval of this report and include:

- Communities at Risk Register
- Trigger mechanism for communities at risk
- Action plan templates for managing responses
- Reporting mechanism to Management Team and Members

8.3 The policy document has been co-produced by Di Krochmal, Andy Gray, Rachel Parkin and Grant White with endorsement from the Housing Board. It is based on learning and best practice.

8.4 The new policy document will direct the creation of new standardised action plans for identified communities at risk. These will replace previous Place Based Strategies created. Moving forward this will mean all actions plans created to respond to communities at risk will be developed following a corporate policy and monitored centrally.

8.5 The policy document will introduce regular reporting on identified communities at risk. This includes providing relevant updates through Progress & Delivery, regular updates to Management Team and an annual report to Prosperous Communities Committee.

APPENDIX 2 – Communities at Risk Policy Document

9. Contextual Safeguarding

- 9.1 “Contextual Safeguarding is an approach to understanding, and responding to, young people’s experiences of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse. Parents and carers have little influence over these contexts, and young people’s experiences of extra-familial abuse can undermine parent-child relationships.

Children’s social care practitioners need to engage with individuals and sectors who do have influence over/within extra-familial contexts, and recognise that assessment of, and intervention with, these spaces are a critical part of safeguarding practices. Contextual Safeguarding, therefore, expands the objectives of child protection systems in recognition that young people are vulnerable to abuse in a range of social contexts.”

(Firmin, 2019).

- 9.2 In 2017, Lincolnshire Safeguarding Children’s Partnership (LSCP) with WLDC submitted a bid to adopt a Contextual Safeguarding approach following the council’s involvement and experiences at Hemswell Cliff. This was not successful with more urban areas being selected but in August 2019, a request for expressions of interests by LSCP to pilot this approach in partnership with LSCP was advertised with West Lindsey being successful.
- 9.3 The expression of interest was submitted for the South West Ward taking into account the partnerships present within the area, low cost housing, deprivation factors, ASB, numbers of missing children and attendance and attainment at school.
- 9.4 This was an opportunity to engage all agencies in one common aim to reduce some of the issues within our most deprived area and work with the people, not just the properties within the area. This is also intended to be an ongoing approach for all agencies and if successful, will be rolled out across all of West Lindsey and the county.
- 9.5 Contextual Safeguarding has shown to reap benefits in bigger city areas such as Hackney and as such all methodologies and resources are available to use meaning we do not have to start at the very beginning.
- 9.6 West Lindsey has been the lead agency in this due to the amount of knowledge we hold about the area. This fits within our Corporate Plan and will work alongside the new Communities at Risk Policy Document. This is a real opportunity to work with agencies that don’t typically want to work with the council and work with them towards a common aim.
- 9.7 The intention is that this approach will be adopted by all agencies and the partnerships that are already in existence will be strengthened. This

could mean a number of changes to certain practices; i.e. if we commission projects within the area can they sign up to the Safeguarding Lincolnshire training? When consulting on planning applications, do we take into account if there are any spaces which may be susceptible to untoward activities?

- 9.8 Contextual Safeguarding is about providing interventions to disrupt exploitative behaviour and enable young people to live without fear of harm. This isn't going to stop all criminalities but what it can do is enable the relevant agencies to identify risk of harm or risk of exploitation earlier to prevent the perpetuating cycles which do happen within families in our district.
- 9.9 Progress of the pilot will be reported by running it as a project through the Housing Board. It is also reported back to the Safer Lincolnshire Partnership, Strategic MACE (Multi Agency for Child Exploitation) Board.
- 9.10 As a result of the Coronavirus pandemic and the introduction of social distancing guidance some progress on this area of work may be temporarily postponed.

10. Hemswell Cliff Managed Estate

- 10.1 The Council is currently delivering the Hemswell Cliff Managed Estate contract. A report is being prepared alongside this report to review the continuation of this contract. This report will be presented to Prosperous Communities Committee and Corporate Policy & Resources Committee in June/July 2020.
- 10.2 Earmarked reserve funding previously allocated to support regeneration work in Hemswell Cliff is identified and allocated as part of the new Communities at Risk Budget detailed below.

11. Communities at Risk Fund

- 11.1 Over recent years the Council has committed financial resources in support of the various strategies, action plans and work delivered to support vulnerable communities. This report proposes to pool any remaining funds earmarked for vulnerable communities into a new Communities at Risk Fund.
- 11.2 The Communities at Risk Fund will enable the Council to better manage and oversee financial resources required and spent supporting vulnerable communities. The budget will be overseen by the Housing Board with all decisions on spend requiring approval by Management Team. The day to day management of the budget will be conducted by the Enterprising Communities Service.

11.3 Any spend from the new fund will require an Action Plan (as directed in the Communities at Risk Policy Document) to be in place and approved by Management Team.

11.4 Examples of work that this fund could support include:

- Initial response to an emerging community risk
- Feasibility or research to gather data/evidence for a response
- Place based investment such as street scene modifications
- Funding to partners, providers or VCS to deliver specific outcomes
- Preventative or longer term solution measures
- Empowering community ownership such as asset transfer or enabling adoption standards to be reached for assets

This is not an exhaustive list and a degree of flexibility is required to respond to new issues.

11.5 The total fund of £123,570 will be created from the following earmarked reserves:

Supporting Vulnerable Communities Fund

£61,770 remaining in the reserve

Hemswell Cliff Earmarked Reserve

£61,800 remaining in the reserve (Investment for Growth)

11.6 Within the above reserves there are a number of on-going agreed commitments that will form part of the new fund for the purpose of budget and delivery management.

Supporting Vulnerable Communities Fund

£12,600 carry forward balance for Community Payback year-end 2019/20

£27,265 remaining capital budget for CCTV expansion 2020/21

Hemswell Cliff Earmarked Reserve

£150,000 capital budget approved to support the Hemswell Cliff Masterplan

11.7 In creating the new Communities at Risk Fund the following initial allocation is proposed but may be subject to change to meet new needs and demands:

	Title	Description	20/21	21/22	22/23	23/24	TOTAL
R e v e n u e	Communities at Risk Fund	Revenue fund able to support activity in response to an identified or emerging community at risk	Funds held in earmarked reserve and drawn down as approved by Management Team				£113,570
	Hemswell Cliff Regeneration (Normalisation)	On-going regeneration work now in the normalisation phase of delivery - linked to delivery of Hemswell Cliff Managed Estate contract	£5,000	£5,000			£10,000
	Community Payback	On-going support for the Community Payback scheme in West Lindsey	£6,300	£6,300			£12,600
	TOTAL		£11,300	£11,300	£0	£0	£136,170
C a p i t a l	CCTV Expansion	On-going expansion of CCTV in vulnerable locations at risk of crime	£27,265				£27,265
	Hemswell Cliff Investment for Growth	Capital reserve to support wider strategic work and investment in business and community growth	Report due to Committee later in 2020 to update on Hemswell Cliff Masterplan work and future actions				£100,000
	Hemswell Cliff Regeneration (Normalisation)	On-going regeneration work to achieve adoptable standards of local assets	£50,000				£50,000
	TOTAL		£77,265	£0	£0	£0	£177,265

11.8 The allocation table above includes on-going commitments that have previously been approved by Members including:

- Community Payback
- CCTV Expansion
- Hemswell Cliff Investment for Growth (Masterplan)

11.9 In addition to the creation of the new Communities at Risk Fund, the allocation table above also includes two allocations to enable the on-going delivery of regeneration and normalisation at Hemswell Cliff:

- Hemswell Cliff Regeneration (Normalisation) Revenue
 - To support delivery of the action plan
 - To support community based activity to continue building community resilience and cohesion
- Hemswell Cliff Regeneration (Normalisation) Capital
 - To support delivery of the action plan
 - To support works to achieve adoptable standards of local assets such as street lights, footpaths and roads

11.10 The annual report on Communities at Risk produced for Prosperous Communities Committee will include reporting on the fund.

11.11 The operation of the fund will be reviewed in 2023/2024.



Internal Audit Report Vulnerable Communities

January 2020

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Contents

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Background and Scope

Background and Context

Vulnerable communities within West Lindsey are characterised by compounding environmental and socio-economic risk factors that have a negative effect not only on the community as a whole, but on individuals and specific groups within them.

The issues facing these communities also adversely impact the Council's ability to realise the potential of its growth ambitions.

The Vulnerable Communities strategy has been in place since January 2018. The Lead Officer for Housing Strategy, Health & Wellbeing was given responsibility for coordinating the strategy in April 2019. The role was taken on after the Wellbeing & Health Manager left the Authority in October 2018 and there was no handover.

The strategy is made up of various documents – the place based strategy and the ward-based normalisation and stabilisation strategies. The aim of these documents is to support social regeneration and focus on stabilising and normalising vulnerable communities.

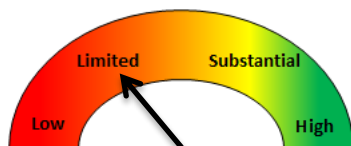
There are currently two identified vulnerable communities; Hemswell Cliff and the South West Ward. The strategy also details that it allows for monitoring and analysis to identify and intervene earlier in any other communities that are considered to be showing signs of vulnerability.

Scope

Our audit aimed to provide assurance on the Council's strategic approach to supporting and identifying vulnerable communities. To do this we reviewed areas including:

- Home Choices
- Enterprising Communities
- Housing & Enforcement
- Housing Strategy
- Waste Management
- Benefits

Executive Summary



Limited Assurance

Risk	Current Rating (R-A-G)	Recommendations	
		High	Medium
Risk management	Red	1	0
Strategic approach and corporate overview	Amber	1	1
Performance reporting & early flagging	Amber	2	2

Key Messages



In April 2019 the Lead Officer for Housing Strategy, Health & Wellbeing was given the task of co-ordinating delivery of the Vulnerable Communities Strategy, which had been agreed by Prosperous Communities Committee in January 2018. Actions to coordinate include running a workshop with various managers and frontline staff working across the strategies. The Council can develop further actions to improve delivery of the strategies, including:

- Increased co-ordination between the teams across the strategies
- Regular reporting and monitoring of performance
- An annual report, including lessons learnt, that goes to committee
- Streamlining the intervention approval process
- Engagement with Police and LCC

The vulnerable communities strategies rely on the work of managers at both an operational and strategic level to be delivered effectively. We found that operationally there is some good work being delivered – managers are experienced and knowledgeable in their area of work and are monitoring performance while delivering an effective service. Operational managers report to different directors which may mean different priority is given to the strategy. At both levels there are areas which

Executive Summary

Key Messages



could be strengthened to ensure that risks are identified and mitigated, performance is monitored and reported, and potential vulnerable communities are identified in advance.

In addition to working with the two already identified communities, it was intended that a methodology of identifying other communities that might need assistance would be developed. This has not yet happened but should be implemented to support a more proactive rather than reactive response.

We found that improvements can be made in risk management by producing a risk register specifically for vulnerable communities as well as separate registers at an operational level. This would support the improvements to the day-to-day activities and future planning when moving forward with the overall strategy.

There can also be some improvements made in terms of Key Performance Indicators (KPI's). Attempts have been made with KPI's but these are usually just monitored by managers for service performance and they need to be taken further by managing the performance data and identifying implications.

There were several areas of good practice found during the audit:

- All of the teams focus on the two already identified vulnerable communities, even if they are not aware that their work is feeding into the strategy
- All the teams report on performance to progress and delivery monthly, with a quarterly report containing more narrative about where the service is with regards to budget and performance
- Good working relationships between several of the teams involved in the strategy

Areas of Good Practice



Management Response

Operationally and strategically the coordination of the delivery of the Place Based Strategies and the actions within has strengthened in recent months through the work of the Housing Board as the Board has matured.

Aligning the work of housing, homelessness prevention, economic growth, community safety, safeguarding, health and wellbeing, communities, employment and skills and environmental protection functions through the Board and positioning the work as a key programme within the Housing Strategy has allowed for the development of a strategic approach to social regeneration.

Officers welcome the acknowledgement that good work has and is being delivered by the relevant teams. Officers also welcome the acknowledgement that much of this work was undertaken during a period with no staff resource in a coordinating/lead role for a number of months and as such progress to date should be applauded.

Moving forward the focus for the Board in relation to vulnerable communities will be to further monitor performance, identify and mitigate risk and ensure procedures and practices are in place and maintained where actions have become embedded as business as usual. This will ensure the stability of the current identified communities and will provide the mechanism for identifying communities at risk of becoming vulnerable in the future all contributing to social regeneration aligned to the objectives within the corporate plan.

Diane Krochmal
Lead Officer – Housing Strategy, Health & Wellbeing

Action Plan

1	Risk Description	Current Rating	Target Rating
	Risk Management	RED	GREEN
Findings			
The review found that the Council's approach to Vulnerable Communities could be enhanced through the development of an operational risk register or through specific Vulnerable Communities risks in current service risk registers.			
Implications			
Current and emerging risks specific to the strategy and/or actions to mitigate them are not identified, issues and problems arise which could have been prevented.			
Recommendation			Priority level
The Council develops an operational risk register or specific service risks to identifying current and future risks specific to the strategy and mitigating actions with an allocated responsible officer.			High
Agreed Action		Responsibility	Implementation date
Grant White, the Strategic Manager for Enterprising Communities, is currently in the process of creating an overarching Communities at risk Policy Document which will replace anything previous. This will include an operational risk register specific to vulnerable communities. Aiming for the policy document to be adopted by June 2020.		Grant White	October 2020

2	Risk Description	Current Rating	Target Rating
	Strategic approach and corporate overview	AMBER	GREEN
Findings			
<p>There are currently two strategic plans in place which are specific to each vulnerable community – the Stabilisation and Normalisation strategy and the Place Based strategy. Each outlines the reasons for the strategy being implemented, aims for the vulnerable community in question, and the budget set to achieve these targets. However, these strategies have currently not been updated since January 2018.</p> <p>With regard to effective corporate overview within the service, there has been limited formal communication or coordination between the managers of each service to ensure that the overall Vulnerable Communities strategy is being implemented. Several of the staff we interviewed are aware of the two vulnerable communities but are unaware that there is a strategy surrounding them.</p>			
Implications			
<p>Not communicating and coordinating between each service means that the overall strategy cannot be implemented effectively. Each department may be contributing to the strategy but will not be aware if there is a more efficient method of doing so or if working with others will be more useful. If the strategy isn't communicated then staff cannot be expected to understand their role in achieving the strategy.</p> <p>Not regularly updating the strategy may mean that the work being done is based on historic information.</p>			

Action Plan

Recommendation		Priority level
<p>1.1. A regular, formal meeting should be set up between the managers of the service areas identified as feeding into the strategy. All information on the two vulnerable communities and any other potentially emerging communities at risk of becoming vulnerable should be discussed and recorded. Consider making the workshop previously run a regular meeting.</p> <p>1.2. The strategy should be regularly reviewed and updated.</p>		High
Agreed Actions	Responsibility	Implementation date
<p>The Communities at Risk policy document to become a regular agenda item on the Housing Board 6-8 weekly meetings, as this includes all the same officers as the previously run workshop.</p> <p>The Communities at Risk Policy Document currently being drafted will draw a line under the existing strategies, subject to approval.</p>	Diane Krochmal	<p>Implemented October 2019</p> <p>Policy Document adoption implementation June 2020.</p>

Action Plan

3	Risk Description	Current Rating	Target Rating
	Strategic approach and corporate overview	AMBER	GREEN
Findings			
It was mentioned during the fieldwork that intervention in the vulnerable communities should be a collective process with other parties such as the Police or LCC as they may be able to intervene in different ways.			
Implications			
Not liaising with other parties may mean that intervention work is implemented slower or less effectively.			
Recommendation			Priority level
Develop a protocol for engaging with relevant agencies where vulnerable communities are identified.			Medium
Agreed Action		Responsibility	Implementation date
Include as an agenda item and discuss at Housing Board meetings.		Diane Krochmal	Implemented October 2019

Action Plan

4	Risk Description	Current Rating	Target Rating
	Performance reporting and early flagging	AMBER	GREEN
Findings			
Each service reports monthly with a quarterly report which includes more narrative about where the service is with regards to budget and performance. However, no annual report is produced detailing performance on budgets and improvements made.			
Implications			
Without an annual report, SLT and Members will be unaware of the progress of work relating the Communities at Risk policy document			
Recommendation			Priority level
An annual report should be produced to summarise performance of the different areas of the strategy and performance against budget.			High
Agreed Action		Responsibility	Implementation date
Develop a basket of measures to be reported through P and D to be Included in the production of an annual report as part of the new Communities at Risk Policy Document.		Grant White	March 2021

Action Plan

5	Risk Description	Current Rating	Target Rating
	Performance reporting and early flagging	AMBER	GREEN
Findings			
<p>All officers involved in the strategy are aware of the two vulnerable communities and acting upon them. There is limited oversight for identify early indicators that other communities are becoming vulnerable or awareness of what level of vulnerability they should be flagging up.</p> <p>On an operational level there are KPI's however they are used for personal reflection and are not reported on. There are no strategic KPI's. However, this may be because in some areas targets are difficult to quantify.</p> <p>Relevant data that contributes to the strategy may be available in areas not previously considered. In a separate audit we identified a manager who was collecting information that may be useful for identifying emerging vulnerable communities.</p>			
Implications			
<p>Lack of awareness of emerging vulnerable communities meaning there is a lack of action to rectify situations and areas are left to deteriorate. Performance cannot be properly measured without having effective KPI's in place.</p>			
Recommendation			Priority level
<p>1.1. Guidelines should be produced detailing what vulnerability indicators officers in each service should be looking for and who they should flag this up with.</p> <p>1.2. Undertake a data assessment to establish how the data already collected feeds into the Communities at Risk Policy Document and identify any other areas that may contribute that aren't currently.</p>			High

Action Plan

Agreed Actions	Responsibility	Implementation date
Include vulnerability indicators aligned to the Communities at Risk Policy Document within the measures developed for P and D .	Grant White	March 2021
Determine what vulnerability indicators may be utilised when the new Communities at Risk Policy Document has been in place for a number of months.		October 2020

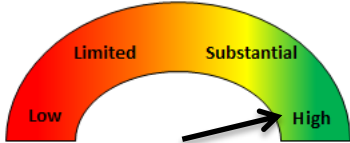
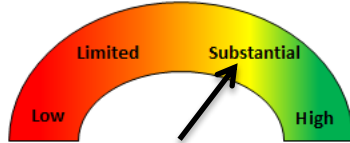
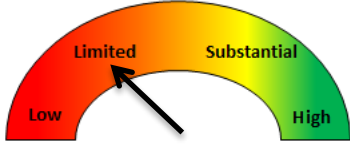
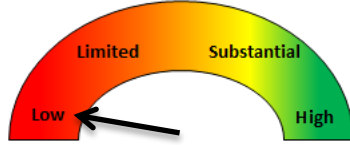
Action Plan

6	Risk Description	Current Rating	Target Rating
	Performance reporting and early flagging	AMBER	GREEN
Findings			
Currently no 'lessons learnt' exercise is being undertaken identifying areas of good practice from work previously done to be repeated in the future.			
Implications			
Beneficial work may not get repeated or mistakes may be made again.			
Recommendation			Priority level
Undertake a 'lessons learnt' exercise for work done in the vulnerable communities to be drawn upon in the future.			Medium
Agreed Action		Responsibility	Implementation date
Discuss lessons learnt as a Housing Board agenda item.		Diane Krochmal	Implemented January 2020 (Special Housing Board)

Action Plan

7	Risk Description	Current Rating	Target Rating
	Performance reporting and early flagging	AMBER	GREEN
Findings			
The approval process for any intervention work is currently quite lengthy. There is an opportunity for the Council to review this and consider streamlining the process to support timely interventions.			
Implications			
Leaves the opportunity for a situation to worsen before action is taken.			
Recommendation			Priority level
Identify a means for streamlining the intervention approval process so that any interventions can be actioned quicker.			Medium
Agreed Action		Responsibility	Implementation date
Streamline the approval process ensuring that proper delegations are in place		Diane Krochmal	June 2020

Appendix 1 - Assurance Definitions

High	Substantial
<p>Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.</p>  <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>	<p>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p>
Limited	Low
<p>Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.</p>	<p>Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>

Appendix 1 - Assurance Definitions

Action Priority	
High	Immediate management attention is required - an internal control or risk issue where there is a high certainty of: substantial loss / non-compliance with corporate strategies, policies or values / serious reputational damage / adverse regulatory impact and / or material fines (action taken usually within 3 months).
Medium	Timely management action is warranted - an internal control or risk issue that could lead to financial loss / reputational damage / adverse regulatory impact, public sanction and / or immaterial fines (action taken usually within 6 to 12 months).



Appendix 2 – Distribution List

Distribution List



Diane Krochmal – Lead Officer – Housing Strategy, Health & Wellbeing

Grant White – Enterprising Communities Manager

Alan Robinson – Director of Governance

External Audit

Disclaimer

The matters raised in this report are only those which came to our attention during our internal audit work. Our quality assurance processes ensure that our work is conducted in conformance with the UK Public Sector Internal Audit Standards and that the information contained in this report is as accurate as possible – we do not provide absolute assurance that material errors, fraud or loss do not exist.

This report has been prepared solely for the use of Members and Management of West Lindsey District Council. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

Communities at Risk Policy Document

Version 0.1

**A placed based approach to supporting and
empowering communities at risk**

Contents

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1. Introduction

- 1.1 West Lindsey is a large rural district with a diverse mix of communities. Communities can be a place such as a town or village but also a group of people that form a community through a shared characteristic.
- 1.2 The West Lindsey Communities at Risk Policy Document has been developed to ensure that Council services meet the needs of the most vulnerable and at risk members of our community.
- 1.3 Working with partners we shall identify and build on the positive work currently being done and recognise what more can be done to continue to improve the lives of everyone in West Lindsey.
- 1.4 The policy document sets out our approach to supporting communities at risk and how we respond to new and emerging issues that contribute to vulnerability. We shall develop and maintain action plans for identified communities at risk outlining how the Council and partners shall take pro-active and positive action.

2. What or who is a community at risk?

- 2.1 A community can become at risk through compounding environmental and socio-economic factors that have a negative impact on the environment, the community and the people living there. Typically a community will be seen as a specific locality such as a neighbourhood, village, town or area. The size of a community at risk can range from an entire place down to individual streets.
- 2.2 A community at risk can also be defined by a common factor rather than just geographical location. Examples of a community defined by commonality include:
 - people with disabilities and health issues
 - those who are rurally, socially or digitally isolated
 - people in debt or those who require financial assistance
 - those who are homeless or at risk of homelessness
 - older people
 - migrant workers, ethnic minority groups, refugees and asylum seekers
 - the long-term unemployed and those living in poverty
 - victims of and people at risk of anti-social behaviour and domestic violence
 - people in need of support to access food or heat their homes

3. Context

3.1 West Lindsey District Council's Corporate Plan 2019-2023 outlines a number of strategic objectives that aim to reduce vulnerability.

3.2 The plan sets out our vision that:

“West Lindsey is a great place to be where people, businesses and communities can thrive and reach their potential”

3.3 The Communities at Risk Policy Document will play a key role in helping to deliver this wider vision and making improvements under the following strategic focal points within our Corporate Plan:

Our People	Our Place
Health & Wellbeing	Economy
Vulnerable Groups & Communities	Housing Growth
Education & Skills	Public Safety & Environment

3.4 We will use information and data to provide an evidence base to direct Council resources, ensure that the needs of communities are understood and that the activities undertaken have a clear context and rationale. It will help inform future Service Plans and the wider Corporate Plan.

3.5 To view the Council's Corporate Plan 2019-2023 please visit:
www.west-lindsey.gov.uk/corporateplan

4. Aim of this policy document

4.1 The primary aim of this policy document is:

“To guide and direct appropriate responses in order to create strong and self-reliant communities and promote positive life choices for disadvantaged residents”

5. Identifying a community at risk

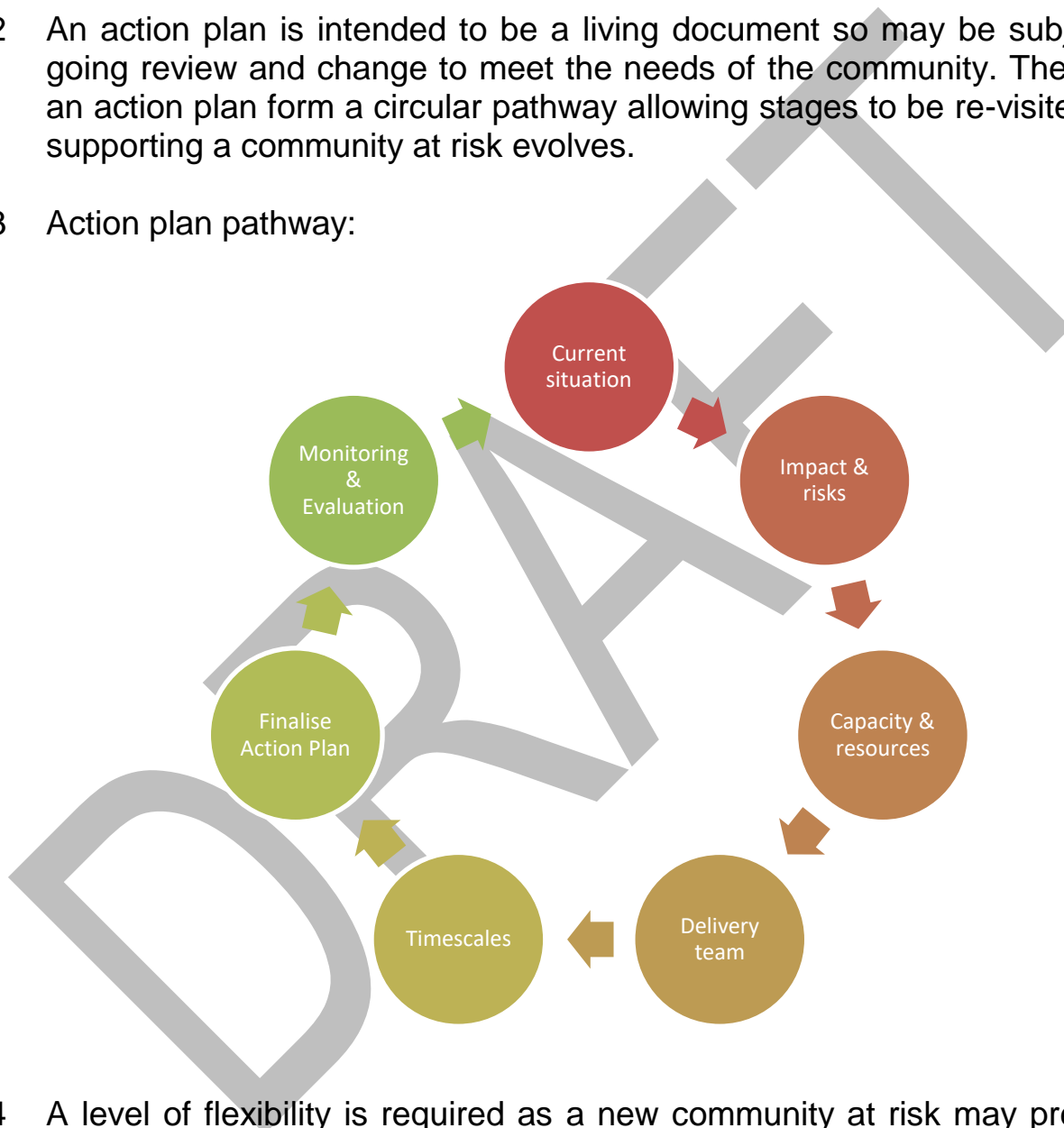
- 5.1 There are a wide range of factors and information that can help identify a community that is or is becoming vulnerable. The policy document includes a mechanism for identifying and triggering a response to an emerging community risk. This new mechanism is detailed later in this document.
- 5.2 The following are key sources that can help highlight and then identify a new or emerging community at risk:
- **National, regional and local data**
 - > New data that identifies an issue
 - > New interpretation of data that identifies an issue
 - > Changes in data that show a negative increase or decrease
 - **Customer interactions**
 - > Increase/decrease in specific requests (i.e. housing assistance)
 - > Increase in complaints about a specific issue
 - **Partnerships and stakeholders**
 - > Issues raised/reported to partners
 - > Information or intelligence received from partners
 - > Issues impacting partners and their services/customers
 - **Specific event**
 - > Campaign group forming
 - > Protest or petition organised
 - > Incident leading to escalation (i.e. a serious crime being committed)
 - **Member or officer report**
 - > Report of issue from a member or officer
 - > Issues reported directly to member or officer
- 5.3 Each year we produce a State of the District Report. This report provides the most up to date information on a range of topics including health, housing, population, demographics and socio-economic data.
- 5.4 Ward and/or Parish Profile data will also be used where available to help identify positive and negative changes which may result in a community risk.

6. Community Risk Register

- 6.1 The Community Risk Register is a recording and management tool to support the effective response and delivery of actions for identified vulnerable communities.
- 6.2 The register is a corporate resource and accessible by all service areas to ensure all work linked to a vulnerable community is managed in one central place. It will allow joint collaboration between teams and partners on specific areas of work and avoid duplication.
- 6.3 The Community Risk Register includes:
- **Database of communities at risk** – containing:
 - > List of vulnerable communities along with key information
 - > Action plans for specific vulnerable communities
 - > Reporting and monitoring information
 - > Evidence and data gathered
 - **Action Plans**
 - > Action plan templates to achieve consistent approach
 - > Details of specific services or activities being delivered
 - > Provides supporting data for the service or activity being delivered
 - > Sets out monitoring and evaluation methods
 - > Details any resources required
 - **Community at Risk Trigger**
 - > Trigger reporting mechanism for emerging vulnerable communities
 - > Trigger available to use by officers, members and partners
 - > Information obtained feeds into the database for assessment/action
- 6.4 The register forms part of the Council's existing safeguarding reporting system to ensure close partnership working between both individual and wider community safeguarding risks.

7. Action plans

- 7.1 For any identified community at risk an Action Plan shall be created. This will guide any services or activities to address the issues identified. By using a standard template we will have a consistent approach which can easily be shared with wider partners.
- 7.2 An action plan is intended to be a living document so may be subject to on-going review and change to meet the needs of the community. The stages of an action plan form a circular pathway allowing stages to be re-visited as work supporting a community at risk evolves.
- 7.3 Action plan pathway:



- 7.4 A level of flexibility is required as a new community at risk may present very different issues to past or existing ones. Some of the stages in forming the action plan may be completed very quickly in order to respond to a high level of risk identified at an early stage.
- 7.5 It is important that whilst there is a process to help achieve consistency the paramount objective is to protect and safeguard a new or emerging community at risk.

7.6 Each Action Plan shall contain the following information which may be completed at different stages during a response to a community at risk:

1. Current situation (what's happening right now)

- Evidence/data
- Current partner involvement
- Extent of change/impact
- Urgency assessment

2. Impact and risks

- Risk assessment
- Likelihoods
- Impact on people
- Impact on community
- Risks of no action

3. Capacity and resources

- Current capacity and resources
- Additional capacity and resources required
- Partner resources

4. Delivery team

- Designate lead officer(s)
- Designate response team (who is doing what?)

5. Timescales

- Timescale for action
- Timescale for reporting

6. Finalise Action Plan

- Short/medium/long term actions
- Details of actions/interventions
- Capacity and resources
- Outcomes to be achieved
- How it will be monitored
- How it will be evaluated

7. Monitoring and evaluation

- Gather data for monitoring
- Complete evaluation

8. Community at Risk Trigger

- 8.1 The Community at Risk Trigger operates on the same basis as our Safeguarding report a concern process. It allows elected members and officers to make a direct report of any concerns about a new or emerging community at risk.
- 8.2 When a report is made it will be reviewed by a nominated officer within the Communities Service. They will make an assessment and if necessary look to obtain further supporting information. The report will be logged on the Communities at Risk Register.
- 8.3 If further action is required the nominated officer will do one or more of the following based on an initial risk assessment:
- Raise the report with our Housing Board
 - Raise the report with our Management Team
 - Take immediate action in conjunction with service managers
- 8.4 The Housing Board and Management Team can further assess the report and delegate further actions to specific services and officers including the need to prepare an action plan.
- 8.5 The trigger is available to access through internal systems and also promoted to wider partners for external use.

9. Community Risk Assessment

- 9.1 When a report is initially received as part of the trigger process, nominated officers will complete a Community Risk Assessment. By assessing the situation along with the potential risks, impact and likelihood, we can better inform our decision making and possible responses.
- 9.2 As part of a Community Risk Assessment officers may need to gather additional information and communicate with partners. The methodology for completing the assessment is set out within the Council's Risk Management Strategy 2019-2023.

WLDC Risk Management Strategy 2019-2023

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

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10. Reporting and monitoring

- 10.1 The Communities at Risk Register will record monitoring information in a central location and allow for regular reporting. Reporting on work linked to communities at risk will be included in Progress & Delivery Reporting on a quarterly basis.
- 10.2 Regular reporting will be made to the Housing Board and Management Team. An annual Communities at Risk Report is produced for Prosperous Communities Committee.

11. Communities at Risk Fund

- 11.1 The Communities at Risk Fund supports delivery against agreed action plans for communities at risk. It is a revenue and capital fund that can cover the costs of preventative and response based actions. The fund is managed by the Enterprising Communities Service, overseen by the Housing Board and responsible directly to Management Team.
- 11.2 Any use of the fund requires clear identification of need on an agreed community at risk action plan. All action plans require agreement and approval by the Housing Board and Management Team.
- 11.3 The fund can be used to fund council led activity or external activities and works delivered by partners and service providers.
- 11.4 The following are examples of what the fund could support but this is not an exhaustive list:
- Purchase new equipment
 - Pay for services from external providers
 - Fund voluntary/social enterprise sector activities
 - Street scene improvements to reduce a negative issue
- 11.5 The need and intended outcomes of allocating funding will be detailed within a Community at Risk Action Plan. As part of the community at risk monitoring stage this will also include monitoring and evaluation on any funding spend.
- 11.6 Where funds used to grant fund external activities, the established mechanisms for our Community Grants Programme shall be used to ensure correct management and governance.

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
0.1	Draft policy document for Committee approval	Grant White		



**Concurrent Meeting of the
Prosperous Communities
and Corporate Policy and
Resources Committees**

Thursday, 23 April 2020

Subject: Community Transport Programme

Report by:

Chief Executive

Contact Officer:

Grant White
Enterprising Communities Manager

grant.white@west-lindsey.gov.uk

Purpose / Summary:

To provide a presentation update on the Councils transport programme and approve continued funding for CallConnect services in West Lindsey.

RECOMMENDATION(S):

1. To accept the recommendation from **Prosperous Communities Committee** to continue funding;
2. To approve the continued funding of CallConnect with a 2 year grant

IMPLICATIONS

Legal:

Grant awarded using established funding agreements and service level agreements between West Lindsey District Council and Lincolnshire County Council.

(N.B.) Where there are legal implications the report MUST be seen by the MO

Financial : FIN/8/21/SL

In 2014/15 the Rural Transport Programme was established with a £300k budget from Council reserves. A full budget profile is detailed within the report showing actuals paid 17/18 to 18/19 and forecast spend for 19/20 against the £237.5k approved in 17/18.

Balance on earmarked reserve (Connectivity Fund) is £73,945.62

Forecast surplus from the Rural Transport Programme budget is £47,200

There is a total remaining balance of £121,145.62. The proposed grant award of £90,000 would leave £31,145.62 remaining in the programme budget.

(N.B.) All committee reports MUST have a Fin Ref

Staffing :

Not applicable

(N.B.) Where there are staffing implications the report MUST have a HR Ref

Equality and Diversity including Human Rights :

Not applicable

Data Protection Implications :

Not applicable

Climate Related Risks and Opportunities :

Not applicable

Section 17 Crime and Disorder Considerations :

Not applicable

Health Implications:

The continuation of the North of Lincoln CallConnect service will provide transport links between rural villages and health services such as GP surgeries and Lincoln County Hospital.

Title and Location of any Background Papers used in the preparation of this report:**Risk Assessment : Not applicable****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**X****No**☐

1. Introduction

- 1.1 On 21st March 2017 the Councils Rural Transport Programme was approved and established by the Prosperous Communities Committee.
- 1.2 The programme was established in response to identified challenges and issues around transport impacting rural communities in West Lindsey. The programme has a delivery plan for 2017 to 2020 and included a range of transport initiatives that have been funded.

APPENDIX 1 – Rural Transport Programme Delivery Plan v1.0

- 1.3 A Rural Transport Member Working Group was also established to oversee the operational work of the programme and determine further funding decisions linked to the Access to Transport Fund.
- 1.4 Entering the 2020-2021 financial year a review of the programme will now be initiated. This will review previous work and make recommendations on the future actions of the programme.
- 1.5 More immediately a decision is required about the continued funding for one of the flagship initiatives of the programme. This is the North of Lincoln CallConnect service that was jointly funded by the Council and Lincolnshire County Council. A funding decision is required for implementation from April 2020 onwards.
- 1.6 The service from April 2020 will also receive improvements in coverage with an additional bus being added. This will result in greater availability for users in West Lindsey. The new service maps are attached as appendices to this report.

APPENDIX 2 - 100S North-East of Lincoln CallConnect

APPENDIX 3 - 100L North-West of Lincoln CallConnect

- 1.7 The new North of Lincoln CallConnect service was established on an understanding that following the initial 2 year period on-going funding support will be required to ensure continuation.
- 1.8 The Councils revenue contribution for 2 years has been £90,000. This report proposes to continue funding these services for a further 2 years up to the value of £90,000.
- 1.9 Prosperous Communities Committee approved the continuation of funding for this CallConnect service on 17th March 2020 subject to financial approval from Corporate Policy & Resources Committee.

2. CallConnect Figures

2.1 The following table details passenger journeys using CallConnect services in West Lindsey during 2019:

	Pax Carried			Cancelled	Wait listed
	M-F	Sat	Total		
100G Gainsborough Call Connect	9512	1397	10909	2910	141
101G Gainsborough CallConnect	11618	214	11832		
100L North of Lincoln	5205	914	6119	390	84
53C Caistor Call Connect	6792	1066	7858	1288	326
53M Market Rasen Call Connect	7365	1156	8521	2342	272

2.2 Passenger numbers for the North of Lincoln service grew significantly in the first year of operation. The increase rate has slowed during the second year but does continue to grow.

2.3 The Council and Lincolnshire County Council actively promote CallConnect services and will initiate a new marketing campaign from April 2020 to help further grow the usage of all services.

3. Finance

3.1 Continued grant funding support is required to ensure the successful continuation of the North of Lincoln service. It is proposed to provide a further 2 year grant award as part of the Rural Transport Programme.

3.2 The following table details the financial summary for the programme:

Rural Transport - Financial Summary

Approved budget of £237.5k across 3 years from 2017/18 to 2019/20 (FIN/13/18)

	Revenue / Capital	Approved Budget for Project	2017/18	2018/19	2019/20	Total Spend	Balance
1) Communication and information	R	5,000	2,099	200	967	3,266	(1,734)
2) Community Transport							
Lincoln Area Dial-a-Ride	R	20,000	2,500	10,000	7,500	20,000	0
3) Commercial Opportunities							
Call Connect-North of Lincoln	C	22,500	23,250	0	0	23,250	750
Call Connect-North of Lincoln	R	90,000	19,188	45,000	26,350	90,538	538
Access to Transport fund	R	100,000	0	14,833	9,974	24,807	(75,193)
TOTAL (REVENUE & CAPITAL):		237,500	47,037	70,033	44,791	161,861	(75,639)

- 3.3 The Connectivity Fund earmarked reserve of £300k was approved through the 2014/15 MTFP, and £18.5k was expended on consultancy costs during 2015/16, leaving a balance on the reserve of £281.5k.
- 3.4 The Connectivity Fund earmarked reserve has a balance of £73,945.62. The forecast surplus in the Rural Transport Programme budget is £47,200.
- 3.5 In total there is currently £121,145.62 remaining in the programme budget with the Connectivity Fund earmarked reserve and Rural Transport Programme surplus combined.
- 3.6 The £90,000 grant amount required for the North of Lincoln CallConnect service would leave £31,145.62 remaining in the programme budget.
- 3.7 This remaining amount would continue to fund the Access to Transport Fund should new applications be made until its planned closing date of 31st March 2020.

4. Future of the Rural Transport Programme

- 4.1 Following the convening of the Transport Member Working Group a new proposal for the future of the programme will be developed. This will then be presented to Prosperous Communities Committee for consideration and decision later in 2020.
- 4.2 Attached with this report is a presentation providing a highlight summary of work delivered under this programme.

APPENDIX 4 – Rural Transport Programme Update March 2020

Rural Transport Programme

Delivery Plan
2017-2020



“Supporting community transport in West Lindsey”

1. Introduction

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

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

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

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

The Rural Transport programme consists of the following themes:

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

This Delivery Plan provides details of the projects and initiatives we shall be delivering and supporting as part of this programme of work. The document is an active plan which shall be kept up to date as changes occur or items of work are completed.

2. Contact Details

For more information about the Rural Transport programme please visit:

www.west-lindsey.gov.uk/transport

For queries about the programme please contact us via e-mail:

transport@west-lindsey.gov.uk

3. Transport in West Lindsey

West Lindsey is a large rural district covering over 440 square miles. Transport operators, Local Authorities and the voluntary sector all play an important role in providing a comprehensive range of transport options for residents.

Existing transport options within the district include:

- Scheduled bus routes (Local services and Interconnect)
- Call Connect (rural bus services)
- Rail (stations at Gainsborough, Saxilby and Market Rasen)
- Community Transport (including car schemes and mini buses)

Further information about public transport in Lincolnshire is available at:
www.lincsbus.info

4. Programme Governance

We have governance in place to ensure effective delivery and management of this programme of work. All decisions about project delivery and funding are made based on evidence based options and full engagement with elected Members.

Enterprise & Community Services

This is the service area of the Council responsible for managing the day to day delivery of this programme. Officers will manage projects and work with partners to deliver agreed objectives and outcomes.

Entrepreneurial Board

This board oversees the on-going delivery and management of the programme. Officers involved with project delivery will provide regular updates to Senior Managers.

Prosperous Communities Committee

This committee oversees the entire programme and allocated budget. All strategic decisions on project delivery are made by this committee. Monitoring and evaluation is reported to this committee on a regular basis to ensure full oversight.

Rural Transport Member Working Group

This working group is made up of a cross selection of elected Members. The working group meet on a regular basis to help support the delivery of the programme and provide vital Member engagement on rural transport issues.

Theme 1: Communication and Information

1.1 Transport Publicity Programme 2017-2020

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

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

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

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

Theme 2: Community Transport

2.1 Community Car Schemes

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

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

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

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

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

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

greater cover in West Lindsey. This work will be delivered by Lincoln Area Dial-a-Ride and be managed through a grant funding agreement.

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

2.3 North Notts and Lincs Community Rail Partnership

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

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

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

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

The following image shows the geographical coverage of the Partnership:

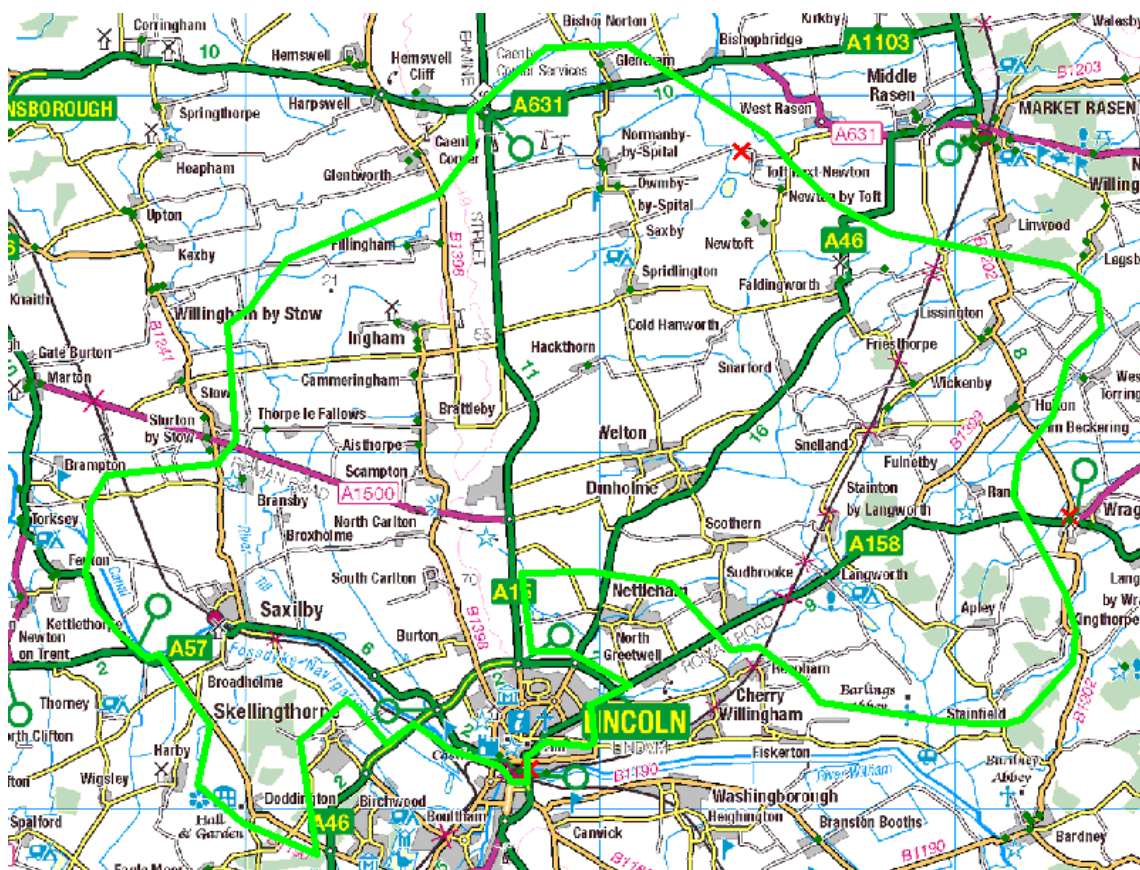


Theme 3: Commercial Opportunities

3.1 CallConnect – North of Lincoln expansion pilot

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

The map below shows the approximate coverage of this new service:



This work will be delivered by Lincolnshire County Council and be managed through a grant funding agreement.

Financial Impact:

- **Capital** – minibus cost £35,000 to £45,000
- **Revenue** – £180,000 over 2 years

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

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

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

3.2 CallConnect – Market Rasen Service

The Market Rasen CallConnect service has high levels of customer satisfaction and provides vital transport to surrounding communities. The service enables residents to access services in Market Rasen and other nearby locations including shops, GP surgeries, dentists and libraries.

Demand on this service is high which can result in availability issues for some residents. We are working with Lincolnshire County Council to explore options for enhancing the Market Rasen service and being able to better meet need and demand from local residents.

Options being explored include:

- Additional service at peak times
- Scheduled routes/times to meet peak demand

Options for this work will be presented to Members during Quarter 3 of 2017/18.

Financial Impact:

Further work is taking place to identify possible service enhancements. This work will include identifying costs of delivery. Un-allocated funds are still available within our Rural Transport programme to support this area of work.

3.3 Access to Transport Fund

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

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

This fund will be delivered in-house with advice and support from LCC as required. We shall seek match funding opportunities where possible to further

enhance local projects and secure leverage of funding into the District. Examples of what the fund could support include:

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

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

Theme 4: Transport Planning

4.1 Transport Planning Tools

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

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

The website address is: www.lincsbus.info

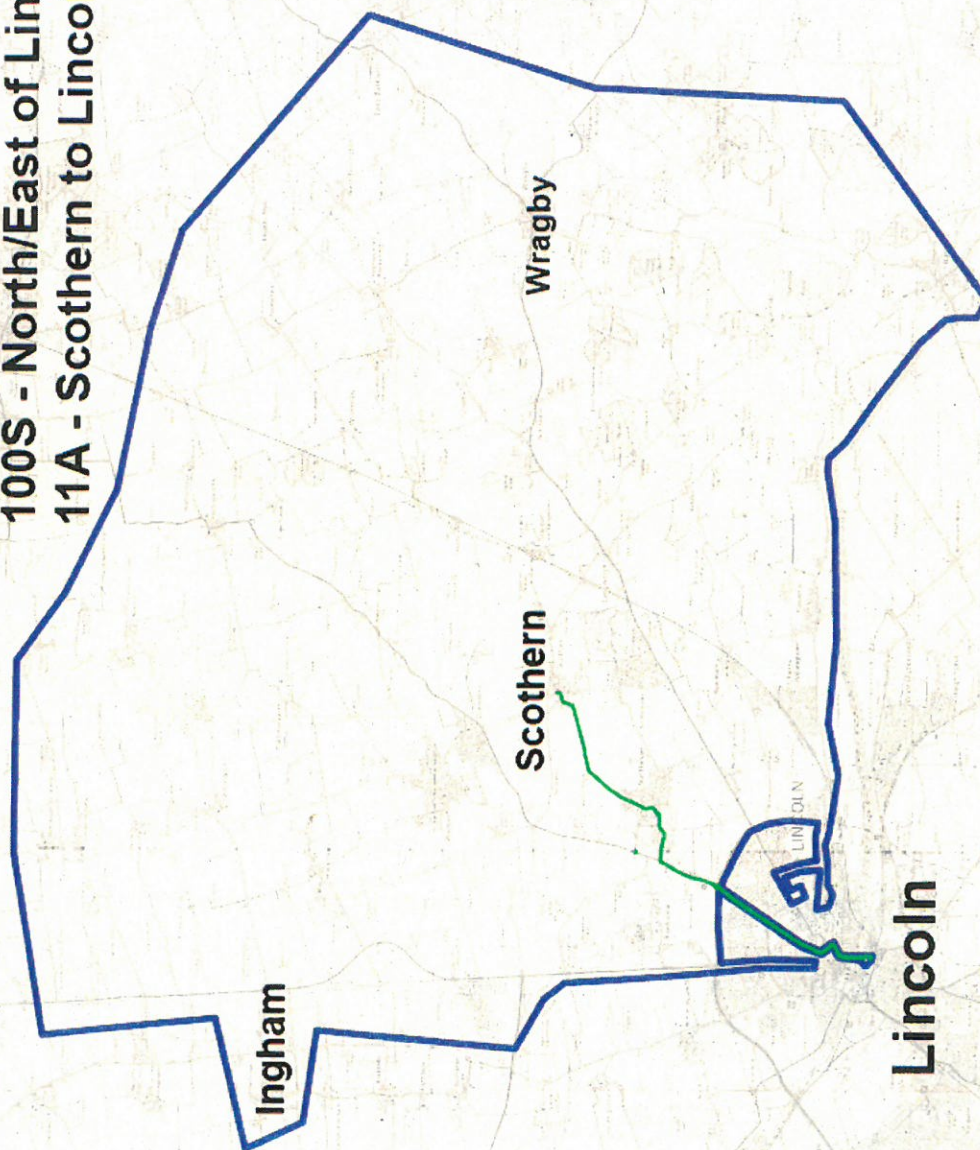
4.2 Neighbourhood Plans – Transport

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

Theme 5: Total Transport

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

100S - North/East of Lincoln CallConnect 11A - Scothern to Lincoln



LINCOLNSHIRE COUNTY COUNCIL

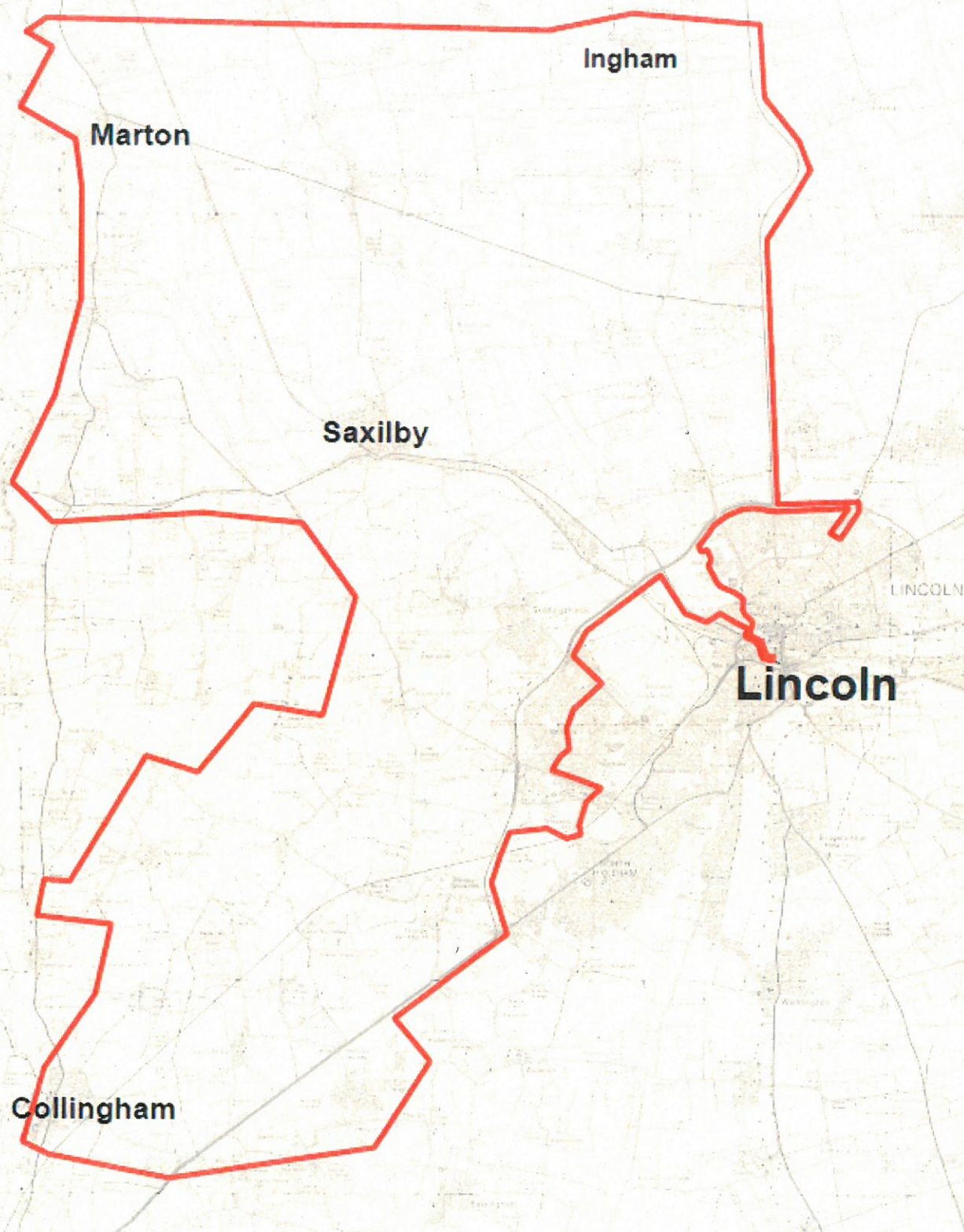
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Lincolnshire
COUNTY COUNCIL

Working for a better future

100L - North/West of Lincoln CallConnect



Rural Transport Programme

Update Presentation

Introduction

- Programme initiated to tackle issues with rural transport
- £300k allocated from reserves
- Following research a programme of initiatives was developed
- Programme linked to the Council's Corporate Plan 2016-2020 priorities

- Open for Business
- Partnership/Devolution

- People First
- Central Lincolnshire Local Plan

- Asset Management
- Excellent Value for Money Services

Rural Transport Programme 2017-2020



"Supporting community transport in West Lindsey"

Programme Themes

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

**Rural Transport Programme
2017-2020**



“Supporting community transport in West Lindsey”

Rural Transport Programme

The Funded Initiatives

Transport Publicity

- **Gainsborough Travel Guide**
- **Scotter & Kirton-in-Lindsey Travel Guide**
- **Market Rasen Travel Guide**
- **CallConnect promotional leaflets**
- **CallConnect posters**
- **Social media posts including video of Call Connect**

Lincoln Area Dial-a-Ride Community Car Scheme

- New car scheme covering villages north of Lincoln
 - Volunteer driver recruitment has been difficult
 - Similar issues faced by community car schemes in other areas
 - Yearly reporting due in March 2020
-

North Notts & Lincs Community Rail Partnership

- New CRP established covering lines and stations in Bassetlaw, Lincoln, North Lincolnshire and West Lindsey
- CRP Officer hosted by WLDC
- Successful funding applications to achieve station improvements



Access to Transport Fund

- **New grant scheme launched to support transport related projects**
- **Moderate uptake across West Lindsey**
- **£28,807 awarded to 7 projects**

Group/Organisation	Project Title	Total Grant Request/Approved
Snitterby Parish Council	New Bus Shelter	£2,783.33
Langworth Group Parish Council	New Bus Shelter	£3,050.00
North Notts & Lincs Community Rail Partnership	CRP Officer	£8,000.00
Burton by Lincoln Parish Council	Burton Waters Bus Shelter	£1,000.00
Cherry Willingham Parish Council	Cherry Willingham Bus Shelter	£1,974.00
West Lindsey District Council	Central Station, Gainsborough	£4,000.00
Saxilby with Ingleby Parish Council	Sustainable Saxilby- Connectivity Project	£8,000.00

CallConnect North of Lincoln



- New CallConnect service launched covering villages north of Lincoln
- Filled the last gap in CallConnect coverage for West Lindsey
- Service has established vital connections between communities







**Concurrent Meeting of the
Prosperous Communities
and Corporate Policy and
Resources Committees**

Thursday, 23 April 2020

Subject: Community Defibrillator Scheme

Report by:	Chief Executive
Contact Officer:	Grant White Enterprising Communities Manager grant.white@west-lindsey.gov.uk
Purpose / Summary:	To agree changes to the Community Defibrillator Scheme that will introduce a maintenance element service for parishes to join.

RECOMMENDATION(S):

1. Approve Option 1 to establish a defibrillator maintenance service as part of the Community Defibrillator Scheme.
2. Approve the charge of £100 (incl. VAT) to be included in the Fees and Charges schedules from 2020/21.

IMPLICATIONS

Legal:

Service terms and conditions will be put in place to govern how the service is delivered to parishes/customers. Existing agreements for new defibrillator installations will continue to be used.

Financial : FIN/9/21/SL

Option 1 (preferred option) would result in an initial outlay for stock which is anticipated to be recovered through the annual fee of £100 (incl. VAT) per community, to be included in the Fees and Charges schedule from 2020/21.

Prosperous Communities Committee	Communities			
	2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	£	£	£	
Defibrillator maintenance service (annual charge)	£83.33	£16.67	£100.00	S

Cost recovery will be monitored through monthly budget monitoring and any budgetary implications will be reviewed over the budget setting process for 2021/22.

As highlighted in Appendix A, there are currently 79 defibrillators in the community, if 60 (76%) were to sign up to the scheme this would result in a small surplus of £300.

Officer time and expenses will be met from within existing Communities service budgets.

Staffing :

Not applicable

Equality and Diversity including Human Rights :

Not applicable

Data Protection Implications :

No medical history information is collected as part of this scheme. Contact information for individual parishes is secured in-line with council policies.

Climate Related Risks and Opportunities :

Not applicable

Section 17 Crime and Disorder Considerations :

Not applicable

Health Implications:

The provision of community accessible defibrillator has and will continue to help keep residents in West Lindsey alive following a cardiac arrest. This can only occur when a defibrillator is fully operational and this report proposes a scheme to ensure greater maintenance and reliability.

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

Not applicable

Risk Assessment :

Not applicable

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

X

No

☐

1. Introduction

- 1.1 Automated External Defibrillators (AED's) are portable devices that can be used on someone having a cardiac arrest. They check the heart rhythm and send an electric shock to the heart to try and restore a normal rhythm. They have been in wide use for many years and form part of the standard equipment that paramedics, ambulances and first responders carry. In the event of someone suffering a cardiac arrest, the time it takes to administer aid is critical.
- 1.2 Having access to a nearby defibrillator can greatly reduce the amount of time it takes to administer lifesaving support. They give the best possible chance for someone to survive until medical services arrive.

2. Current Position

- 2.1 The council currently delivers a Community Defibrillator Scheme which was approved by Prosperous Communities Committee on 30 January 2018. It is a 5 year programme consisting of:
 - Total allocation £50,000 over 5 years
 - Total spent: £29,700
 - Total remaining: £30,300
- 2.2 The scheme arranges the installation of devices in key community locations across the district at a heavily subsidised cost.
- 2.3 Since January 2017, the Council, in partnership with LIVES, have installed 79 Defibrillators across the district

3. Challenges

- 3.1 Throughout administering the scheme we have identified numerous challenges, mainly finding suitable locations for installation due to the necessary power source.
- 3.2 As such, there are still a handful of key geographic locations that are awaiting installation which would mean greater coverage across the district. Once these have been installed, we are expecting fewer applications over the next few years.
- 3.3 The second challenge we are now facing is ensuring the devices are regularly checked and maintained. Each organisation that applies for a device commits to checking it weekly, logging any faults and replacing consumable parts when used or expired. Most communities are proactive and consistent in doing so, ensuring the devices are operational.

- 3.4 However, when consumables are used/expired or faults are logged, there can be a delay in replacing them. As such, this can lead to the device not being operational and an asset redundant.
- 3.5 The cost of replacing the defibrillator battery and pads can be up to £200 depending on the device. Indeed, in cases such as Keelby, if the device is activated three times in six months there is some considerable associated costs for the guardians.
- 3.6 During a spot check exercise, 1 out of 10 devices was inactive due to the battery and pads being expired. This would equate to 8 across the network in some of our most remote areas of the district.
- 3.7 In light of the COVID-19 outbreak, the increased demand on the NHS is likely to have an impact in West Lindsey. Response times for Ambulances are likely to increase and the need for deployable devices. This will also add pressure on LIVES, who currently support communities in sourcing replacement consumable parts.

4. Options

4.1 OPTION 1: (PREFERRED OPTION) Offer a package to guardians for a set annual fee

For a set annual fee of £100 (including VAT) per device, each defibrillator guardian would receive:

- Replacement battery and pads when activated.
- Replacement battery and pads when expired.
- Online reporting tool.
- Out of hours contact.
- Annual check.
- Access to First Aid Roadshows around the district.

The focus is still on the community owning the asset and volunteers from the community taking responsibility. As such, the online reporting would allow for an easier identification of communities that require assistance. For example, if the volunteer has moved away from the area or develops a long term health condition.

The annual fee would allow each community, usually a parish council or active community group, to budget or fundraise for the annual charge as they see fit. This will reduce the likelihood of unexpected costs and reliance on fundraising from the same sources.

There would be some risk with a small amount of devices that have been installed in association with small community groups and Parish Meetings, as there is the potential that they could not pay the costs. However, this would be overcome by establishing the group's ability to pay the maintenance fee on signing up.

The annual fee has been determined by the calculations available in Appendix A.

APPENDIX A – Community Defibrillator Proposal Cost Breakdown

Advantages to this option

- All defibrillators on the scheme checked and deployable.
- Cost of replacement consumables covered.
- Built in resilience fund in case of increased usage.
- Cost for organisations that can be budgeted for annually.
- Any surplus reinvested into new installations.

Disadvantages to this option

- Increased expectation of paid for service.
- Holding of a limited amount of stock.

4.2 OPTION 2

Offer a package to defibrillator guardians free of charge

This package would consist of the same elements as option 1, without a charge incurred for the guardian.

Advantages to this option

- All defibrillators in the district checked and deployable.
- WLDC providing more for community groups.

Disadvantages to this option

- No resilience in case of increased usage.
- Definite reduction in new installations regardless of demand.
- Expectation of organisations for WLDC to take control of the asset.
- Reputational risk if the service is withdrawn.

4.3 OPTION 3

No changes made to the Community Defibrillator Scheme

Advantages to this option:

- No financial risk

Disadvantages to this option:

- Possibility of a high number of un-deployable devices as time progresses.
- Limited data on state of defibrillators in the district.
- Reputational risk if a device is called upon but not deployable.

5. Reporting and Monitoring

- 5.1 A new annual Community Defibrillator report will be produced for Prosperous Communities Committee. This report will update on the take up of the scheme, number of guardians and other positive outcomes achieved.

Appendix A- Community Defibrillator Proposal Cost Breakdown

Consumable Cost Breakdown

28 communities (35%) with **Lifepak CR+** device

Component	Lifespan (Years)	Cost (exc VAT)	Cost Per Annum (exc VAT)
Battery & Electrodes	2	£53.00	£26.50
TOTAL			£26.50

51 communities (65%) with **Lifepak CR2** device

Component	Lifespan (Years)	Cost (exc VAT)	Cost Per Annum (exc VAT)
Battery	4	£173.00	£43.25
Electrodes	2	£77.00	£38.50
TOTAL			£81.75

Average cost per annum = £62.17

Additional Costings:

- Annual Check £10 per unit
- Usage at 10%



Pricepoint Rationale

Number on CDMS	Usual Consumable Cost	10% usage	Annual Checks	Total Cost	Annual Fee at Cost	5% Mark-up	Fee plus VAT
10	£621.70	£62.17	£100.00	£783.87	£78.39	£82.31	£98.77
20	£1,243.40	£124.34	£200.00	£1,567.74	£78.39	£82.31	£98.77
30	£1,865.10	£186.51	£300.00	£2,351.61	£78.39	£82.31	£98.77
40	£2,486.80	£248.68	£400.00	£3,135.48	£78.39	£82.31	£98.77
50	£3,108.50	£310.85	£500.00	£3,919.35	£78.39	£82.31	£98.77
60	£3,730.20	£373.02	£600.00	£4,703.22	£78.39	£82.31	£98.77
70	£4,351.90	£435.19	£700.00	£5,487.09	£78.39	£82.31	£98.77
79	£4,911.43	£491.14	£790.00	£6,192.57	£78.39	£82.31	£98.77



Financial Forecast

Number on Scheme	Income	Cost	Balance
10	£833.30	£783.87	£49.43
20	£1,666.60	£1,567.74	£98.86
30	£2,499.90	£2,351.61	£148.29
40	£3,333.20	£3,135.48	£197.72
50	£4,166.50	£3,919.35	£247.15
60	£4,999.80	£4,703.22	£296.58
70	£5,833.10	£5,487.09	£346.01
79	£6,583.07	£6,192.57	£390.50

Agenda Item 7



**Concurrent Meeting of
Prosperous Communities
and Corporate Policy and
Resources Committees**

Thursday, 23 April 2020

Subject: Hemswell Cliff Managed Estate Contract

Report by:

Monitoring Officer

Contact Officer:

Shayleen Towns
Senior Community Action Officer

shayleen.towns@west-lindsey.gov.uk

Purpose / Summary:

This report provides an update on WLDC's Estate Management contract at Hemswell Cliff as approved by PCC on 05/12/17 and CPR 14/12/17.

The 5-year contract commenced 1 July 2018, and has a break clause at 2.5 years where either party can cease the agreement early. This matter is being brought to members for consideration as the 2.5-year point is December 2020.

This work is part of a Stabilisation and Normalisation Strategy for Hemswell Cliff which has been in place since 2017.

It is proposed that continuation of this work programme within the agreed contractual terms is approved as a key part of the notable improvements made in this area.

RECOMMENDATION(S):

1. Approval is given for the further continuation of the estate management work at Hemswell Cliff under the existing contractual arrangements, with authority delegated to the Head of Paid Service to ensure that necessary due diligence is in place throughout.

IMPLICATIONS

Legal:

There are no legal implications from this report if the recommendation is agreed to continue with the existing contract after the mid 2.5 year point.

Legal advice has been sought should the decision be taken not to continue with the contract.

If both parties agree to the early termination then the contract can cease with immediate effect.

If WLDC decide to terminate the contract early, and HRC disagree, then 6 months' notice is to be given. If this is given in writing in December 2020 this would take it to June 2021. Obligations are written into the contract on extracting from the contract and providing further assistance to HRC to find a suitable alternative provider.

This break out clause at the mid-year point is in addition to the standard exit clauses within the contract should either party default.

At no point to date has either party needed to exit the contract. This report is being delivered to members with enough time to consider WLDC's position so we are prepared for the mid 2.5 year point in December 2020.

(N.B. Where there are legal implications the report MUST be seen by the MO)

Financial :**FIN REF: FIN/202/20/SL**

As stated in the body of the report, officers meet regularly with the Directors of HRC and these meetings include a briefing on spend against budget and forecast impact on the reserves of the company, as well as agreeing future year budgets and the closure of accounts at year-end.

The HRC accounts are closely monitored in order to ensure that spend is managed within the budget agreed with HRC Directors for the financial year. A summary is provided to show all income and expenditure by category against agreed budget, forecast contribution/to from reserves at year end, and the forecast total balance of reserves at year end, which is held on the WLDC balance sheet.

There is transparent communication of performance, spend and future years planning provided to both HRC Directors and tenants.

Officers actively work with suppliers to drive down costs and consider all viable options for planned works to optimise the budget available, and there has been a significant reduction in the level of outstanding debt, which we inherited from the previous management company.

Officers have worked with the Directors to produce a 5-year plan – which allows for future planning of significant project work and demonstrates that the company is able to maintain the service charge at £350 per household and deliver planned major works, whilst maintaining reserve balances above an agreed minimum level. If Directors continue with the 5-year planning after the contract with WLDC ends it will enable them to plan for works and make decisions on whether service charge increases are required in future in order to achieve those plans.

A Statement of Accounts (SOA) is produced annually by WLDC and issued to HRC Directors with transparent working papers. Please see Appendix D for the 2018/19 SOA.

For prudence, the management contract income was budgeted for 9 months of 2020/21 within the MTFP, up to the break clause date of December 2020. If approval were given to continue for the length of the contract additional income of £6k would be received for the management of the contract during 2020/21.

The contract value for the two years 2021/22 and 2022/23 will be built into the MTFP once agreed, as part of the budget setting process for 2020/21. The current contract value is an additional £20,200 pa (£24,200 incl. VAT) to the bottom line.

(N.B. all committee reports MUST have a Fin Ref)

Staffing : No staffing implications

(N.B. Where there are staffing implication the report MUST have an HR Ref)

Equality and Diversity including Human Rights : Not a policy. N/A

NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).

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:

Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.

Risk Assessment : Risk assessment is completed for the individual service areas the contract covers

Call in and Urgency:

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

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

Yes

☐

No

x

Key Decision:

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

Yes

☐

No

x

1. Introduction

- 1.1 During the period 2015 to 2018 Hemswell Cliff, which already had existing difficulties inherited as an ex RAF site and with the majority of the maintenance not under public management, experienced a rapid spiral of decline and was considered a very unstable and vulnerable community and environment.
- 1.2 The escalating situation had a direct and detrimental impact on, and an incongruous relationship with the economic and regeneration opportunities for Hemswell Cliff; affecting the Antiques Centre, largest in Europe, Food Enterprise Zone designation, importance to the Greater Lincolnshire Agri-Food strategy and Hemswell Court Hotel.
- 1.3 On the 5 December 2017 Prosperous Communities Committee approved the Hemswell Cliff Stabilisation and Normalisation Strategy 2017. A key work programme within it was to improve the estate management of a large private estate where the issues surrounding the spiral of decline were centred. It was agreed WLDC was to manage the estate.

The rationale behind this was to bring up the area, in conjunction with more visible attention and work with our partners, and help the area achieve adoptable standards for the long term.

- 1.4 On the 14 December 2017 Corporate Policies and Resources Committee approved a contract with Hemswell Resident Company (HRC).

The contract commenced 1 July 2018 and the 5-year point is 31st March 2023 (just short of 5 years to align with financial year period end).

A non-commercial contract to provide the management of the estate at cost.

It provided a break out clause at 2.5 years where either party was to consider whether it was working or not. The 2.5-year point is December 2020.

- 1.5 This paper highlights the success of the work carried out to date. It shows that this work has been a key part of stabilising the area, making visible improvements and helping community confidence return. Officer's belief, supported by liaison with the HRC and the wider community, is that this contract is working for both contractual parties and the village.
- 1.6 This work programme is part of the wider Hemswell Cliff Stabilisation and Normalisation Strategy 2017. The strategy is set to be reviewed with the Communities at Risk Paper due at Prosperous Communities Committee 5 May 2020.

Hemswell Cliff will still be identified as a vulnerable community but it will state that we have achieved stabilisation. It will highlight that the work has not finished and this programme continues to be a key part of this.

- 1.7 Hemswell Cliff is on the correct path for longer-term sustainable improvement but too early a withdrawal from this contract work would quickly revert it.

A move away at this point would also lose the investment made to date.

2 Detail

- 2.1 HRC was set up on RAF decommissioning and its purpose is to maintain the communal areas within the estate; street lights, roads, street gullies, footpaths, parks and grass.

It is run by volunteer property owners, like Parish Councillors, however unlike councillors they do not have the backing of the public sector to support them.

- 2.2 Each property owner within the private estate pays an annual service charge of £350 per annum which generates an annual gross sum of £72,450 from 207 accounts.
- 2.3 The estate, prior to WLDC managing it, was run by a national estate management firm inherited from de-commissioning. With private companies less of the service charge payments went towards effective maintenance and the continual reinvestment needed. The estate had fallen into decline.
- 2.4 HRC did not have prominence within this prior arrangement. An aim on taking on the contract was to strengthen the company so any future engagement of private companies to do the maintenance if need be would be on their terms.

WLDC charge HRC an annual contractual fee that covers the staff time and resources to operate this contract. The charge includes cost recovery over the 5 years for incurred costs for contract set up to ensure full cost recovery.

This fee covers our cost, and reduces our top line costs but it is not run to make a profit. The charges set are stated below.

Services delivered	2018/2019 *9 months	2019/2020	2020/2021
<u>Support Costs:</u> Property Services, Customer Services, Accountancy, Contract Management	£18,183.60	£24,244.80	£24,244.80
<u>Regular Maintenance</u> Grounds Maintenance, Street Cleansing, Gulley Cleaning, Play Park Checks NB: Street lights maintenance from 020/21	£20,395.66	£24,340.80	£27,528.00
Total Contractual Fee (incl. VAT)	£38,579.26	£48,585.60	£51,439.00

A number of the services provided are an extension of what we normally do as an authority. Work on the estate has been incorporated into existing maintenance agreements or sub-contractors are used where not. Full cost recovery is achieved on the work that is done but no profit margin is in built.

- 2.5 Prior to WLDC contract the surplus between contractual costs and revenue collection built up a healthy reserves balance but had done little reinvestment into the estate.

Officer knowledge from prior support work on Hemswell Cliff has concluded this was down to lack of contractor will, and HRC belief it would not be well implemented and would have prohibitive costs.

- 2.6 From the start of WLDC's contract the surplus in year collection has enabled an additional work programme to be implemented from in year spend. On average this has been circa £14,000 per year.

Appendix A shows the work completed to date and what is planned. It shows the HRC logo that is displayed on all stationary related to this contract.

- 2.7 This forthcoming year 20/21 will be the start of a 3-year period of significant spend, completing necessary reinvestment projects for the estate led by HRC with shareholders having an input at their annual meeting due May 2020.

- 2.8 HRC have been supported to produce a 5 year financial plan utilising HRC reserves whilst supporting the HRC Company position to deliver this work programme.

- 2.9 The support and strengthening of HRC is ongoing with regular liaison, quarterly meetings supported by Finance and the Monitoring Officer and regular reports. HRC agree the annual budget and additional work programme. A copy of the recent reports provided February 2020 are enclosed in Appendix B.

- 2.10 An objective on commencing this programme of work was to help support the HRC company position as well as make the visible improvements. Both are being achieved.

3 Progress

- 3.1 Hemswell Cliff is a much better place to live at the time of writing this report than in 2017. It needs more time to continue the measures so they stick and do not revert back.

- 3.2 HRC have increased in prominence and confidence, delivering a project in 2019 without the assistance of WLDC. All front facing meter boxes were replaced making a remarkable improvement across the estate. They plan to look at the neglected garage blocks in the coming year. All privately owned and left currently in much disrepair.

- 3.3 The housing market has been unlocked with the number of house sales per year doubling and the numbers of owner occupier's purchasing as opposed to buy to let is helping change the dynamics on the estate. To walk around the estate now it feels a much better place. More residents are taking care of their properties.
- 3.4 In October 2017 across the estate there was 56% rented, 2 years later in October 2019 this figure has shifted to 50% rented.
- 3.5 Three particular streets, where the concentration of the rapid decline was centred with ASB, resident's behaviour and fly tipping escalating between 2015 and 2017, there is a greater proportion of rental properties.

In October 2017 there was 96% of properties rented here with 8 owner occupiers, 2 years later in October 2019 the 3 streets increased its owner occupation to 15 (almost double) and the percentage is down to 82% rented.

- 3.6 There is still a concentrated imbalance here and a visible mismanagement of properties with no easy fix. HRC however do plan to engage more with the property owners concerned (distant landowners and management through agencies) to try to bring about a change here alongside the wider environmental improvements and enforcement:

- Fly tipping is removed quickly with effective liaison with our enforcement team who regularly visit.
- ASB figures have reduced. Appendix C details.
- CCTV cameras are still in operation.

This in conjunction with our land management all work together to continue to improve the area successfully but it takes time to make these improvements stick.

- 3.7 An objective on taking on this contract was to aim on improvements to achieve adoption of the estate. Progress has been made in the areas of the Play Parks (a proposal is currently being positively considered by the Parish Council) and the street lights. The aim is have this completed by 20/21.

4 Conclusion

- 4.1 The report recommends a continuation with the contract and asks for agreement.
- 4.2 More time is needed to finish longstanding improvements and achieve the adoption into the public sector where possible. Time is needed to find more effective solutions for the management of this large estate. Resources are directed to this effect and would otherwise be diverted to organise the closure of this contract early.
- 4.3 The 2.5 exit clause is effective December 2020 and can only be enacted smoothly if both parties agree. If HRC do not agree then 6 months' notice

would apply taking this to June 2021. Along with normal contract operation through main billing March 2021 the contract stipulates we are obliged to support HRC in finding a suitable alternative provider.

- 4.4 Work needs to progress on the 2 elements that are on track to be adopted by 2021 noted in 3.7. Work then will turn for suitable alternatives for managing the remaining areas (the exit strategy) which may be an alternative estate management company but with a strengthened HRC to ensure they run it not the company.

This will make the work and progress made to date stick.



Hemswell Residents Co Ltd

managedestates@west-lindsey.gov.uk**Completed Reinvestment Work Programme HRC Estate Hemswell Cliff : July 2018-March 2020**

Project	Reasoning	Completed
1. Replacement Fencing along HRC Border Gibson Road – entrance to business park.	Visual unpleasant broken, cut through wire needed replacing. HRC worked with Parish Council, Business Park and WLDC to achieve consistent fencing along Gibson Road	August 2018
2. Removal of Excess Fencing: side of main play park	In need of works & repair if kept plus served no purpose.	January 2019
3. Removal of Diamond Rail fencing for most of the estate	In need of works & repair and visually unappealing.	December 2018
4. Fencing Repair Play Park Capper Avenue	Replacement of some missing fencing panels and all re-stained.	April 2019
5. Street Signage replaced & road signs cleaned	Across the Estate street signs need repair or replacement. Road signs need cleaning.	March 2019
6. One Way road signs around Minden Place replaced	Dangerous, unclear, worn, incorrectly placed signage for the one way system Minden Place has been replaced with clear directional signage.	March 2019
7. Cut back of 3 very overgrown hedges on the Estate	Excessive growth had occurred on 3 hedges on the Estate. Cut back in 2 phases to prevent the destruction of the hedges due to too severe a cut back.	December 2018 & October 2019
8. Removal of excess shrubbery as directed	Excessive growth had occurred on the shrubbery, some plants had died.	December 2018
9. Pothole repairs	Extensive pot holes repairs conducted: Buchanan Road (Aug 18), 13 potholes off Capper Avenue (Feb 19). Pot holes had been outstanding for a few years.	August 2018 & February 2019
10. Removal of old fencing small play park Minden Place	Old fencing removed (Feb 19) followed by removal of old concrete posts (July 19).	February & July 19
11. Footpaths works	Foot paths work on Capper Avenue completed 4 & 5 July 2019. Increased parking obtained with removal of protruding green area. Uneven areas of footpath nearby also levelled.	July 2019
12. Replacement Meter Boxes	HRC funded & self-organised work to replace broken front facing meter boxes.	June / July 2019
13. Drainage Works Minden place	Long standing water build up at the end of the road. Existing drain did not lead to anywhere. Works completed to connect it to a large soakaway. Ongoing discussion with LCC re run off from the A631 - this work will not take all rain run-off	February 2020
14. Play Parks Work	HRC are responsible for 2 play parks. Works have commenced to improve worn but not dangerous equipment. Full ROSPA inspections have been completed.	January 2020 ongoing



Hemswell Residents Co Ltd

managedestates@west-lindsey.gov.uk**Additional Work Programme for HRC Financial Year April 20 to March 21**

Additional Works	Detail	Budget*	Timescales*
1. Street Lighting	Some identified works required on street lights.	£3,000	To be established
2. Play Parks	<p><u>Large Play Park – Capper Avenue:</u> The equipment that needs the most attention is the large play unit in what is the younger area of the play park. Work will continue with this unit connecting it back up with a wooden bridge and all wood re-stained. The climbing chain link will be replaced and the whole unit sanded down and re-painted.</p> <p><u>Smaller Play Park - Minden Place:</u> Play equipment will be sanded down and re-painted as necessary. Swings will be replaced where needed. The large seesaw is to be removed its playground surface removed and the ground made good. The additional existing black play surface will also be removed and the ground made good.</p>	£4,000	Spring to Summer 2020
3. Road safety measures & Works	Improvements to the speed bumps around the estate will be done. Softening the bumps whilst retaining the road safety measure. Further road safety measures will be discussed at the AGM.	£4,000	Spring 2020
3. Fencing Works	<u>Capper Avenue Play Park:</u> Fencing leading directly onto the green is to be removed with the exception of the fencing for the younger children's large play unit. The aim is to create the majority of the area an open park co joined to the large green. It will also allow safer access from both sides and the existing entrance that leads directly onto to Capper Avenue can be removed. The gap left is to be filled in with wood fencing.	£1,500	Spring to Summer 2020

HRC are committed to making improvements on the Estate. Some projects require an investment out of reserves. HRC's 5 year financial planning, to ensure a balance of funds and continued investment, together with the projects below will be discussed at the **AGM: Thursday 21 May 2020.**

Noted 2 projects: Additional parking provision and improved road safety measures.

HEMSWELL RESIDENTS COMPANY Budget 2020-2021

Income 207 accounts £72,450.00

Budget 20-21

Land Management - WLDC Contract Support Costs:	
Customer Services, Accountancy, Procurement, Contract Management	£24,244.80
Land Management WLDC Contract - Regular Maintenance:	
Grounds Maintenance, Street Cleansing, Street Lights, Gulley Cleaning, Playparks	£ 27,528.00
Directors & Estate Owners Liability Insurance	£ 1,000.00
Corporation Tax	£ 110.00
Data Protection Licence	£ 40.00
Cost of Debt Collection	£ 2,200.00
CCTV Contribution	£ 1,000.00
Expenditure	£ 56,122.80

ADDITIONAL WORKS

Lights	£ 3,000.00	Repainting works needed & a removal
Play Area	£ 5,000.00	Paintwork, replacement net, removal of seesaw, play matting, and works on gateway
Road Repairs	£ 1,500.00	contingency
Additional Works - Grounds Maintenance	£ 1,000.00	Contingency
Additional Works - Tree Works	£ 1,000.00	
Fencing Works	£ 2,000.00	Removal of fencing - internal & exterior onto the field. Replace fencing after removal of gateway
Excessive Fly Tipping clearance	£ 1,000.00	contingency

Expenditure Additional Works	£ 14,500.00
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Total Expenditure	£ 70,622.80
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Balance Remaining based on full collection of service charge	£1,827.20
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Improvement Projects Outside of in Year Spend - April AGM decision

Additional parking provision	£ 15,000	Estimate currently costings being gathered for 2 areas to be done in 20/21
Transfer of Play Parks Agreement & legal costs	£ 7,000	
	£ 22,000.00	

Additional Expenditure from HRC Bank Account 20/21

what are the anticipated spend requirements?

HEMSWELL RESIDENTS COMPANY Budget 2019-2020

Notes

Budget 19-20		Actuals to date are bold. In italics = an estimate
Land Management - WLDC Contract Support Costs:		
Customer Services, Accountancy, Procurement, Contract Management	£ 24,244.80	£ 24,244.80
Land Management WLDC Contract - Regular Maintenance:		
Grounds Maintenance, Street Cleansing, Gulley Cleaning, Playpark checks	£ 24,340.80	£ 24,340.80
Directors Liability Insurance 01.04.19 to 30.06.19	£ 74.67	£ 832.98 total on Insurance = 832.98 (was in budget as £1006)
Property Owners Liability Insurance 01.04.19 to 30.06.19	£ 193.83	
Director & Estate Owners Insurance from 1 July 19 to 30 June 19	£ 564.48	
Corporation Tax	£ 110.00	£ 110.00
Audit CT600 Submission 18-19 Accounts	£ 1,200.00	£ - Wright Vigar quoted too low. JFM as company secretary will file for free. HRC Directors to oversee accounts. Decision - link here to email once
Cost of Debt Collection	£ 1,200.00	£ 2,524.01
Street Light Routine Maintenance Contract - Altitude	£ 1,577.18	£ 1,577.18 Billed quartely will be spent
Street Light Electricity & Repair - Altitude Agreement	£ 1,000.00	expected underspend
CCTV Contribution	£ 1,000.00	£ 1,000.00
Legal Costs (required if transfer of play park proceeds 19-20)	£ 2,500.00	contingency expect underspend
Expenditure	£ 58,005.76	£ 54,629.77

ADDITIONAL WORKS

Footpaths	£ 2,000.00	£ 7,376.40	estimate too low quote March 19 for 3 areas plus resurfacing a path = £5,982 plus additional work to remove grassed projection area is £1,162 + VAT on top.
Lights	£ -		
Play Area	£ 4,000.00	£ 2,000.00	Woodwork works on play equipment started Nov 19 costs to come through for this plus he has replaced a couple of play swings. (Paintwork in the spring, decision re bridge to be taken and chain link replacement for 20/21 budget)
Meter Boxes - repair or replacement	£ 1,100.00		This has been paid through HRC bank account
Roads	£ 2,100.00		expected underspend
Street, Road Signage - replacement, removal	£ 2,000.00		expected underspend
Additional Works - Cut back shrubery	£ -		absorbed into mgt fee
Additional Works - Cut back hedges	£ -		absorbed into mgt fee
Additional Works - Tree Works	£ -	£ 1,000.00	Survey has been completed no major works anticipated but working through detail
Drainage Works Minden Place	£ -	£ 3,086.04	works to start 10 Feb 20 in italics until bill recd
Digging out of the layby Minden Place	£ -	£ 199.70	
Proposed digging out back alleys & garages adjacent to Gibson Road	£ -	£ 201.60	
Fencing Works	£ 1,000.00	£ 1,725.60	removal of concrete posts small play park
Excessive Fly Tipping clearance	£ 500.00	£ 748.13	Clearance of back alleys Buchanan Louisberg
Expenditure Additional Works	£ 12,700.00	£ 16,337.47	
Total Expenditure	£ 70,705.76	£ 70,967.24	
Balance Remaining based on full collection of service charge	£ 1,744	£ 1,483	

Additional Expenditure from HRC Bank Account 19/20	
HRC Communications	£ 2,500

Budget Approved by HRC Directors - February 2019

Debt Analysis of in year collection 1920 as at 7 January 2020

207 Accounts of which 136 are on Direct Debit - 66%

Accounts paid in full	63
Accounts in credit	7
Accounts with balance to pay	137
	<u>207</u>

Amount Outstanding £ 11,341.87

Of the 137 with balance to pay:

Accounts on Direct debit	127
Accounts with no commitment to pay	9

Amount outstanding no commitment to pay £1,342.00

for 1920 year

Cases with Lovetts

Total cases referred to Lovetts for 19/20 collection year	11
Debt Recovery Costs estimate 19/20	£2524.01 estimate less funds in to offset figure not compiled as yet
Total cases referred to Lovetts for 18/19 collection year	15
Debt Recovery Costs 18/19	£4033.64 less funds in of £315.11 = net £3718.53

Debt Position as at 31 March 2019

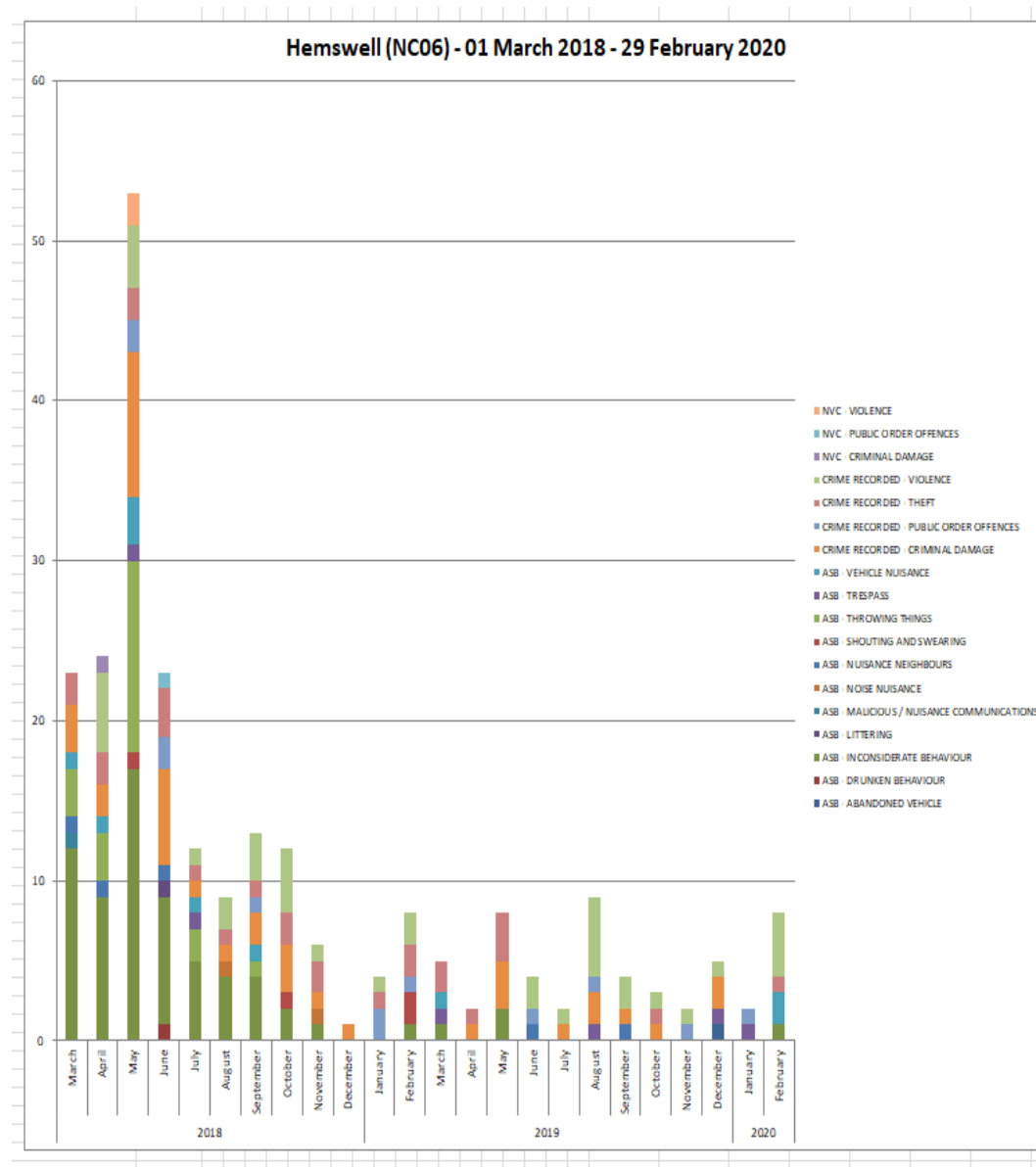
Arrears from preim 17/18	1847.16
18/19 Debt	4276.76
	<u>6123.92</u>

Current Position Re above as at 21 Jan 20

Arrears from preim 17/18	67.12
18/19 Debt	274.91
	<u>342.03</u>

NB: Position assumes DD's will continue to 31 March 20

Appendix C – Latest Crime Stats for Hemswell Cliff including business park



**PROPERTIES AT HEMSWELL ESTATE
SERVICE CHARGE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2019**

Agenda Item 8



**Concurrent Meeting of the Prosperous
Communities and Corporate Policy and
Resources Committees**

Thursday, 23rd April 2020

Subject: Budget and Treasury Monitoring – Period 4 2019/20

Report by:

Tracey Bircumshaw

Strategic Finance and Business Support Manager

Contact Officer:

Sue Leversedge

Business Support Team Leader

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Purpose / Summary:

This report sets out the revenue, capital and treasury management activity from 1 April 2019 to 31st March 2020. (Final out-turn will be reported to the next meeting)

RECOMMENDATION(S):

- a) To accept the forecast out-turn position of a £1,380k net contribution to reserves as at 31st March 2020 (see Section 2).
- b) To accept the Revenue budget carry forwards of £815k approved in year (Appendix 4)
- c) To approve the future use of General Fund Balances up to £100k to support any financial impact of the depot once operational, if required (2.2.4)
- d) To accept the use of Earmarked Reserves during the quarter approved by the Chief Finance Officer using Delegated powers (2.5.1)
- e) To approve the use of Earmarked Reserves of £126.9k (2.5.2)
- f) To approve a contribution of £419k to the Valuation Volatility Reserve as per the non-treasury investment strategy (2.5.3).
- g) To approve the other contributions to Earmarked Reserves during the quarter totaling £234k (2.5.3)
- h) To approve the amendment to the fees and charges schedule for the Crematorium (2.4.4), to be effective immediately.
- i) To approve the amendment to the fees and charges schedule for Civil Penalties (2.4.5), to be effective from 1st June 2020.
- j) To approve the capital budget carry forwards of £4.654m Appendix 4).
- k) To accept the Delegated Decisions implemented in response to the Covid-19 pandemic (2.6).
- l) To accept the Treasury Management and Prudential Indicators.

Public Interest Test

The Proper Officer has determined in preparing this report that under Section 100 (A)(4) of the Local Government Act 1972, paragraph 3 of Part 1 of Schedule 12A of the Act should apply to Appendix 5 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 in that Appendix. Members are asked to consider this factor when excluding the public from the meeting.

IMPLICATIONS

Legal: None arising as a result of this report.

Financial: FIN/1/21/SL

The draft revenue forecast out-turn position for 2019/2020 is currently reflecting a net contribution to reserves of £1,380k as at 31st March 2020 (£914k as at 31st December 2019).

This is after taking account of approved carry forwards of £815k, as detailed at Appendix 4.

£419k of the forecast contribution to reserves relates to the saving on borrowing interest costs as a consequence of utilizing our cash balances (internal borrowing). To ensure sustainability, capital investments funded from borrowing are assumed to require PWLB borrowing and therefore the base budget includes the cost of interest at 100% of prudential borrowing. This committee have previously approved that any net surplus, generated through Treasury activity be set aside at the year-end to the Valuation Risk Reserve.

£149k of the forecast contribution to reserves relates to the Commercial Contingency budget. £200k was built into the 2019/20 base budget to mitigate a number of commercial risks, including investment properties, and demand led service generated income. It is proposed that £51k is utilised to offset the forecast pressure on crematorium income and the balance be set aside to the Valuation Risk reserve.

Summary of Out-turn Position 2019/20

Summary of Out-turn Position 2019/20		
	£ 000	
FORECAST OUTTURN AS AT 31.03.20	(2,196)	BEFORE CARRY FORWARDS
CARRY FORWARDS:		
BASE BUDGET-APPROVED IN YEAR	223	ALREADY APPROVED
USE OF EARMARKED RESERVES	290	ALREADY APPROVED
SUB-TOTAL:	(1,683)	
SERVICE CARRY FORWARD REQUESTS	303	APPROVED BY MANAGEMENT TEAM 30.03.20
NET CONTRIBUTION TO RESERVES:	(1,380)	
TO VALUATION VOLATILITY RESERVE - COMMERCIAL CONTINGENCY	149	
TO VALUATION VOLATILITY RESERVE - TREASURY MANAGEMENT	419	
NET CONTRIBUTION TO GENERAL FUND BALANCES:	(812)	

The items with significant variances are contained within this report at 2.1.

The capital out-turn position for 2019/20 is £18.029m, this is a 20.64% reduction on the current revised budget (original budget + carry forwards + approvals in year). The slippage on capital schemes is detailed in 3.1.2.

The Treasury Management activities during the reporting period are disclosed in the body of this report (Section 4).

There have been no breaches of Treasury or Prudential Indicators. The overall weighted average interest rate on all treasury investments for the year is 1.655% and has generated circa £0.267m in investment interest.

Staffing: None arising as a result of this report.

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

Risk Assessment: This is a monitoring report only.

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

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

Call in and Urgency:

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

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

Yes

☐

No

X

Key Decision:

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

Yes

☐

No

☒

1. Executive Summary

This report provides the oversight of financial performance for;

- Revenue Forecast Out-Turn - Surplus £1,380k (10.29% of Forecast Net Revenue Expenditure).
- Capital Forecast Out-Turn - £18.029m, a variance of £4.690m against current budget £22.719m, this is made up of:
 - **Anticipated Slippage of £4.654m to 2020/21**
 - See 3.1.2 for details of which schemes this relates
 - **Overspend on one scheme of £0.035m**
 - This is in relation to the Crematorium where compensation events have resulted in variations to contract price. This is within the 10% tolerance originally approved by committee.
 - **£0.071m underspend on various schemes which are now complete.**
 - See table at 3.1.3 for details
- Treasury Management Report and monitoring
 - Average investment interest rate for the financial year 1.655%
 - Total Investments at end Q4 £11.670m

The tables below reflect investment movements and prudential borrowing analysis:

	Q4 £'000
Investment Movements	
Investments B/fwd (at 31.3.2019 incl. bank)	14,265
Less Capital expenditure	(18,029)
Add PWLB/Other LA Borrowing in year	9,000
Less Net Revenue Expenditure	(13,418)
Add Net Collection Fund Movement (Ctax/NNDR)	16,681
Add Working Capital Movement	3,171
Investments c/fwd (at 31.03.2020)	11,670

Our prudential borrowing position reflects actual borrowing undertaken from the Public Works Loans Board/Other Local Authorities and the amount of internal borrowing required to meet the actual costs of borrowing up to the 31.03.2020

	Q4 £'000
Prudential Borrowing at 31.03.2020	
Total External Borrowing (PWLB) and Other Local Authorities	20,000
Internal Borrowing	13,381
Total Prudential Borrowing at 31.03.20	33,381

REVENUE BUDGET MONITORING PERIOD 4 (Forecast outturn for 2019/2020)

2. The Revenue Budget forecast out-turn currently stands at a net contribution to reserves of £1,380k as detailed in the table below, this is after taking account of £815k of budget carry forwards, the details of which are provided at Appendix 4.

Details of headline variances by Cluster can be found below at 2.1.

Actual Outturn by Cluster

SERVICE CLUSTER	2019/20		
	Budget £	Actual Outturn £	Outturn Variance £
Our People	5,110,600	4,732,242	(378,358)
Our Place	1,289,100	1,025,921	(263,179)
Our Council	5,623,300	4,844,585	(778,715)
Controllable Total	12,023,000	10,602,749	(1,420,251)
Corporate Accounting:			
Interest Receivable	(242,100)	(321,536)	(79,436)
Interest Payable	773,900	368,584	(405,316)
Investment Income	(1,103,500)	(1,267,647)	(164,147)
Precepts and Levies	2,379,200	2,382,257	3,057
Statutory Accounting:			
Capital Expenditure Charged to General Fund	3,463,800	2,638,555	(825,245)
Movement in Reserves:			
To / (From) General Fund	(1,026,200)	(1,247,671)	(221,471)
Use of Specific Reserves	(4,996,400)	(4,133,582)	862,818
Contribution to Specific Reserves	3,517,100	3,538,156	21,056
Repayment of Borrowing	10,000	91,440	81,440
Net Revenue Expenditure	14,798,800	12,651,303	(2,147,497)
Funding Total	(14,798,800)	(14,846,903)	(48,103)
NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR	0	(2,195,600)	(2,195,600)

Carry Forwards - approved in year	222,700
Carry Forwards - approved at year end	302,800
Carry Forwards - use of Earmarked Reserves	289,600
Net Contribution (To) / From Reserves	(1,380,500)
Surplus-to Valuation Volatility Reserve	568,000
(Surplus)/Deficit-to General Fund	(812,500)

2.1 The significant movements being;

Cluster	EXPENDITURE	Total £000	Direction of Travel
	BUDGET UNDERSPENDS		
	Salary savings.	(£347)	↑
Funding	Government Grant income received.	(£47)	↑
Investment Income	Net impact of investment property acquisitions.	(£159)	↔
Interest Payable & Receivable	Treasury management activities.	(£419)	↑
Interest Payable & Receivable	Interest Receivable.	(£80)	↑
Our Council	Insurance Premium savings.	(£17)	↔
Our Council	Commercial Contingency budget surplus.	(£149)	New
Our Council	Systems Development - Renegotiated contracts (£5k), budget not required (£12k), income from street naming & numbering (£17k), plus additional income achieved (£18k). Balance of (£26k) relates to aligning subscriptions to financial year.	(£78)	↑
Our Council	Audit plan savings.	(£18)	↑
Our People	Park Spring Community Centre - reduced contributions towards maintenance of centre. Contingency fund of £20k held in reserves.	(£15)	↔
	PRESSURES		
Interest Payable & Receivable	Increase in bad debt provision.	£7	↑
Our People	Customer Services - increased software licences costs.	£22	↑
	Various forecast outturn variances <£10k.	£11	↑
		(£1,289)	

Cluster	INCOME	Total £000	Direction of Travel
	BUDGETED INCOME EXCEEDED		
Our People	Green Waste service income target exceeded (£96k) plus operational savings of (£6k).	(£102)	↔
Our People	Shopping Trolley reclaim income.	(£29)	↑
Our Place	Planning fee income £12k below target, offset by increased pre-application income (£15k), refunds and reimbursements in (£19k), (£7k) viability assessment work charged for, and reduced hearing costs (£10k). Savings across operational expenditure (£14k).	(£52)	↑
	BUDGETED INCOME NOT ACHIEVED		
Our People	Land Charges income target not met - £33k, offset by reduced search fees (£20k)	£13	↑
Our People	Housing Benefits - net subsidy position.	£35	New
Our People	Crematorium income target not achieved.	£51	New
Our Council	Commercial Contingency - to offset crematorium fee income pressure.	-£51	New
Our Place	Impact of property not leased out until 15 July 19 at reduced rate - total pressure £73k (loss of rental income-£56k, plus NNDR-£17k). Loss of rental income at other properties £27k. (£66k) was allocated for preparation works at the Depot site which was carried forward from 18/19. This is to be returned to General Fund balances pending future review of requirements.	£34	↑
Our Place	Car park income - pay & display income target not achieved.	£10	↑
		(£91)	
TOTAL VARIANCE		(£1,380)	

2.2 Significant items (>£10k) of note by Cluster:

2.2.1 Interest & Investment Income

- £419k of the forecast contribution relates to interest payable on borrowing. We provide a base budget estimated on the capital financing of schemes from prudential borrowing and assume that this borrowing will be from the Public Works Loans Board. This ensures we have a sustainable base budget which provides for future interest and mitigates minimum revenue provision costs.

In reality, we manage our actual borrowing through our Treasury Management function, utilising any surplus cash balances as internal borrowing, rather than taking on costly additional debt.

This committee have previously approved that any net surplus be set aside at the year end to the Valuation Volatility Reserve should it be required to meet the policy requirement of a minimum 5% of our investment portfolio purchase price.

- A Commercial Contingency budget of £200k is a base budget to mitigate a number of commercial risks, including investment properties, demand led service income etc. It is proposed that £51k is utilised to offset the forecast pressure on crematorium income, and the remaining balance of £149k be transferred to the Valuation Risk Reserve.
- With the contribution of £568k (£419k Treasury Management activities + £149k Commercial Contingency surplus), the balance of the Valuation Volatility Reserve will be £1.767m (8.16% of our investment portfolio purchase price.)

Approval to spend up to £30m on investment property (with £7m budgeted this financial year which was carried forward from 2018/19). The 2019/20 base budget assumed a net contribution of £563k in 2019/20 raising to £728k by 2020/21.

A property has been purchased during this financial year and income generated for investment properties is forecast to be £159k above target.

The Council continues to assess its options with regards to purchasing commercial investment properties.

- Other interest receivable has exceeded the budgeted target by £80k.
- Bad debt provision – over the past 2 years the contribution towards our bad debt provision has been; 2017/18 £89k and 2018/19 £105k. The actual contribution to our bad debt provision for 2019/20 is £7k, based on the level of outstanding debt as at 31st March 2020.

2.2.2 Our Council

- Systems Development has generated a net contribution to reserves of £78k, due to various in year adjustments. Renegotiated contracts £5k, budget not required £12k, income from street naming and numbering £17k, plus additional income achieved £18k and £26k relating to aligning subscriptions to the financial year.

2.2.3 Our People

- The 2019/20 budget for Green Waste Charging reflects a net contribution of £752k. With actual income at £919k from subscriptions for the year, and operational savings the forecast net contribution is £854k, £102k above the prudent original forecast. (£96k additional income and £6k net operational savings).
- Crematorium – The income target has been underachieved by £51k, partly due to the delay in opening. As the crematorium is a demand led service, the commercial contingency budget will be utilised to offset the underachievement on fee income of £51k.

2.2.4 Our Place

- A tenancy of a previously vacant property has been secured during the year, with effect from 15th July 2019. A reduced rent has been agreed for 2 years to secure this lease, resulting in a forecast loss of rental income of £56k for the year, plus NNDR costs incurred by the Council up to the commencement of the lease of £17k. This is a total pressure against the budget of £73k.
- £60k budget for works to get the sites ready prior to vacating at the current operational services depot site was carried forward from 2018/19 and has not been required for spend during 2019/20. Rather than carry forward into 2020/21 the surplus will be transferred to General Fund Balances (GFB). Members are asked to approve the use of up to £60k from GFB if required.
- There is a potential requirement to utilise up to £40k of the contribution to reserves to support any financial impact of the depot once operational, should it be required. This is a saving generated by Waste Collection services during 19/20 (included in the overall net contribution to reserves figure reported). Members are asked to approve the use of up to £40k from GFB if required.
- Planning Services have generated a £52k surplus for the year. Planning fee income is £12k below target, offset by increased pre-application income £15k, refunds and reimbursements in £19k, £7k viability assessment work charged for, and a £10k reduction in hearing costs. Savings across other operational expenditure £13k.

2.2.5 Establishment

Current vacancy levels after costs of interim staffing resources has achieved a £347k budget underspend this represents 3.03% of the overall employee budget. This is broken down by cluster as follows;

Cluster	Forecast Outturn £
Our Council	(206,094)
Our People	8,714
Our Place	(149,128)
Grand Total	(346,508)

2.2.6 Financial Implications of Covid-19

We are monitoring the ongoing financial implications of the Covid-19 pandemic and will update Members regularly. The financial impact on the 2019/20 outturn position, included in the net contribution to surplus figure of £1,380k, was a pressure of £16k in loss of income, £12k in relation to the Trinity Arts Centre.

2.3 Commercial Projects and Income Target

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

2.3.2 The actual performance has achieved well above target and £1,700k of ongoing additional income which had been built into the Medium Term Financial Plan 2019/20-2023/24.

2.3.3 For 2019/20 the forecast net contribution total of £2,006k is detailed below;

- 3 £715k Investment in Commercial Property (Target £600k by 2020/21)
- 4 £156k Trade Waste Income
- 5 £854k Green Waste
- 6 £ 74k Pre-Application Planning Advice
- 7 £ 14k Surestaff Lincs Ltd (Recruitment Agency)
- 8 £ 59k Commercial Loan income
- 9 £ 134k Leisure contract

2.4 Fees and Charges

2.4.1 £3,595k has been received in Fees and Charges for the year 2019/20 against a budget of £3,504k, additional income to date of £91k. The significant variances are included in the table at 2.1.

2.4.2 The most significant areas of additional income being:

- Garden Waste (£98k) - see 2.2.3
- Trinity Arts Centre (£21k) – however the additional income generated was offset by increased operational costs resulting in a net controllable cost of £18k.
- and House Naming, and Street Naming and (£17k) see 2.2.2

2.4.3 The significant areas of under achieved income against target being Crematorium income £51k as detailed at 2.2.3 above.

2.4.4 Amendment to Fees and Charges Schedule – Crematorium

Members are asked to approve two additions to the fees and charges schedule approved by Council in March 2020, relating to Crematorium charges, to be effective immediately;

Prosperous Communities Committee	Crematorium			
	2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	£	£	£	
Visual tribute (for additional 25 photos)	£25.83	£5.17	£31.00	S
Sanctum 2000 vault (leased for 10 years) including upto 80 letters **	£791.67	£158.33	£950.00	S
Sanctum 2000 vault - per letter above 80	£1.75	£0.35	£2.10	S

Visual Tribute – the original fees and charges schedule contains a charge for visual tributes to include up to 25 photographs (£48 incl VAT). However, there have been requests for tributes to include photographs in excess of 25. The supplier charges for additional batches of up to 25 photographs, and it is proposed to add a line to the schedule for up to an additional 25 photographs at £31 incl VAT.

Sanctum 2000 Vault - A Sanctum 2000 vault can hold up to 2 sets of cremated remains or other personal tributes. Each vault is adorned with a polished granite plaque personalised memorial option that will be beautifully inscribed with words and bespoke artwork of choice. The sanctum vault is an individual memorial.

When selling a Sanctum vault, the first 80 letters on the plaque are included. Additional letters cost WLDC £1.50 per letter (net of VAT). It is proposed to charge for additional letters at £1.75 per letter (net of VAT).

A benchmarking exercise has shown that this is the average amount charged per letter. A charge is advisable to prevent large amounts of narrative being requested.

The narrative of the first line of the fees & charges schedule above has been amended, and a new line added for the additional letters.

2.4.5 Amendment to Fees and Charges Schedule – Civil Penalties

Members are asked to approve an addition to the fees and charges schedule approved by Council in March 2020, to be effective from 1st June 2020;

Prosperous Communities Committee	
Housing and Planning Act - Civil Penalties	up to £30,000

As of June 1st 2020 the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 will apply to all private rented properties. These regulations place additional duties on landlords in relation to the electrical installations within their properties. If these duties are not met, there is provision for the Council to serve notices, carry out remedial action and issue a financial penalty to the offending landlord. This penalty will be determined by a local policy (which will be submitted to the Prosperous Communities Committee in due course) and will enable the Council to issue financial penalties of up to £30,000.

It is therefore requested that this charge be added to enable the Council to enact this power as soon as practically possible, subject to the relevant policy being agreed.

2.5 Use and Contribution to Reserves

2.5.1 2019/20 Use of Reserves – Delegated Decisions

The Chief Finance Officer has used delegated powers to approve the use of earmarked reserves up to £50k, new delegated decisions totalled £94.1k;

- **FROM MAINTENANCE OF FACILITIES RESERVE**
 - £11k - LED Lighting to various car parks.
 - £21k - Revenue works carried out in response to condition surveys.
 - £1.5k - Asbestos survey and disconnection of power supply at Sandsfield Lane Pavilion, as a precursor to demolition.
 - £8k - Guildhall kitchen refurbishment costs.
 - £3k - to complete LED lighting works at TAC.
 -
- **FROM IT RESERVE**
 - £6.5k - Revenue spend relating to Desktop Refresh – equipment costs.
 - £4.2k - Revenue spend related to desktop refresh – staff costs to install.
- £26.4k from Unapplied Grants reserve. To cover the costs of approved grant funded post – Planning & Housing Monitoring Officer.
- £2.2k from Supporting Vulnerable Communities Reserve. CCTV expansion revenue spend.
- £10.3k from Project Investment Reserve. Revenue spend related to CRM project.

2.5.2 2019/20 Use of Reserves – Member Approval Required

The following use of earmarked reserves is greater than £50k and requires the approval of Corporate Policy and Resources committee;

- £126.9k from Investment for Growth
In accordance with the terms of the GLLEP grant funding agreement in relation to the discontinued Food Enterprise Zone project, grant funding received has to be repaid. The funding had covered the revenue feasibility costs of the scheme, which the Council will now have to fund from its own resources.

2.5.3 2019/20 Contributions to Reserves

The following contributions to earmarked reserves total £653k;

- £419k to the Valuation Volatility reserve (RE26). Net surplus on interest payable on borrowing, contribution to reserves as per the non-treasury investment strategy.
- £149k to the Valuation Volatility reserve (RE26) being the remaining balance of the Commercial Contingency budget of £200k.
- £34.7k to Neighbourhood Planning Grant reserve (RE94). This is grant received during the year in excess of costs incurred.
- £35k to Civil Penalties and Enforcement reserve (RE05). The income obtained via Civil Penalties under the Housing Act is required to be retained for work related to Private Sector Housing Enforcement. Any surplus generated is therefore transferred to the reserve for future service requirements.
- £11.9k to Trinity Arts Centre (RE97), to provide resources for future service investment in accordance with approved business plans.
- £3.4k to Maintenance of Facilities reserve (RE01). FiTS income received during 2019/20 to be transferred into reserves. £17k contribution to reserves is budgeted for during the year, £20.4k income was actually achieved requiring a further transfer of £3.4k, these funds are utilised for carbon reduction initiatives within our own properties.

2.6 Delegated Decisions

The following Delegated Decisions have been implemented in response to the Covid-19 pandemic.

These decisions would have been taken by the Corporate Policy and Resources Committee but all Committee meetings have been suspended due to the Covid-19 situation. Whilst additional costs will need to be met in the first instance from the General Fund balances, the Council will be making representations to Government for additional financial support.

Delegated Decisions implemented:

- **Suspend car parking permit direct debits for 3 months (April – June 2020).** It has been agreed to suspend DD's for 3 months on the basis that anyone continuing to use the car parks will be minimal essential key workers. The cost of this decision will be in the region of £24k and will be met from General Fund Balances.

- **Suspend car park tickets for 3 months** . In respect of health and safety and to ensure there is no risk of contamination through the use of parking meters, a decision was made that the need for a car park ticket be suspended for a period of 3 months. The cost of this decision is likely to be negligible in light of the current situation as car parking income would have been significantly affected by the measures put in place by the Government. However, there will be a budget pressure of circa £33k which will be met from General Fund Balances.
- **Closure of public toilets for 3 months**. In respect of health and safety and to ensure there is no risk of contamination through the use of public toilets, a decision was made to close these facilities for an initial period of 3 months and subject to ongoing review. There is no cost of this decision, however there may be small savings on running costs.
- **Crematorium reduction in webcasting fee for 3 months**. Due to the restrictions being placed on attendance at funerals it is proposed that the charge for webcasting be reduced from £48 to £20 per webcast (excluding VAT). The financial impact is expected to be minimal.
- **Treasury Management indicators increased**. That all Treasury Management indicators are, for the time being, to be increased to any value required to ensure the effective management of the Council's cash flows.

Counter party limit increases;

Upper investment limits with AAA rated Money Market Funds be raised to £7.5m from £5m.

Lloyds Bank, our bankers, raised to £2m current account, £7.5m deposit account (increased from £1m and £5m respectively).

There will be an impact of these measures on our investment and borrowing budgets, and this will continue to be monitored.

2.7 Grants

2.7.1 Successful Grant Bids and New Grant determinations

The following grants have been awarded during this period: (Covid-19 grants were received in April 2020);

Grant Issued By	Name of Grant	£
DWP	Rent Rebates	189
DWP	Admin Grant	59,274
DWP	Rent Allowances	4,130,244
HCLG	Brownfield Register New Burdens Grant	2,446
HCLG	Transparency Code New Burdens	8,103
HCLG	Retail Discount New Burdens Grant	9,225
HCLG	Cold Weather Fund Grant	9,970
HCLG	Council tax family annexe	11,116
HCLG	Pocket Parks	12,000
HCLG	Self & Custom Build	15,000
HCLG	Property Flood resilience grant	50,000
HCLG	Covid-19 Support to Small Business Grant Fund	53,235
HCLG	Neighbourhood Planning Grant	60,000
HCLG	New Homes Bonus Scheme	230,954
HCLG	Covid-19 Hardship Fund Grant	793,388
HCLG	Covid-19 Business Support Grant	18,664,000
LCC	GLEPP SLGF Claim Q4 1b 19/20	16,673
LCC	Contribution to Mayflower Salaries	17,000
LCC	GLEPP SLGF Claim Q3 1b 19/20	25,000
LCC	Scampton OPE Feasibility Works Grant	30,571
TOTAL:		24,198,388

Other Items for information

2.7 Planning Appeals

In period 4 2019/20 there were 11 appeals determined, as follows;

Period	Number of Appeals	Allowed	Dismissed
January	3	0	3
February	4	1	3
March	4	1	3
Total for Period 3	11	2	9

Costs of £5k have been awarded against us in relation to one appeal.

There is one live application for costs.

2.8 Aged Debt Summary – Sundry Debtors Aged Debt Summary Period 4

Monitoring Report

At the end of March 2020, there was a total of £181k outstanding debt in the system over 90 days. The majority of this debt was over 150 days old and mainly comprised of:

- Housing Benefits overpayments £65k the majority of which will look to be recovered through ongoing entitlement or where appropriate on agreed repayment schedules.
- Environmental Protection & Licensing £70k

Month	90 – 119 days £	120 – 149 days £	150+ days £	Total £
Qtr 1 - May 19	13,566	1,371	174,136	189,073
Qtr 2 - September 19	19,388	109,463	53,029	181,880
Qtr 3 - December 19	3,078	2,127	183,851	189,056
Qtr 4 - March 20	5,399	15,906	159,526	180,831

2.9 Changes to the Organisation Structure

There have been the following changes to the organisation structure during period 4;

Commercial Development – delete permanent Leisure & Cultural Services Team Manager, and create permanent Commercial Services Manager. Net impact on MTFP saving of £9k pa.

Systems Development – delete permanent Enabling Technology Project Officer and create 2 new permanent posts – Senior Enabling Technology Officer and Business Intelligence & System Analyst. Net impact on MTFP pressure of £39.5k pa.

Closer to the Customer – 2 new fixed term posts (2 + 1 years), Enabling Technology Officer and Data Migration Technical Officer. The posts are funded from the IT Earmarked Reserve.

Housing and Environmental Enforcement – a restructure of the service has resulted in the following permanent amendments to the establishment;

- Delete Post - Housing Standards & Enforcement Officer
- Delete Post - Principal Enforcement & Compliance Officer
- Delete Post - Principal Enforcement & Compliance Officer
- New Post - Senior Housing Standards Officer
- New Post - Support Officer

The net impact on the MTFP of £6.5k pa has been met from an increase in income target for the service.

3.1 CAPITAL BUDGET MONITORING – Quarter 4

3.1.1 The Capital Budget out-turn for schemes totals £18.029m against a revised budget of £22.719m, resulting in a variance of £4.690m, of which a net £4.654m is requested for carry forward and £0.036m being net underspends on scheme budgets.

3.1.2 Approvals to Carry Forward £4.654m, are requested as detailed in the table below, with the most significant being;

- £1.334m for investment properties – no further bids were made prior to the year end, however, we continue to assess opportunities.
- £1.024m Market Rasen Leisure Centre – the scheme is due to complete in July 2020
- £0.250m Trinity Arts Establishment, the address system completed in 2019/20, however other equipment purchases and refurbishment works

- will commence in the new financial year.
- £0.219m Depot Review, preliminary works were undertaken in 2019/20, the scheme is due to commence in 2020/21.
- £0.210m Carbon Efficiency – Parish Street Lighting. The scheme is currently under review and is now likely to go out for tender in 2020/21.

Included in the net carry forward request is a claw back of £0.078m Disabled Facilities Grants (DFG) from 2020/21, due to a high number of DFG claims being completed in the final quarter of 2019/20.

Included in the position of net underspend of £0.036m is one scheme which overspent;

- £0.035m Crematorium due to compensation events, this has been financed from borrowing

This overspend is offset by minor underspends on several schemes totalling £0.071m which will enable the respective financing to be utilised for future investment schemes.

3.1.3 The out-turn position for capital schemes is provided at Appendix 5.

Commercial Investment Properties 2019/20

3.1.4 The Council has invested in one commercial property during the year which totalled £5.681m (including costs) bringing our total portfolio of properties to 6 and a property yield of 6.53%

3.1.5

Property	Acquisition Price	Total Capital Costs
Nissan Peugeot Garage, Wheatley Road, Doncaster	£5,350,000	£5,681,438
Total	£5,350,000	£5,681,438
Portfolio Gross Yield		6.53%

3.2 Acquisitions, Disposals and Capital Receipts

3.2.1 The Council has made no acquisitions in Quarter 4.

3.2.2 The Council has made three asset disposals during Quarter 4.

- Land at Japan Road, Gainsborough
- Land at Wilson Street, Gainsborough
- Heapham Road, Gainsborough

3.2.3 Capital Receipts - The total value of capital receipts for the year total £0.478m relating to;

- £0.130m from the Housing Stock Transfer Agreement share of Right to Buy receipts,
- £0.023m loan repayments
- £0.325m asset sale proceeds

4. TREASURY Q4 REPORT INCL MONITORING – Quarter 4 (April - March)

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

4.1 There have been no breaches of Prudential Indicators. However, on the 30 March 2020 an urgent Delegated Decision was signed off to increase our Treasury Counterparty limits:

- Upper investment limits with AAA rated Money Market Funds to be raised, £7.5m from £5m
- Lloyds Bank, our bankers, raised to £2m current account, £7.5m deposit account (increased from £1m and £5m respectively)

These changes were required for effective cash management due to receiving circa £20m in Grants from Government in relation to Covid-19 initiatives.

4.2 Economic Background (Appendix 1)

4.3 Interest Rate Forecasts (Further Detail Appendix 2)

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

Link Asset Services Interest Rate View								
	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 Month LIBID	0.45	0.40	0.35	0.30	0.30	0.30	0.30	0.30
6 Month LIBID	0.60	0.55	0.50	0.45	0.40	0.40	0.40	0.40
12 Month LIBID	0.75	0.70	0.65	0.60	0.55	0.55	0.55	0.55
5yr PWLB Rate	1.90	1.90	1.90	2.00	2.00	2.00	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50

4.4 Interest received has been in excess of the 7 day average libid benchmark at the end of March (0.53%) with an average yield of 1.713% (including CCLA) and 0.753 (excluding CCLA) for Quarter 4.

- 4.5 The overall weighted average interest rate on all treasury investments for the year is 1.655% and has generated circa £0.267m in investment interest.

4.6 Investments

The table below details cash movements affecting total amounts invested, including the Councils bank balance.

Investment Movements	Q3 £'000	Q4 £'000
Investments B/fwd (at 31.3.2019 incl bank)	14,265	14,265
Less Capital expenditure	-14,241	-18,029
Add Borrowing in year	5,500	9,000
Less Net Revenue Expenditure	-8,319	-13,418
Add Net Collection Fund Movement (Council Tax/NNDR)	12,042	16,681
Add Working Capital Movement	2,370	3,171
Investments c/fwd (at 31.3.2020 incl bank)	11,617	11,670

The Council held investments of £11.600m in addition to a bank balance of £0.070m. The table below details where these investments were held as at Q4:

Investments at Q4	Q3 £'000	Q4 £'000
Lloyds Deposit Account	0	0
Lloyds (32 Day Notice Account)	3,000	800
Lloyds (95 Day Notice Account)	1,000	1,000
Lloyds Bank Account	87	70
LGIM Money Market Fund	2,530	2,800
CCLA Property Fund	3,000	3,000
Santander (365 day Notice Account)	2,000	0
Thurrock Council	0	1,000
Cheshire East Council	0	1,000
Kirklees Council	0	2,000
Total	11,617	11,670

4.7 Investment in Local Authority Property Fund (CCLA)

The total the Council has invested now stands at £3m. Interest is receivable on a quarterly basis with Q4 due in April. We estimate that the total interest on investment for the year will be circa £0.159m.

In recent weeks, the effects of Covid-19 (coronavirus) have resulted in a sharp fall in economic activity and in significant declines in the value of many assets.

These changes will be reflected in property valuations, however, at present, the sheer pace of change in the investment environment and the relative infrequency of transactions in the sector means that it is not possible for valuers to be confident that their valuations truly reflect prevailing conditions.

CCLA asset managers have a duty to ensure that all transactions in the property funds are conducted at prices which are accurate and fair to both holders and those wishing to purchase or sell units/shares.

In circumstances where that is not possible and where there is therefore a material risk of disadvantage to either party, CCLA are obliged to suspend transactions until the required level of certainty is re-established. No further investments or redemptions will be allowed until further notice.

4.8 **New External Borrowing**

Due to the overall financial position and the underlying need to borrow for capital purposes, the Council borrowed a further £3.5m from the Kettering Borough Council on 24/01/2020. The borrowing has been taken for a period of 1 year at a rate of 1.02%. This brings the total external borrowing to £20m, PWLB £16.5m and other Local Authorities £3.5m.

4.9 **Total Prudential Borrowing at Q4.**

	Q3	Q4
Prudential Borrowing	£'000	£'000
Total External Borrowing	16,500	20,000
Total Internal Borrowing	18,094	13,381
Total Prudential Borrowing	34,594	33,381

4.10 **Borrowing in advance of need**

The Council has not borrowed in advance of need.

4.11 **Compliance with Treasury and Prudential Limits**

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

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

The prudential and treasury Indicators are shown below.

	Original £'000	P1 £'000	Q2 £'000	Q3 £'000	Q4 £'000
Treasury Indicators					
Authorised limit for external debt	48,519	48,519	48,519	48,519	48,519
Operational boundary for external debt	43,184	42,809	40,588	39,165	37,906
External Debt	33,863	30,292	28,189	23,198	20,000
Long term Leases	0	0	0	0	0
Investments	(9,527)	(9,528)	(13,706)	(12,866)	(11,670)
Net Borrowing	24,336	21,034	14,483	10,312	8,330
Prudential Indicators					
Capital Expenditure	21,698	32,062	22,655	22,263	18,029
Capital Financing Requirement (CFR)*	43,184	42,810	40,589	39,165	37,906
<i>Of Which Commercial Property</i>	22,999	22,999	22,999	22,999	21,602
Annual change in CFR*	13,672	19,726	17,505	16,082	14,824
In year borrowing requirement	33,863	30,292	28,189	23,198	20,000
Under/(over)borrowing	9,321	12,518	12,400	15,967	17,906
Ratio of financing costs to net revenue stream*	4.00%	1.69%	1.89%	1.49%	1.46%
Incremental impact of capital investment decisions:					
Increase/Reduction (-) in Council Tax (band change per annum)	(£0.31)	(£3.30)	(£6.33)	(£7.20)	(£7.26)

4.12 Due to the timing of this report the Monthly Investment Review report for March has yet to be published.

APPENDIX 1: Detailed economic commentary on developments during quarter ended 31 March 2020

During the quarter ended 31 March 2020 (*quarter 1 of 2020*):

- Lockdowns were put in place across much of the world to counteract the spread of the coronavirus;
- The UK government announced a fiscal package two-and-a-half times the size of that seen in 2008/09;
- Bank Rate was cut from 0.75% to 0.10% and the Bank of England restarted quantitative easing (QE);
- There was a significant tightening in financial conditions;
- Equity prices and sterling plunged;
- Unemployment benefit claims shot up;
- Disinflationary pressures intensified.

The policy response unveiled in response to the coronavirus crisis has been unprecedented in both its speed and scale. We estimate the UK government's fiscal package is now worth £119bn (5.3% of GDP), two-and-a-half times the size of that seen after the financial crisis in 2008/09.

The Bank of England has shown too that it is willing to do whatever it takes to support demand and to keep the financial markets functioning smoothly. In the space of a few weeks, it has slashed Bank Rate from 0.75% to its estimate of the effective lower bound of 0.10%, announced an increase in QE of £200bn, at least as large as the QE packages announced after the 2008 financial crisis. It has also unveiled three new measures to help firms struggling with cash flow problems. First, it launched a Term Funding Scheme with incentives for Small and Medium-sized Enterprises. Second, the Bank has reduced the so-called countercyclical capital buffer from 1% to 0% until at least March 2022. And third, it has set up a new Covid Corporate Financing Facility (CCFF), to provide unlimited liquidity for banks.

Taken together, this spectacular fiscal and monetary support gives us more confidence that the economy will recover reasonably quickly once the virus has been brought under control and that this economic and health crisis will not morph into a full-blown financial and banking crisis. Indeed, the actions of central banks around the world has helped to steady the mood in the markets this week, with the FTSE 100 – which was down by 34% between 31st December 2019 and 20th March – and other risky assets rallying. In the UK, banks have already borrowed a record £11bn for three months from the Bank of England via its Contingent Term Repo Facility. In addition, the Bank of England is expected to start providing loans directly to businesses soon via the new CCFF. Its plan to start buying corporate bonds again (as part of the £200bn of asset purchases it has already pledged) should help narrow credit spreads too.

Even so, policymakers' work may not yet be done. The Government has already effectively nationalised the rail network for six months. It may eventually be forced to bail out the UK's airlines, large tracts of the bus network may be temporarily nationalised for six months, and more help may be on the way for UK charities. What's more, although LIBOR and corporate bonds spreads have not risen further in recent days, they have not fallen back much either and remain at levels not seen since the financial crisis, raising the risk of a drying up in the supply of credit. Should these spreads widen further, or gilt yields spike again like they did two weeks ago when the 10-year gilt yield reached 1.00%, then

we expect the Bank to do more by providing more liquidity and/or increasing its asset purchases.

More powerful options would be to follow the US Federal Reserve and announce open-ended QE or copy the Bank of Japan and implement yield curve control. The latter would require the Bank to pledge as much QE as needed to keep gilt yields below a certain rate. Bank of England Governor Andrew Bailey is against the nuclear option of helicopter money. But with the government's budget deficit set to blow out by around £190bn this year and the Bank due to buy £200bn of assets, the lines between monetary and fiscal policy are already very blurred.

But for all the firepower they have deployed, neither the Chancellor nor the Bank of England can prevent the coming recession. So far, we have little evidence of the size of the likely slump in economic activity. But with the economy stagnating in Q4 and in January, we know that the economy headed into the crisis on a weak footing. The 0.0% m/m change in GDP in January was particularly worrying as we had expected the year to start on a strong note before the hits from the floods and coronavirus began to be felt.

And households' balance sheets looked fragile even before the coronavirus. The household saving ratio of 6.2% in Q4 2019 was still a long way below its average since 1997 of around 8%. Meanwhile, the underlying current account deficit, (excluding the non-monetary gold component), was still about 3% of GDP in Q4, which partly explains why the pound has been hit so hard recently, with the sterling trade-weighted index having fallen by 9.4% between the end of last year and March 20th. At least the 2.4% rise in profits in the year to Q4 suggests that businesses were reasonably healthy going into the crisis.

Meanwhile, the scale of the declines in the timelier indicators that we track means it's all but certain the economy is now contracting. The plunge in the composite PMI, from 53.0 in February to 37.1 in March, left the index at its lowest level since the series began in 1998. And this survey was conducted between 12th-20th March, even before the UK entered into a full lockdown on 23rd March. High frequency indicators such as restaurant bookings and cinema visits have since dropped to zero now that dine-in restaurants and cinemas have closed. And traffic volumes at peak time are just a fraction of their normal levels.

Following the enforced closure of almost all non-food stores, we now expect an eye-watering fall in retail sales in the region of 30% m/m in April. **And we have pencilled in a total fall in output of 15% q/q in GDP in Q2, which would be unprecedented in size and pace. This is well in excess of the 6% fall in the financial crisis and the 8% drop in the Great Depression. And it could be much bigger.**

As the economy heads into recession, disinflationary pressure is also likely to be rife. The collapse in economic activity, spike in unemployment and slump in oil prices look set to push CPI inflation down from 1.7% now to around 0.5% in August, with the risk that inflation falls to, or below zero. The initial fall will mostly be due to the more immediate energy effects linked to the plunge in oil prices. But as the hit to demand feeds through later in the year, core inflation (exc. energy, food, alcohol and tobacco) looks set to drop from 1.6% in February to about 1.0% by the start of 2021. **This means that even by 2021, there may be little pressure on the Bank of England to raise interest rates from the current all-time low of 0.10%.**

Of course, activity should rebound once the containment measures are lifted. In particular, the real estate sector and big-ticket durable goods producers should regain some lost ground, as those people who didn't lose their jobs and income during the recession make delayed purchases.

But even with these stimulus measures in place, we are sceptical we will see a perfect V-shaped recovery in the second half of the year for a few reasons. First, we can only guess at how long schools, shops, restaurants or factories will be closed. Each extra month of school closures could knock another 2.5% off quarterly GDP. And the longer the recession, the more likely there will be some lasting economic and

psychological scars. Second, the lesson from China is that the recovery may be uneven, with production rebounding first and consumer spending being slower to recover.

And third, we are getting more concerned that when it comes to unemployment the horse may have already bolted. Before the government announced its Coronavirus Job Retention Scheme on 20th March, in which the government pays 80% of the salaries of furloughed workers, in the 9 days to 16th March the number of applications for the Universal Credit scheme (which provides unemployment benefits) shot up from a normal rate of 50,000 a week to 477,000. So it appears that many people have already lost their jobs or expect to.

So a swift recovery is not guaranteed. Some businesses won't survive, some workers will lose jobs, and both may take a while to regain their willingness to spend. **Overall, while we assume that GDP will recover reasonably quickly in the second half of 2020, it may be a few years before the economy reaches the level it would have done had the coronavirus shock not happened.**

And there will of course be big economic and political questions that will need to be answered once the virus fades, including how the UK will tackle the increase in the debt burden and if it will embrace a further bout of austerity. We estimate that the budget deficit will soar, probably from 2% of GDP now to almost 11% of GDP, higher than the 10.2% peak seen after the financial crisis. The government debt to GDP ratio will probably jump from 77% to about 105%, the highest since the 1960s. This has led the ratings agency Fitch to downgrade UK government debt from AA to AA-.

This is not an immediate problem as the markets' ability to absorb this debt won't need to be tested. In fact, the Bank of England's huge QE programme means that it will Hoover up these new bonds. Further down the line, though, the government will be faced with an unenviable choice of whether to let debt be eroded only very gradually by economic growth, to try to inflate it away or to resort to more austerity.

APPENDIX 2: Detailed commentary on interest rate forecasts

Our treasury management advisers, Link Asset Services provided us on 31 March with the following update to their interest rate forecasts.

Comparison of forecasts for Bank Rate today v. previous forecast								
	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
30.3.20	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
31.1.20	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00
change	-0.65	-0.65	-0.65	-0.65	-0.90	-0.90	-0.90	-0.90

The world has changed considerably since we undertook our last interest rate forecasts and newsflash on 31 January. We are now in a completely different environment where interest rate forecasting is much more problematic and tentative than it is in normal circumstances. The scale of both Government and Central Bank intervention that we have recently seen is historic in its magnitude. What you find in this newsflash, therefore, is a set of forecasts that reflect the latest known situation with regard to coronavirus, and its likely impact on economies around the world given the unprecedented lock-downs now being put in place by many governments.

The new set of forecasts will be subject to change if materially new information/policies come to light. Pragmatically, we are also only going to give forecasts for two years ahead in view of the exceptional levels of uncertainty at the current time.

For now, we are making an assumption that the coronavirus will be “defeated” in the UK over a 6 to 12 months period, either through lock-downs and/or the invention and distribution to the general population of a vaccine. However, no one can be 100% confident that the virus will not return before a vaccine is available and widely used, and so there may be a requirement for further lock-downs despite all our best efforts. In addition,

- We can expect to see on-going market volatility, and therefore the potential for on-going Government and Central Bank intervention as required, for perhaps up to a year but also possibly longer;
- The MPC will aim for very loose monetary policy, primarily through the use of quantitative easing, in order to maintain low yields/funding costs to help support businesses and to also maintain appropriate levels of liquidity;
- We will, therefore, most likely have a very flat yield curve for at least a year before investors are sufficiently confident to push for higher yields in order to hold existing and additional debt incurred in putting measures in place to fight coronavirus.
- Bank Rate will stay at 0.1% for the next two years and any yield steepening will only arise after it is apparent that the end of the coronavirus epidemic is in sight;
- The measures recently introduced by Government to underpin the job security of both PAYE workers and the self-employed will be extended past 12 weeks if necessary;

- Inflation will stay below 2% and wage increases will be tepid in the face of economic uncertainty and a steady rise in unemployment;
- The economy is likely to take a considerable time to recover lost momentum;
- Brexit will still go ahead but the original timeframe may be impacted;
- There will be a recession in world growth in 2020; growth is unlikely to recover quickly.

LINK ASSET SERVICES' FORECASTS

Gilt yields and PWLB rates

The general situation is for volatility in bond yields to endure as investor fears and confidence ebb and flow between favouring relatively more “risky” assets i.e. equities, or the “safe haven” of government bonds. The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently.

Our forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU, (apart from the departure of the UK), within our forecasting time period, despite the major challenges that are looming up, and that there are no major ruptures in international relations, especially between the US and China, North Korea and Iran, which have a major impact on international trade and world GDP growth.

Our revised forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The table below is for PWLB Certainty Rates for non-HRA borrowing (currently gilts plus 180 basis points).

Link Asset Services Interest Rate View								
	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 Month LIBID	0.45	0.40	0.35	0.30	0.30	0.30	0.30	0.30
6 Month LIBID	0.60	0.55	0.50	0.45	0.40	0.40	0.40	0.40
12 Month LIBID	0.75	0.70	0.65	0.60	0.55	0.55	0.55	0.55
5yr PWLB Rate	1.90	1.90	1.90	2.00	2.00	2.00	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50

In addition, the following rates also apply:

- **PWLB Standard Rate** is gilts plus 200 basis points (G+200bps)
- **PWLB HRA Standard Rate** is gilts plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilts plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

Our target borrowing rates and the current PWLB Certainty Rates are set out below.

PWLB debt	Current borrowing rate as at 30.03.20	Target borrowing rate now (end of Q2 2020)	Target borrowing rate previous (end of Q2 2020)
5 year	1.91%	1.90%	2.30%
10 year	2.08%	2.10%	2.50%
25 year	2.56%	2.50%	3.00%
50 year	2.28%	2.30%	2.90%

Borrowing advice: As our long-term forecast for Bank Rate is now 2.00%, and all PWLB Certainty Rates (gilts plus 180bps), are close to or above 2.00%, there is reduced value in borrowing from the PWLB at present unless it is borrowing which would be eligible for the lower margins over gilts of 100, 80 or 60bps, or unless certainty against budgetary provision is required. (Please note the Government Consultation in respect of the future rates to be offered on General Fund PWLB borrowing closes on 4 June.).

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts. Negative, (or positive), developments could significantly impact safe haven flows of investor money into UK, US and German bonds and produce shorter term movements away from our central forecasts.

Our interest rate forecast for Bank Rate is normally in steps of 25 bps whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps.

APPENDIX 3: Approved countries for investments as at 31 March 2020

Clients may wish to inform members of changes to their approved list of countries for investments.

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Hong Kong
- France

AA-

- Belgium
- Qatar
- U.K.

Note that the UK has been downgraded from AA to AA- in the above list

APPENDIX 4

REVENUE - ALREADY APPROVED

Budget underspends to be carried forward into 2020/21 which have been approved during the year are provided below for information only.

BASE BUDGET C/FWDS APPROVED IN YEAR			Final 19/20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Our Council	Corporate Management - Finance	174	Any Board Budget savings (business case development) will be carried forward. Original funding from Earmarked Reserves.
Prosperous Communities	Our People	Community Action	10	Employment & Skills budget £10k - from CS04/4401. Balance to be cfwd approved by MT 25.11.19 FIN/126/20
Prosperous Communities	Our People	Housing Strategy	39	Selective Licensing - to fund fixed term posts.
TOTAL			223	

USE OF EARMARKED RESERVES			Final 19/20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Our Council	Register of Electors	3	Spend on agency staff for 20/21.
Corporate Policy & Resources	Our People	Customer Services	20	Vacancy in year to carry forward to fund post in 2020/21.
Corporate Policy & Resources	Our Place	Admin Buildings	2	DD-4-20 approved £25k to refurbish Exec Office 1. This is the remaining budget that will be spent in 20/21 on chairs.
Prosperous Communities	Our People	General Grants etc	189	Balance on Community Grants budget. Grants to be issued early 20/21.
Prosperous Communities	Our People	General Grants etc	45	Rural Transport Programme (use of EMR 3 yrs up to 31st March 2020 approved by CPR 04.05.17).
Prosperous Communities	Our People	General Grants etc	13	Use of EMR approved by CPR 06.02.19 (FIN/138/18). Remaining balance of Community Payback budget to be cfwd pending further report .
Prosperous Communities	Our Place	Economic Development	18	Request c/fwd of unspent Invest Gainsborough 2 project budget (HCA grant received in 15/16).
TOTAL			290	

APPENDIX 4

REVENUE - APPROVED BY MANAGEMENT TEAM 30.03.20 (FIN/194/20)

Bids for budget underspends to be carried forward into 2020/21 which were approved by Management Team are as follows;

BASE BUDGET C/FWDS APPROVED BY MT			Final 19/20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Investment Income	Investment Properties	6	c/fwd budget for works at 5-7 Market Place as will continue into 20/21.
Corporate Policy & Resources	Our Council	Corporate Systems	26	Request to cfw unspent telephony project budget for continued development during 20/21.
Corporate Policy & Resources	Our Council	ICT Services	7	Request c/fwd of unspent revenue budget due to timing of spend.
Corporate Policy & Resources	Our Council	Systems Development	5	Unspent Document Management budget c/fwd to cover extended period in 20/21 due to CRM delays.
Corporate Policy & Resources	Our People	Customer Services	8	Request to c/f full Alysium monies for CRM preparation.
Corporate Policy & Resources	Our People	Customer Services	5	c.fwd request for salary savings in year to cover additional CRM/Service Redesign resources in 20/21.
Prosperous Communities	Our People	Cemeteries and Churchyards	10	Memorial testing: this will all need slipping as the works are scheduled to take place Spring 2021.
Prosperous Communities	Our People	Cemeteries and Churchyards	28	Repairs and maintenance. The majority of this budget will need to be slipped as the major works cant be undertaken in the Winter. Will have costings/timings once Bruton Knowles provide their condition survey report.

APPENDIX 4

REVENUE - APPROVED BY MANAGEMENT TEAM 30.03.20 (FIN/194/20)

Bids for budget underspends to be carried forward into 2020/21 which were approved by Management Team are as follows;

BASE BUDGET C/FWDS APPROVED BY MT			Final 19/20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our People	Commercial Waste Services	3	Officer approved training (MBA) deferred start from November 2019 until May 2020 for personal reasons. Officer is match funding the course. Steve has confirmed his acceptance and making payment shortly.
Prosperous Communities	Our People	Environmental Initiatives	24	Footpath & refurbishment work at Ashcroft Road Park-slipped as didn't receive any tenders for 1st procurement exercise. Hope to complete by Easter 19.
Prosperous Communities	Our People	Housing Strategy	20	Housing Stock Condition Survey - to be carried out 2020/21.
Prosperous Communities	Our People	Private Sector Housing Renewal	10	Approved corporate training deferred until 20/21.
Prosperous Communities	Our People	Waste Management	7	Supplier will not be able to supply the annual clothing order by 31/03/2020. This is due to the Corona virus, as our supplier is inundated with requests for other more priority items. Order will be fulfilled but this may be end of April/May.
Prosperous Communities	Our Place	Culture & Heritage	110	Mayflower project spend to be spent on 4 events in 2020/21.
Prosperous Communities	Our Place	Development Management	3	c/fwd unspent monies on Local Plan evidence base on sports provision (FIN-130-20).
Prosperous Communities	Our Place	Economic Development	19	Unspent Place Board budget c/fwd to 2020/21.
Prosperous Communities	Our Place	Economic Development	11	Unspent Gainsborough Regeneration Programme budget to be spent in 2020/21.
TOTAL			302	

APPENDIX 4

CAPITAL - PENDING APPROVAL BY CORPORATE POLICY & RESOURCES COMMITTEE 23.04.20

Bids for budget underspends to be carried forward into 2020/21 which require Corporate Policy and Resources Committee approval are as follows;

Approval to Invest - Stage	Original Budget 2019/20 £	Revised Budget 2019/20 £	Final Outturn £	Over / (Underspend) £	Carry Forward Requests £
Stage 4 Projects	1,483,513	0	0	0	0
Stage 3 Projects	17,250,845	20,336,522	16,713,243	23,122	(3,646,401)
Business as Usual Projects	1,116,600	1,357,241	1,307,884	(58,968)	9,611
Approved to Invest	19,850,958	21,693,763	18,021,127	(35,846)	(3,636,790)
Stage 2	947,300	865,000	8,000	0	(857,000)
Stage 1	898,860	160,500	0	0	(160,500)
Pre-Stage 1	0	0	0	0	0
Total Pipeline Investment	1,846,160	1,025,500	8,000	0	(1,017,500)
Total Capital Programme Gross Expenditure	21,697,118	22,719,263	18,029,127	(35,846)	(4,654,290)

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

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