

Guildhall Gainsborough
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AGENDA

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

Corporate Policy and Resources Committee
Thursday, 17th June, 2021 at 6.30 pm
Council Chamber - The Guildhall

Available to watch live via: <https://west-lindsey.public-i.tv/core/portal/home>

Members:

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

1. Apologies for Absence

2. Public Participation Period

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

3. Minutes of Previous Meeting/s

To confirm as a correct record the Minutes of the previous meeting.

i) For Approval

Corporate Policy and Resources Committee meeting 15 April 2021 (PAGES 3 - 8)

ii) For Noting

Joint Staff Consultative Committee meeting on 25 March 2021 (PAGES 9 - 13)

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

Large Clear Print: Braille: Audio: Native Language

4. **Declarations of Interest**
Members may make declarations of Interest at this point or may make them at any point in the meeting.
5. **Matters Arising Schedule** (PAGE 14)
Setting out current position of previously agreed actions as at 9 June 2021
6. **Public Reports for Approval:**
- i) Replacement Document Management System (PAGES 15 - 19)
 - ii) Budget and Treasury Monitoring Final Outturn 2020/21 (PAGES 20 - 48)
 - iii) Progress and Delivery Report Quarter Four, 2020-21 (PAGES 49 - 91)
7. **Committee Work Plan** (PAGES 92 - 95)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 9 June 2021

Corporate Policy and Resources Committee – 15 April 2021
Subject to Call-in. Call-in will expire at 5pm on 28 May 2021

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held virtually via MS Teams on 15 April 2021 commencing at 6.30 pm.

Present: Councillor Mrs Anne Welburn (Chairman)
Councillor Jeff Summers (Vice-Chairman)

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

In Attendance:

Tracey Bircumshaw	Assistant Director of Finance and Property Services and Section 151 Officer
Sue Leversedge	Business Support Team Leader
John Bingham	Assistant Data Protection and Freedom of Information Officer
Ele Snow	Democratic and Civic Officer
James Welbourn	Democratic and Civic Officer

Apologies: Councillor Matthew Boles

84 REGISTER OF ATTENDANCE

The Democratic and Civic Officer undertook the register of attendance for Members and Officers alike, with each person confirming their presence.

85 PUBLIC PARTICIPATION PERIOD

There was no public participation.

86 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 11 February 2021 were approved as a correct record.

87 DECLARATIONS OF INTEREST

There were no declarations of interest.

88 MATTERS ARISING SCHEDULE

The schedule of matters arising setting out the position of previously agreed actions as at 7 April 2021 was **NOTED**.

89 INFORMATION MANAGEMENT AND PROTECTION POLICY

The Committee gave consideration to a report regarding the review of the Information Management and Protection Policy, introduced by Councillor D. Cotton as Chairman of the Joint Staff Consultative Committee. Councillor Cotton took the opportunity to introduce John Bingham, Assistant Data Protection Officer and to record thanks to Steve Anderson, the recently retired Data Protection Officer. In explaining the essence of the review being as a result of the UK leaving the European Union, Councillor Cotton moved the recommendations as printed.

Members thanked the Assistant Data Protection Officer for a clear report and enquired whether there was any implication for Members. It was highlighted that this was not a new policy, it had been in place for several years but had been recently reviewed. It was confirmed that it was intended for there to be an additional guidance document produced for Members and on induction, Members were provided with the relevant policies and training opportunities.

With no further comment it was

RESOLVED that:

- a) the reviewed Information Management and Protection Policy be approved;
and
- b) delegated authority be granted to the Chief Executive to make minor housekeeping amendments to the policy in future, in consultation with the Chairman of the Corporate Policy and Resources Committee and the Chairman of the Joint Staff Consultative Committee.

90 BUDGET AND TREASURY MONITORING PERIOD 4 2020/21

The Committee heard from the Business Support Team Leader regarding the Budget and Treasury Monitoring report for period four of the 2020/2021 financial year. She explained that the report provided an oversight of financial performance for the areas of revenue, capital and treasury management. She explained that the report had been completed before the accounts closed and that the final report would be presented to the Committee in June. She detailed the following oversights per area.

Revenue

- Revised Budget 2020/2021 report on 5 November 2020 approved a net movement to General Fund Balances of £0.783m. Forecast movements against the revised budget were:
- ‘Business as Usual’ Revenue Forecast Out-Turn (after carry forwards) - Surplus £0.54m. However, a further £0.157m of carry forwards had been approved by the Management Team from the overall surplus position (as detailed at Appendix 2), therefore, £0.383m would be the contribution to the General Fund Working Balance (2.06% of Net Revenue Budget – see 2.1 for details of significant variances).
- Forecast pressure above Covid-19 LA Support Grants £0.222m. This was a reduction of £0.226m against the pressure forecast for the revised budget at the midyear point (see 2.2.6 for details). Within this figure, there was £0.461m of unallocated LA Covid Support Grant (£1.496m received during 2020/2021). This balance was to be held within the Covid reserve to support ongoing costs of the pandemic.
- Carry forwards approved during the year of £1.033m (see Appendix 2 for details). This was in addition to the £0.326m approved at the mid-year review. Total carry forwards for the year £1.359m.
- Remaining net surplus of £1.643m (including carry forwards) to be transferred to the General Fund Balance, in addition to the £0.783m movement approved for the Revised Budget 2020/2021 – a total of £2.426m. This would result in a forecast Fund balance as at 31 March 2021 of £6.523m.

Capital

- Capital Forecast Out-Turn: £8.653m, a variance of £5.46m against current budget £14.113m, this was made up of:
- Anticipated Slippage of £5.442m (see section 3.1.2)
- Bring forward from 21/22 budget of £0.104m in relation to Private Sector Renewal and Disabled Facilities Grant (see section 3.1.2)
- Underspend of £0.011m on two schemes (see section 3.1.2):
 - Vehicle Replacement Programme £0.010m
 - Capital Enhancements to Council Owned Assets £0.001m
- Overspend on two schemes of £0.007m (see section 3.1.2)
 - Flooding resilience £0.005m
 - Leisure facilities-Market Rasen £0.002m
- Schemes that had now closed £0.0194m (Telephony)
- Approval was also sought to transfer £0.0146m from Trinity Arts Centre capital scheme to the revenue budget and a request was made for £0.020m of funding to be

made available from reserves for the contribution to Richmond House Conservatory.

Treasury Management

- Treasury Management Report and monitoring:
- Average investment interest rate for Jan to March was 0.763%
- Total Estimated Investments at the end of Quarter 4 £19.69m
- The council's prudential borrowing position reflected actual borrowing undertaken from the Public Works Loans Board (PWLB)/Other Local Authorities and the amount of internal borrowing required to meet the actual costs of borrowing up to 31 March 2021.

The Chairman thanked the Officer and invited comments from Members of the Committee.

Note: Councillor D. Cotton declared a non-pecuniary interest as he undertakes services at the crematorium.

Councillor Cotton then commented that it was unexpected to have monies unallocated under the covid support grant. It was clarified that the council had been developing a fluid discretionary grant scheme as time progressed in order to ensure those that required financial support were able to access it. The funds had been distributed to communities and businesses as quickly as had been possible and there was ongoing work to ensure those who did not meet the criteria could be supported under the discretionary grant scheme.

There was extensive discussion regarding the arrangements for the Market Rasen Leisure Centre and the details of recovering costs against borrowing. It was highlighted that the site was a council asset and the company running the leisure centre were managing the premises on behalf of the council. Any borrowing costs would be the responsibility of the council however costs generated by the contract for managing the site would help offset the cost of borrowing. Following further questions as to the repayment of the borrowing, it was clarified that the lifespan of the building was in excess of the contract length and it was never the intention for the management contract to repay the borrowing. Again, it was stated that the leisure centre was a council owned asset and the contract was for the site to be managed, not to take on the costs of the construction or associated borrowing.

A Member of Committee enquired as to the layout of the report and whether there was any merit in separating the information into different reports. Officers explained this had been the approach in the past however, given the interlinking information Members had chosen to receive the single report. This could be reviewed should Members wish to address it differently. Members confirmed they were satisfied with the current layout.

There was a question regarding the arrangements for Richmond House and the £20k contribution towards a conservatory. It was explained that the council owned Richmond House and it was leased to Gainsborough Town Council. It was used for weddings and the proposal was to build a conservatory at a cost of £60k, to be paid equally by the Town, District and County Councils. It was acknowledged that the conservatory would be an enhancement to the building as an asset of the council.

In response to a question about the use of reserves, Members heard that the council had acquired a number of properties and the debt against those was similar to the arrangements of a personal mortgage in that money could be paid off the borrowing. As a portfolio, assets had increased in value but there was a cost to recover.

Members also enquired as to the details of the costs of planning appeals and whether costs were likely to be recovered. It was explained that whilst the details of specific appeals were not provided, it was unlikely that costs would be recovered.

A Member of the Committee noted the details of the success of cash investments and whether there was scope to invest more money in CCLA at this time, as this provided the majority of the interest. Members heard that it was necessary to be mindful of security and liquidity of cash assets and to invest more in CCLA could limit access to funds if needed in the future. Although the interest rate was favourable, there would be no additional funds invested. This was noted to be a favourable approach, with the council avoiding having 'all its eggs in one basket'.

Councillor O. Bierley noted the importance of the recommendation regarding the bid to the Levelling Up Fund. He explained this bid was important for the future of West Lindsey, with the fund being designed to assist those areas that were at risk of being 'left behind' in terms of development and progression. He noted there would be further communications shared with all Members and also took the opportunity to move all recommendations en bloc.

There were final comments regarding a potential small overspend for Officer time regarding the leisure facility; this was confirmed to be as a result of unexpected delays on the construction.

Having been moved and subsequently seconded, with thanks to Officers for a comprehensive report, the Chairman undertook the vote and it was

RESOLVED that:

Revenue:

- a) Members accept the forecast out-turn position of a £0.54m net contribution to reserves as at 31st March 2021 (see Section 2) relating to business as usual activity.
- b) Members approve the use of Earmarked Reserves of £0.683m and £0.024m from in year surpluses (2.4.1) for the purpose of making a voluntary revenue provision – total £0.707m.
- c) Members accept the contribution to General Fund Balances (2.4.2), and Earmarked Reserves (2.4.3).
- d) Members approve the amendment to the Fees and Charges schedule for the Crematorium (2.3.2), to be effective immediately and recommend to Council that any new Fees and Charges be implemented immediately.

- e) Members accept the Revenue budget carry forwards of £1.033m approved in year (Appendix 2).
- f) Members note the commitment of £125k to support the development of a bid to the Levelling Up Fund, as approved by Delegated Decision (2.5.2).

Capital:

- g) Members accept the current projected Capital Outturn as detailed in 3.1.2.
- h) Members approve the capital budget carry forwards of £5.442m detailed at 3.1.3.

Treasury:

- i) Members accept the report, the treasury activity and the prudential indicators.

91 COMMITTEE WORK PLAN

The Committee gave consideration to the work plan for upcoming meetings and it was duly **NOTED**.

The Chairman brought the meeting to a close thanking James Welbourn for his support to the Committee over recent years and to wish him well for the future.

The meeting concluded at 7.18 pm.

Chairman

WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held virtually via MS Teams on Thursday, 25 March 2021 commencing at 4.00 pm.

Members: Councillor David Cotton (Chairman)
Councillor Matthew Boles
Councillor Mrs Jackie Brockway
Councillor Mrs Jessie Milne

Representatives of Union members: James Deacon (Vice Chairman)

Representatives of Non-union staff: Amy Potts

In attendance: Alan Robinson, Director of Corporate Services and Monitoring Officer
Emma Redwood, Assistant Director People and Democratic Services
Robert Gilliot, Waste and Recycling Team Manager
John Bingham, Assistant Data Protection and Freedom of Information Officer
Ele Snow, Democratic and Civic Officer

35 REGISTER OF ATTENDANCE

The Democratic and Civic Officer undertook the register of attendance and all Members and Officers confirmed their attendance individually.

36 MEMBERS' DECLARATION OF INTEREST

There were no declarations of interest.

37 MINUTES

RESOLVED that the minutes of the meeting of the Joint Staff Consultative Committee held on Thursday, 21 January 2021 be approved as an accurate record.

38 MATTERS ARISING SCHEDULE

There were no outstanding matters arising.

39 **CAPABILITY POLICY**

The People and Organisational Development Manager introduced a report regarding the updated Capability Policy. She explained this was not a new policy but a review had been undertaken in line with document management procedures. She stated there were no legislation changes or amendments which effected the emphasis of the policy. There had been some minor housekeeping amendments, such as changes of job titles, and further clarity had been added regarding the stages of a capability review.

A Member of the Committee enquired as to the involvement of the Team Leader in a capability review and queried whether this should be from a separate team. It was explained that the reference to the Team Leader had been a job title change and in terms of seniority, this was the level at which capability reviews had always been conducted.

With no further questions and having been moved and seconded, with a unanimous vote it was

RESOLVED that:

- a) Members, unions and staff representatives support and recommend the changes to the Employee Capability Policy to Corporate Policy & Resources Committee for adoption; and
- b) Delegated authority be granted to the Chief Executive to make minor housekeeping amendments to the policy in future, in consultation with the Chairman of CP&R committee and the Chairman of JSCC.

40 **DEPOT RELOCATION UPDATE**

The Committee heard from the Waste and Recycling Team Manager regarding the progress of the new depot. He showed the Committee pictures of the construction so far and explained the intention behind creating space for a one way system which would eliminate the need for vehicles to reverse, which was one of the main hazards. He explained there had been a slight delay due to the pandemic with a revised completion date of October 2021. The Committee heard that consultation with affected staff had begun in December. There had been no response so the Waste and Recycling Team Manager had made contact individually with each person. Those who had raised concerns had then had 1-2-1 meetings with the Assistant Director of Commercial and Operational Services. In addition to the staff consultation, the applications for all relevant site licences were underway and the next update would be brought to committee in the summer.

Members of the Committee thanked the Waste and Recycling Team Manager for his presentation and enquired as to details of the new depot in

terms of whether there were exclusive areas for different staff. It was explained that the kitchen and staff areas were for all operatives.

Aspects of current operations were enquired about, such as the street cleansing in Gainsborough and the future use of the two existing sites. It was confirmed that options were being looked at for storage in Gainsborough for the hand barrows and of the two existing sites, the lease was due to run out on one and the other would become part of the strategic assets portfolio. The Chairman enquired as to transport for those who lived and worked locally, it was confirmed that a survey had been undertaken and in fact there was at least one operative who had been motivated to get his licence in readiness for the move.

With no further questions, the contents of the report were **NOTED**.

41 **INFORMATION GOVERNANCE HANDBOOK**

The Committee heard from the Assistant Data Protection/FOI Officer regarding the introduction of the Information Governance Handbook for Officers. He explained that the aim was to have a quick reference point for Officers in order to increase efficiency, personal knowledge and to minimise the need for Officers to seek assistance from the Data Protection Officer. He explained the handbook would be shared across all forms of communication, such as email and the staff website and it would be a part of the induction pack for new starters.

Members of the Committee were satisfied with the level of information in the document and felt it would be a useful tool for Officers. It was noted that the definition of information governance could be given earlier in the document. A Member of the Committee also enquired as to whether the 'right to object' ever hampered the work of the Officers or council. It was explained that, in the time the Assistant Data Protection Officer had worked for the council, he had not received any 'right to object' challenges, however it would not stop usual functions being carried out.

In response to positive comments on the document, it was explained that the Assistant Data Protection Officer was considering a similar version for Members, however this was a work in progress. With regard to the recommendations of the report, the Monitoring Officer explained that as the handbook was an internal guidance document rather than a policy, it was not required to continue to the Corporate Policy and Resources Committee, however, the next item on the agenda, as a policy document, would progress through the Committee schedule.

RESOLVED that:

- a) the new handbook be supported for formal adoption; and
- b) any future housekeeping amendments be delegated to the

Chief Executive in consultation with the Chairman of the Joint Staff Consultative Committee.

42 **INFORMATION MANAGEMENT AND PROTECTION POLICY**

The Assistant Data Protection / FOI Officer introduced a report on the review of the Information Management and Protection Policy. He explained it was not a new policy but there had been changes made with regard to terminology, mainly as a result of the UK leaving the European Union.

A Member of the Committee enquired as to what protections were in place for when Officers left the council or moved teams. It was explained that there was a robust leavers process in place which ensured rights of access were removed and handed to another team member. In relation to moving between teams, it was explained that Team Managers should ensure access rights be amended according to each team. The Monitoring Officer added that the council devices were not personal devices and as such, they were returned to the council when an Officer left employment and that ensured they could no longer access council information.

The Chairman read aloud the recommendations and it was unanimously

RESOLVED that

- a) the amendments to the IMAP Policy be supported and recommended to the Corporate Policy and Resources Committee for formal adoption; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairs of the JSCC and CP&R Committees.

43 **WORK PLAN**

The Committee heard that there would be some additional items on the work plan for future meetings, such as further updates on the depot.

The Committee work plan was duly **NOTED**.

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

The date and time of the next meeting of the JSCC, to be held on Thursday, 27 May 2021, 4pm was **NOTED**.

The Chairman concluded the meeting with thanks to all who had been involved over the past year, Officers and Members alike. He offered special thanks to Alan Robinson, for whom this was his last meeting, and the

Chairman thanked him for his support and assistance over the years.

Councillor J. Milne added her thanks and requested that it be put on record the appreciation to all Officers across the council for their fortitude and commitment over the previous 12 months. She wished to express that Officers had kept the council afloat and been an absolute credit to the organisation.

This was wholeheartedly supported and thanks offered all round.

The meeting closed at 4.40 pm.

Chairman

Corporate Policy & Resources Committee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

Recommendation: That members note progress on the matters arising and request corrective action if necessary.

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	Home Choices P and D	At the committee meeting on 5 November, the Senior Performance Officer informed Members that a supplementary paper on Home Choices would be submitted for the next P and D report. The Home Choices Manager to be invited to committee to answer any questions.	Information contained within report presented at 17 June.	17/06/21	Ellen King
Black	CPR Budget recommendation	At the meeting in February the following extra recommendation was agreed as part of the CPR budget paper: "Recommend that a future strategic forum or workshop, in advance of setting the budget, take place, for members to discuss and debate the contents of any future budget."	Tentative date of November has been discussed to allow for enough time to feed into Budget process.	01/06/21	Tracey Bircumshaw



**CORPORATE POLICY AND
RESOURCES COMMITTEE**

Thursday, 17 June 2021

Subject: Replacement Document Management System

Report by:

Assistant Director – Change Management &
Regulatory Services

Contact Officer:

Jeannette Anderson
Corporate Systems Development

jeannette.anderson@west-lindsey.gov.uk

Purpose / Summary:

To gain approvals to spend upto£70,000 from
reserves for the implementation costs of the
Document Management System.

RECOMMENDATION(S):

- 1. Members are asked to approve a capital budget and expenditure of up to £75,000 for the implementation of a replacement Document Management System, funded from the IT reserves £70,000 and General Fund Balance £5,000.**

IMPLICATIONS

Legal: None,

Financial : FIN/26/22/A/SSc

The capital programme 2021/22 includes for the replacement of the current Idox Document Management System.

The report requests the drawdown of £70k from ICT Reserve (RE101) to fund the implementation of the OneCouncil document management system (DMS). In addition it is prudent to allow a further £5,000 for additional consultancy days if required to be funded from General Fund balances.

The replacement DMS being considered is an extension of the functionality of our new OneCouncil Enterprise Resource Planning (ERP) system to include a document management system, which will meet all our current and future requirements.

There will be a slight increase in annual maintenance cost of £900 per annum which will be met within existing budgets.

There will be efficiency saving as the new DMS would not incur in house support and maintenance cost from our IT team (of which a small amount is in staff resources and the remained are savings from not having an on-premise server with licences), of approximately £44k a year. This saving will only be realised when the server portfolio is refreshed and this server is removed from the network and therefore future costs are not incurred.

The specification for the new DMS system has been developed with in consultation with all services currently using the Idox DMS, that this will replace.

Staff resources for this project will be met from existing resources.

Staffing : The implementation team will be resourced from within the System Development team, and service area users will need to be involved during the design and testing stages. It is unlikely that backfilling will be required for the service areas as their involvement is limited to 12 hours for the design and approximately 5 hours each service for testing.

The System Development team are adequately resourced to deliver this project.

Equality and Diversity including Human Rights : none

Data Protection Implications : An information assurance risk assessment is completed for every system implementation.

Climate Related Risks and Opportunities:

“The cloud is revolutionizing the IT industry in many ways. Customers consume 77% fewer servers, 84% less power and reduce carbon emissions by 88% by using the cloud, and there is no denying that its positive impact on the environment is just another one of its many positive attributes”.

[<https://www.missioncloud.com/blog/5-reasons-why-the-cloud-is-environmentally-friendly> 2021]

Section 17 Crime and Disorder Considerations: None

Health Implications: None

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

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Risk Assessment : None

Call in and Urgency:

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

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

Yes

No

X

Key Decision:

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

Yes

No

X

1 Introduction

- 1.1 The Idox document management system was implemented in 2008, and is an “on-premise” system. This system is now old and not fit for purpose without further upgrades. The IT strategy is to move applications, where appropriate, to the cloud.
- 1.2 There is now an opportunity to extend the functionality of our new OneCouncil Enterprise Resource Planning (ERP) system, to include a document management system, which will meet all our current and future requirements.
- 1.3 The new system will realise future efficiency savings because it will link to our new Customer Relationship Management system as well as providing the functionality for the OneCouncil system. The software will be maintained by the supplier rather than internal IT staff. It is important that all our documents are stored centrally to provide robust records management and that retention policies can be easily managed and adhered to.

2 Background

- 2.1 The new system’s annual maintenance costs (£23,878) is slightly higher than we currently pay (£23,000), however this can be met out of existing revenue budgets.
- 2.2 Whilst the Idox system’s annual maintenance is slightly lower, the upgrades are a further £6,000 normally every two years. In the new system any upgrades are included in the annual costs.
- 2.3 The current system is also experiencing a lot of system downtime with its public module (planning applications being viewed online). Whilst every effort over the last 12-18 months has been made to identify these issues, they are still ongoing.

3 Findings

- 3.1 A soft market test using 9 suppliers to identify that a new system if procured, and implemented could cost the council up to £466,000. The Idox system cost £180,000 to implement around 12 years ago, which was the suppliers’ costs only and no internal resourcing costs.
- 3.2 TechnologyOne who supply our ERP system has indicated that the implementation costs would be £70,000. The price reflects the collaborative approach both partners want to take and are adopting currently whilst developing the finance and performance modules of the OneCouncil system WLDC would be the first council in the UK to use their product as a corporate DM system. Whilst the system is used widely in Australia, we would become a reference site for the company in this regard. It is prudent to allow a further £5,000 for additional consultancy days should the project require it.

- 3.3 The £70,000 is available within the ICT Reserve and has been earmarked for this project, in addition to £5,000 from the General Fund Balance, if these costs are realised.
- 3.4 A detailed proposal and a contract variation document has been received from TechnologyOne (procured from the GCloud 11 Framework) estimating the implementation price of £69,813. The project is due to start in July with a go-live date of March 2022. The standard time for this implementation is normally 6 months, but we have an extra 2 months to ensure we meet the March go live date.
- 3.5 It is intended to give notice to Idox in January to cancel the April renewal.
- 3.6 Engagement with services affected by this change from Idox to Technology1 Document Management System, will be undertaken in accordance with both the Change Management and Stakeholder Engagement Plans
- 3.7 Services within the scope of this project include;
- Development Management
 - Building Control
 - Land Charges
 - HR
 - Housing, Licensing & Environmental Health
 - Waste Services
- Finance is within Idox but this category is being phased out and is now included in the new OneFinance system

Recommendation

- 1. Members are asked to approve a capital budget and expenditure of up to £75,000 for the implementation of a replacement Document Management System, funded from the IT reserves £70,000 and General Fund Balance £5,000.**

Agenda Item 6b



**Corporate Policy and
Resources**

Thursday, 17 June 2021

Subject: Budget and Treasury Monitoring Final Outturn 2020/2021

Report by:

Section 151 Officer

Contact Officer:

Sue Leversedge
Business Support Team Leader

sue.leversedge@west-lindsey.gov.uk

Purpose / Summary:

This report sets out the final budget outturn position for revenue and capital 2020/2021, and requests approval for transfer to General Fund working balances.

RECOMMENDATION(S):

- a) Members accept the out-turn position of £2.783m gross contribution to reserves against the revised budget for 2020/2021 (£3.240m against the original budget).
- b) Members approve £1.369m be transferred to the General Fund Working Balance.
- c) Members accept the use of Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (Section 5).
- d) Members' accept the final capital outturn position of £9.034m (Section 3).
- e) Members' accept the final treasury management indicators (Section 6).

IMPLICATIONS

Legal: None arising as a result of this report

Financial : FIN/12/22/SL

The Council approved a revenue budget, including Council Tax charges, for 2020/2021 of £14.357m at its meeting in March 2020 (£14.783m 2019/2020). There was no requirement to utilise the General Fund Balance to provide a balanced budget. The budget was revised in November 2020 to £20.525m to reflect the significant impact Covid-19 was having on both our income and expenditure. The actual outturn has realised a surplus of £2.783m, £1.414m of which relates to one off budget provision for the delivery of projects which span financial years and will therefore be carried forward. This leaves a remaining surplus budget of £1.369m (7% of the Revised Revenue Budget) to be transferred to the General Fund Working Balance which now stands at £7.338m. The total amount of the General Fund Reserves is £26.546m (£20.020m 2019/2020).

The forecast outturn position for 2020/2021 was presented to this Committee on 15 April 2021 as part of the Budget and Treasury Management Monitoring report for Quarter 4 2020/2021.

The forecast outturn position at that time, for Business as Usual activity, was a net contribution to reserves of £0.540m.

The purpose of this report is to present to Members the final outturn position for the year, following the closure of accounts. The final outturn position is a net contribution to reserves of £1.389m, an increase of £0.849m from the previous forecast, as detailed at 2.2.

Appendix 3 Summary Outturn Position, includes:

1. Table to show the summary outturn position including the figures approved for the revised budget in November 2020 (Mid-Year Review), and the final movements against the revised budget.
2. Table to show the forecast outturn position presented at Quarter 4, and the movement to the final outturn position for 2020/2021.

CAPITAL

The capital outturn position for 2020/2021 has moved since the Quarter 4 reporting. The outturn is £9.034m variance against revised budget of £14.113m. Final net carry forwards total £4.955m (£5.442m Quarter 4). The main scheme variation relates to the Depot, due to the pace of construction being faster than anticipated, therefore Work in Progress accruals were higher than forecast.

£0.124m is the final net underspend position on scheme budgets.

Staffing :

Salary budgets for 2020/2021 were set based on an estimated 2% pay award. The actual pay award for the year is 2.75%.

There is a 2.33% surplus of £0.295m (£0.061m at mid-year review plus £0.234m final outturn.) for the year against original salary budgets as a result of staff turnover. This is comparable to the 2% (£0.184m) Vacancy Factor included within the 2021/2022 Budget.

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

Data Protection Implications : None arising as a result of this report.

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

Section 17 Crime and Disorder Considerations: None arising as a result of this report.

Health Implications: None arising as a result of this report.

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

Risk Assessment: This is a monitoring report only.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. EXECUTIVE SUMMARY

This report provides the oversight of financial performance for:

REVENUE

The Council set a budget of £14.357m at its meeting in March 2020. Due to the significant financial impacts of the Covid-19 response and recovery, the Budget was revised by the Corporate Policy and Resources Committee at its meeting in November 2020 to £20.525m. The final outturn position has realised a surplus of £2.783m.

The Revised Budget 2020/2021 report on the 5th November 2020 approved a net movement to General Fund Balances of £0.457m. Final movements against the revised budget are:

- 'Business as Usual' Revenue Forecast Out-Turn (after carry forwards) - Surplus £1.389m. However, a further £0.157m of carry forwards has been approved by the Management Team from the overall surplus position, therefore £1.232m will be the contribution to the General Fund Working Balance (7.78% of Net Revenue Budget – see 2.1 for details of significant variances).
- Final pressure above Covid-19 LA Support Grants £0.311m. This is a reduction of £0.137m against the pressure forecast for the revised budget at the mid-year point (see 2.4 for details).
- Carry forwards approved during the year of £1.414m.
- Remaining net surplus of £1.369m to be transferred to the General Fund Balance, this is in addition to the £0.457m approved for the Revised Budget 2020/2021 (total of £1.826m) – This will result in a General Fund balance as at 31 March 2021 of £7.338m.
- In 2021/2022, excluding carry forwards and other approved use of the General Fund Balance, the remaining balance is £3.885m, £1.385m above the Minimum Working Balance of £2.500m.

CAPITAL

- Capital Actual Out-Turn – Final outturn £9.034m (Budget £14.113m), variance of £5.079m, of which a net £4.955m is requested for carry forward/claw back and £0.124m being net underspends on scheme budgets. The main variation to that previously reported is the Depot scheme with construction being faster than anticipated resulting in higher Work in Progress accruals than forecast.

2. FINAL REVENUE BUDGET OUTTURN 2020/2021

The final Revenue outturn for 2020/2021 is a net contribution to reserves of £1.369m as detailed in the table below. This is after taking account of £1.414m of budget carry forwards.

SERVICE CLUSTER	2020/2021			
	Original Budget	Revised Budget	Actual Outturn	Outturn Variance
		£	£	£
Our People	1,513,200	2,196,700	1,479,077	(717,623)
Our Place	3,870,100	4,503,164	3,862,250	(640,914)
Our Council	5,851,600	6,116,800	5,100,474	(1,016,326)
Controllable Total	11,234,900	12,816,664	10,441,801	(2,374,863)
Corporate Accounting:				
Interest Receivable	(250,300)	(214,000)	(259,747)	(45,747)
Interest Payable	983,000	465,600	224,076	(241,524)
Investment Income	(1,624,700)	(1,258,600)	(1,289,097)	(30,497)
Precepts and Levies	2,505,000	2,508,400	2,508,389	(11)
Statutory Accounting:				
Capital Expenditure Charged to General Fund	5,737,200	5,737,200	1,575,608	(4,161,592)
Movement in Reserves:				
To / (From) General Fund	445,500	653,000	646,784	(6,216)
Use of Specific Reserves	(6,395,300)	(7,585,535)	(3,318,698)	4,266,837
Contribution to Specific Reserves	1,478,000	7,158,971	4,600,308	(2,558,663)
Repayment of Borrowing	243,700	243,700	258,635	14,935
Net Revenue Expenditure	14,357,000	20,525,400	15,388,058	(5,137,342)
Funding Total	(14,357,000)	(20,525,400)	(18,171,137)	2,354,263
NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR	0	0	(2,783,079)	(2,783,079)

Carry Forwards - approved Mid-Year Review	325,700
Carry Forwards - approved in year	294,200
Carry Forwards - approved at year end	623,500
Carry Forwards - use of Earmarked Reserves	169,900
Net Contribution	(1,369,779)

2.1 The significant movements since Quarter 4 reporting being;

Cluster	EXPENDITURE	Total £000	Direction of Travel
BUDGET UNDERSPENDS			
	Salary (<i>savings</i>) / pressure.	(£234)	↑
Interest Payable & Receivable	Reduction in the credit loss provision for Housing Benefit debt.	(£237)	New
Our Council	Crematorium - savings on operational costs i.e. promotional and marketing project postponed to 21/22.	(£38)	↑
Our Council	Property Services - underspends across properties on repairs and maintenance and utilities.	(£28)	New
Our People	Grant Funding to support Community Centre deficit.	(£31)	New
Our Place	Development Management - service expenditure savings including appeal costs and legal services.	(£55)	New
Our Place	Fuel - impact of low fuel prices.	(£21)	↓
PRESSURES			
Movement in Reserves-MRP	Voluntary Revenue Provision of £707.2k - £683k from Valuation Volatility Reserve and £24.2k from in year surplus.	£24	↔
Our People	Installation of barriers at the 2 leisure centre sites.	£14	↑
	Various forecast outturn variances <£10k	(£159)	↑
		(£765)	

Cluster	INCOME	Total £000	Direction of Travel
BUDGETED INCOME EXCEEDED			
Funding - Government Grants	Grant income received in year from Government.	(£85)	New
Interest Received	Interest Receivable.	(£34)	↓
Investment Income	Investment Property - additional income of £20k plus savings on expenditure £17k	(£37)	New
Our Council	Increase in bulky waste collections, and sale of new/replacement bins.	(£39)	↑
Our Council	Local Tax Collection - Summons & Committal Costs Recovered.	(£25)	New
Our Council	Property Services - £28k additional income due to alignment of property rental income to financial accounting years. £9k other income.	(£37)	New
Our People	Housing Benefits - forecast net subsidy position.	(£62)	↑
Our People	Trinity Arts Centre - Cultural Recovery Fund.	(£111)	↑
Our Place	Street naming and Numbering income.	(£13)	↔
Our Place	Planning Fee income - large planning applications received earlier than anticipated.	(£92)	↓
Our Place	Recharge to Outbreak and Prevention grant for officer time.	(£63)	↑
Our Place	Shopping Trolley reclaimed income.	(£26)	↔
		(£624)	
TOTAL VARIANCE		(£1,389)	

2.2 The movement of (£0.849m) from the Net Contribution to General Fund Balances of (£0.540m) reported on 15 April 2021 (Quarter 4) to this Committee is due to;

Expenditure:		£ 000
Reduction in the credit loss provision for Housing Benefit debt		(237)
various forecast outturn variances <£10k		(105)
Increase in salary savings		(85)
Development Management - service expenditure savings incl. legal and appeal costs		(55)
Grant funding to support Community Centre deficit		(31)
Property Services - underspends on service costs incl. repairs and maintenance and utilities		(28)
Crematorium operational savings		(6)
Installation of barriers at 2 leisure centre sites		(3)
Fuel		5
		(545)
Income:		£ 000
Housing Benefits - final net subsidy position		(131)
Grant income received from Government (windfall income)		(85)
Investment Property income		(37)
Property Services - additional rental income due to alignment of rent to accounting years		(37)
Recharge to Outbreak and Prevention grant for officer time, and project expenditure		(28)
Local tax collection - summons & committal costs recovered		(25)
Increase in bulky waste collections		(5)
Trinity Arts Centre - Cultural Recovery Fund (contribution to base budgets)		(5)
Interest receivable		7
Planning fee income		18
Building Control income		24
		(304)
		(849)

2.3 On the 5th November 2020, this Committee approved the revised budget for 2020/2021, which resulted in a net transfer of £0.457m to the General Fund Balance.

The total movement to General Fund Balances (including carry forwards) is:

TOTAL CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES FOR YEAR 2020/2021	
Business as Usual (less cfwd request from in-year surplus)	(2,091)
Will Bequest - set aside for agreed purpose	(46)
Covid Implications	311
Carry Forwards	(1,414)
NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:	(3,240)
(Increase) / Decrease from Mid-Year Review Revised Budget 2020/2021	(2,457)

2.4 Financial Implications of Covid-19

The tables below present the financial impacts of Covid-19 on the Council during 2020/2021.

The final impact on the General Fund Balances of £0.311m relates, in the main, to income losses which are not eligible to be reclaimed through the Governments Compensation for Loss of Sales, Fees and Charges scheme i.e. investment property income, property rental income and market stallage fee income. These losses were offset by £0.2m from the Commercial Contingency fund following the mid-year review.

We were able to claim £0.452m compensation for lost sales fees and charges during the year. This was against actual losses of £0.798m. We are required to stand the first 5% of our original budget for the areas where the income loss has occurred (£0.196m), and then compensation is based on 75% of the remaining balance. The impact on our General Fund Balances is £0.346m.

Full Year 2020/21 Financial Summary		£000
Total Covid-19 pressure to date		1,825
LA Covid Support Grant		(1,496)
Unallocated LA Covid Support Grant to Earmarked Reserves		434
Additional grant for loss of income		(452)
Net Unfunded Covid-19 Shortfall		311

Covid-19 Pressures	2020/21 Actuals £000
Loss of income due to service closures / changes - services covered by Sales, Fees and Charges Grant	798
Loss of Income - other service closures / changes	251
Loss of Income - bad debt provision	70
Loss of Income - dividends and investment returns	57
Cost Pressures - Covid costs funded from Support Grant	1,062
Cost Pressures - Impact on Projects	133
Other Income Received to Support Services	(249)
Savings	(297)
Total Pressures	1,825

Our achievements over the pandemic are illustrated below:

Coronavirus



How has the council supported our communities over the last year?

<p>We have paid £124,000 in Council Tax Discretionary Hardship payments, assisting 207 council taxpayers.</p>	<p>We have processed over 66,500 payments via our website and over the phone</p>	<p>Our Councillor Initiative Fund has awarded 76 grants totalling £24,773</p>	<p>36 community groups have been supported by the covid-19 community grant scheme totalling £96,269</p> 
<p>24 customers have benefitted from Winter Payment grants totalling £12,000 and additional LCC grant payments have totalled £59,850 to 133 customers.</p>	 <p>Our grants team has paid out 6,357 business grants totalling over £25.9m</p>	<p>8 community defibrillators were installed providing reassurance to rural communities in Grayingham, Market Rasen, Nettleham, Glentworth and North Carlton</p> 	<p>15 community match funding grants have been awarded totalling £67,396</p> <p>A total of 160 households were prevented from becoming homeless in the last 12 months</p>
<p>We have responded to 875 reports and complaints about Covid related issues</p>	<p>Our Waste teams have collected 33,949 tonnes of waste between April 2020 and April 2021</p> 	<p>2,729 Building Control inspections have been undertaken in the last 12 months, with the vast majority taking place in person in line with COVID-19 guidelines.</p> 	<p>There have been a total of 4,718 confirmed COVID cases in the district</p>
<p>Working with the NHS we have set up 3 Covid testing sites</p>	<p>95% of our office based staff have worked virtually to ensure continued service delivery</p>	<p>We have paid out £66,000 in test and trace payments assisting 132 customers with a £500 grant.</p>	<p>We have cleared 2894 reported instances of fly-tipping since March 2020</p>

Other Items for Information

2.5 Planning Appeals

Period	Number of Appeals	Allowed	Dismissed
March	4	1	3

There is one live application for costs.

2.6 Grants – Successful Grant Bids and New Grant Determinations

The following grants have been received/awarded during this period:

Department for Work and Pensions	Name of Grant	£
Greater Lincolnshire Local Enterprise Partnership	Gainsborough Growth Project 1b - GLLEP	2,749,347
Ministry of Housing, Communities & Local Government	Covid - Local Restrictions Support Grant (Addendum Lockdown)	2,089,239
Ministry of Housing, Communities & Local Government	Covid - Income compensation for lost sales, fees & charges income	428,884
Sports and leisure Management Ltd	Contribution to capital works at Leisure Centre	133,790
Ministry of Housing, Communities & Local Government	Test & Trace - Parent & Guardian	79,000
Ministry of Housing, Communities & Local Government	Neighbourhood Planning Grant	40,000
Education and Skills Funding Agency	Apprenticeship Levy	22,661
Department for Work and Pensions	HB Admin Grant	19,192
Ministry of Housing, Communities & Local Government	DCLG CTAX Family Annex	12,811
Ministry of Housing, Communities & Local Government	Test & Trace Support Grant - Main Scheme Top Up	12,500
Ministry of Housing, Communities & Local Government	Test & Trace Support Grant - Discretionary Scheme Top Up	9,500
Ministry of Housing, Communities & Local Government	DCLG Transparency New Burdens	8,103
Lincolnshire County Council	Test & Trace - Winter Grant Payment Scheme	8,000
Ministry of Housing, Communities & Local Government	Test & Trace - Parent & Guardian Admin grant	7,126
Misc Developers	CIL - WLDC Admin	3,069
Ministry of Housing, Communities & Local Government	Protective Plus Fund	1,203
		5,624,425

3. CAPITAL UPDATE 2020/2021

3.1.1 There has been some movement on the Capital Outturn since the forecast presented in the quarter 4 monitoring report. The Capital out-turn for schemes totals £9.034m against a revised budget of £14.113m. This has resulted in a variance of £5.079m, of which a net £4.955m is requested for carry forward/claw back and £0.124m being net underspends on scheme budgets.

3.1.2 Carry Forward of £5.064m (£5.442m approved at Quarter 4), is detailed in the table below, with the most significant being;

- £0.170m Gainsborough Heritage Regeneration – THI delays on scheme due to Covid-19.
- £0.610m Gainsborough Growth –Grant for development (Cinema) – delays with the purchase of land.
- £0.415m Riverside Walkway Acquisition – construction works to commence in 2021/2022
- £0.814m Depot – due to be operational November 2021.
- £0.199m CCTV Expansion – expenditure to be incurred in 2021/2022
- £0.175m Living Over the Shop – applications received but spend anticipated 2021/2022.
- £1.975m Housing Infrastructure (Southern SUE) – Work is on track but payment expected 2021/2022
- £0.207m Customer Relationship Management System
- £0.210m Carbon Efficiency – Parish Street Lighting. Due to Covid-19

delaying the procurement process this will now be carried out in 2021/2022

The above carry forwards total £4.775m - the remaining £0.289m is made up of several small carry forward requests.

Included in the net carry forward amount in the monitoring table at 3.1.3 are claw backs totaling £0.109m. This funding will be brought forward from 2021/2022 for the following schemes:

- £0.054m Disabled Facilities Grant
- £0.055m Private Sector Renewal

There is a net underspend position of £0.123m across a number of schemes.

The Capital Outturn position is detailed in the tables below:

Capital Investment Programme 2020/21 (Page 1 of 2)

Corporate Priority / Scheme	Actuals to 31/03/2021	Original Budget 2020/21	Revised Budget 2020/21	Final Outturn 2020/21	Over / (Underspend)	Carry Forward Requests/ Drawbacks
	£	£	£	£	£	£
Vulnerable Groups & Communities						
Flooding Resilience	40,449	0	50,000	40,449	(9,551)	0
Health and Wellbeing						
Disabled Facilities Grants	554,707	840,631	500,000	554,707	0	54,707
Private Sector Renewal	196,345	100,000	141,640	196,345	0	54,705
Social Housing Scheme	1,000,000	300,000	1,000,000	1,000,000	0	0
Leisure Facilities - Market Rasen	1,052,530	0	1,104,182	1,052,530	(51,652)	0
Economy						
Crematorium	0	0	0	0	0	0
Gainsborough Shop Front Improvement Sch	12,287	40,000	15,000	12,287	0	(2,713)
Saxilby Industrial Units	0	0	0	0	0	0
Made in Gainsborough	60,041	0	60,000	60,041	41	0
The Sun Inn - Capital Grant	25,413	0	58,269	25,413	0	(32,856)
Riverside Walk Acquisition	51,791	0	493,500	51,791	(26,709)	(415,000)
Trinity Arts Centre Improvement Projects	63,191	250,000	102,800	63,191	(14,609)	(25,000)
Public Safety & Environment						
Vehicle Replacement Programme	79,000	0	89,000	79,000	(10,000)	0
Depot Review	2,455,282	4,600,000	3,269,527	2,455,282	0	(814,245)
CCTV Expansion	0	0	199,265	0	0	(199,265)
Housing Growth						
Unlocking Housing - Living over the Shop	0	100,000	175,000	0	0	(175,000)
Gainsborough Regeneration - Bowling Green Road (Refcus)	2,162,000	2,162,000	2,162,000	2,162,000	0	0

Capital Investment Programme 2020/21 (Page 2 of 2)

Corporate Priority / Scheme	Actuals to 31/03/2021	Original Budget 2020/21	Revised Budget 2020/21	Final Outturn 2020/21	Over / (Underspend)	Carry Forward Requests/ Drawbacks
	£	£	£	£	£	£
Finances						
Car Park Strategy Investment	0	0	0	0	0	0
Capital Enhancements to Council Owned Assets	13,580	110,000	15,000	13,580	(1,420)	0
Carbon Efficiency	0	0	0	0	0	0
Financial Management System	71,850	220,000	125,000	71,850	0	(53,150)
Customer						
Telephony (incl. Contact Centre)	0	19,400	19,400	0	(19,400)	0
Income Management	0	0	48,650	0	0	(48,650)
3D Secure	0	0	12,000	0	0	(12,000)
Staff & Members						
Public Sector Hub - Property	0	100,000	0	0	0	0
Firewall Update	36,789	17,000	36,789	36,789	(0)	0
Customer Relationship Management System	159,200	280,000	366,000	159,200	0	(206,800)
Storage Refresh	0	80,000	210,000	0	0	(210,000)
Investment						
Commercial Investment - Property Portfolio	0	7,000,000	0	0	0	0
Total Capital Programme Gross Expenditure - Stage 3 and BAU	8,034,454	16,219,031	10,253,022	8,034,454	(133,300)	(2,085,268)

Stage 2	1,000,000	4,042,775	3,815,000	1,000,000	10,000	(2,825,000)
Stage 1	0	352,300	45,000	0	0	(45,000)
Pre-Stage 1	0	3,503,513	0	0	0	0

Total Capital Programme Gross Expenditure	9,034,454	24,117,619	14,113,022	9,034,454	(123,300)	(4,955,268)
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4. STATUTORY REQUIREMENTS TO PUBLISH;

SECTION 137 EXPENDITURE, BUILDING CONTROL ACCOUNT

We are required to publish the following data on our website as part of Statutory Requirements, annually each year. They are included in this report for information.

4.4 SECTION 137 EXPENDITURE

Section 137 of the 1972 Local Government Act (as amended) empowers local authorities to make contributions to certain charitable funds AND not for profit bodies providing a public service in the United Kingdom. For 2020/2021, the maximum amount allowable is £8.32 per head of population (94,869) which equates to £0.789m.

The Council's expenditure in 2020/2021 under this power was £0.268m (£0.389m in 2019/2020).

The data published on the website includes details of contributions paid during 2020/2021, and is included as **Appendix 1** to this report for information.

4.5 BUILDING CONTROL ACCOUNT

The Building Control Regulations 2010 requires authorities to publish a financial statement relating to the building regulations chargeable and non-chargeable account. The following statement shows the deficit for the chargeable and non-chargeable work for the year 2020/21.

	Chargeable 2020/21 £'000's	None Chargeable 2020/21 £'000's	Total 2020/21 £'000's
Expenditure for year	222	162	384
Income for year	(227)	0	(227)
(Surplus)/Deficit for year	(5)	162	157

4.6 Community Infrastructure Levy (CIL)

Following a change in the CIL Regulations 2010 (as amended). The Government have introduced a new reporting requirement called an Infrastructure Funding Statement (IFS), which includes Section 106 monitoring and must be published on or before the 31st December of that year. The IFS for 2019/2020 is now published on the Council's website and the IFS for 2020/2021 will be published on or before 31st December 2021.

A summary of the CIL receipts and expenditure for financial year 2020/2021 is included at **Appendix 2**.

5. Use of Reserves – Delegated Decision

5.1 The Chief Finance Officer has used delegated powers to approve the use of earmarked reserves up to £0.05m.

- £0.012m from Investment for Growth reserve. Townscape Heritage Initiative (THI) revenue spend.

5.2 Contributions to Reserves

• Contributions to Reserves

- (£0.028m) reduction in movement to Finance Budget Risks reserve. LA Covid Support grant unallocated at year end to be transferred to reserves to support costs of Covid-19 in 2021/2022 (£461.6k reported Quarter 4 , final outturn £434.3k)
- £0.001m to Community Grants reserve. Funds generated from the Community Lottery scheme. The application of these funds to be determined by Members (£0.017m reported Quarter 4, final outturn £2.2k)

To Unapplied Grants Reserve

- (£0.008m) reduction in movement to Unapplied Grants. Balance of Council Tax Hardship Grant, no requirement to repay (£226.7k reported Quarter 4, final outturn £219.2k)
- £0.126m balance of National Leisure Recovery Fund (NLRf)
- £0.020m Covid Test & Trace grant – discretionary.
- £0.001m Self Isolation Funding (Test & Trace) – admin grant
- £0.992m Additional Restrictions Grant (ARG)

To NNDR (Business Rates) Volatility Reserve

- £0.199m 75% NNDR Tax Income Guarantee scheme income to reserves
- £0.090m additional expanded retail/nursery discount NNDR

6 FINAL TREASURY MANAGEMENT POSITION

It is a statutory duty of the Council to determine and keep under review the affordable borrowing limits. The Councils' approved Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy (TMS).

As at 31 March the Council held treasury investments (principle only) of some £16.820m (£11.600m 2019/20), with the average daily investments for the year being £21.167m (£16.403m 2019/20). This increase reflects the significant grant income we

received from Government in advance of distributions to businesses, and the vulnerable in addition to supporting our own additional costs and income losses. Interest from investment totalled £0.185m (£0.268m) at a weighted average interest rate of 0.0896% (1.655% 2019/20) reflecting the reductions in interest rates over the financial year.

Borrowing remains at £20m (£20m 2019/20) with £16.5m being held with the PWLB and £3.5m held with Kettering Borough Council. The average interest rate of the portfolio is 1.96% and cost £0.391m during the year.

The maturity analysis of borrowing is detailed below;

Maturity analysis of financial liabilities	31 March 2021 £'000
Less than 1 year	3,500
Between 1 and 2 years	0
Between 2 and 5 years	2,500
Between 5 and 25 years	5,500
Between 25 and 50 years	8,500
Total	20,000

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

The final prudential and treasury Indicators are shown below and take into account the outturn of the Capital Programme as detailed in section 3 of this report.

	Original £'000	P1 £'000	Q2 £'000	Q3 £'000	Q4 £'000	Q4 £'000
Treasury Indicators						
Authorised limit for external debt	55,307	55,307	55,307	55,307	55,307	55,307
Operational boundary for external debt	38,189	28,229	25,004	23,074	21,235	21,608
External Debt Investments	38,189 (13,321)	24,220 (12,066)	23,004 (14,726)	20,000 (16,481)	20,000 (19,690)	20,000 (16,872)
Net Borrowing	24,868	12,154	8,278	3,519	310	3,128
Prudential Indicators						
Capital Expenditure	24,118	14,028	14,023	9,738	8,653	9,034
Capital Financing Requirement (CFR)	50,307	45,862	40,146	38,701	38,155	38,526
<i>Of which relates to Commercial Property</i>	30,000	21,666	21,666	21,666	21,666	20,959
Annual change in CFR	9,937	7,956	2,240	795	249	620
External Debt	38,189	24,220	23,004	20,000	20,000	20,000
Under / (Over) Borrowing	12,118	21,642	17,142	18,701	18,155	18,526
Ratio of financing costs to net revenue stream	8.89%	6.07%	4.78%	4.84%	3.63%	7.41%
Incremental impact of capital investment decisions:						
Increase / (Reduction) in Council Tax (band change per annum)	£1.25	£0.74	£0.13	£0.01	£0.01	£0.02

The Ratio of financing costs to net revenue stream has increased due to applying £0.707m voluntary revenue provision in respect of the Council's Investment Commercial Properties financed by borrowing. This has in turn reduced the Capital Financing Requirement (CFR).

APPENDIX 1 : S137 EXPENDITURE

Section 137 of the 1972 Local Government Act (as amended) e

The Council's expenditure in 2020/2021 under this power was £

Journal Date	Amount	Reference
29/09/20	1,980.00	MFG20-21 03
10/12/20	1,100.00	CIF19-23 144 145 146
25/11/20	150.00	CIF19-23 139
19/11/20	100.00	CIF19-23 130
20/08/20	1,544.19	MFG20-21 01
01/04/20	(5,000.00)	N/A
30/07/20	400.00	CIF19-23 102
01/04/20	(1,974.00)	ATF17-18 06
15/02/21	645.00	CIF19-23 157
16/07/20	300.00	N/A
17/08/20	348.00	CIF19-23 108
27/04/20	5,866.92	MFG19-20 11
07/04/20	15,000.00	N/A
18/09/20	400.00	CIF19-23 122
06/07/20	(1,000.00)	CIF19-23 071 & CIF19-23 072
02/10/20	400.00	CIF19-23 106
04/01/21	8,000.00	MFG20-21 13
18/09/20	100.00	CIF19-23 120
30/07/20	200.00	CIF19-23 104
30/07/20	400.00	CIF19-23 105
11/01/21	341.09	CIF16-19 282
20/04/20	1,926.30	MFG17-18 13
18/12/20	400.00	CIF19-23 142
05/03/21	12,000.00	VCS19-22 02
06/10/20	1,200.00	MFG20-21 04
05/08/20	8,000.00	MFG19-20 19
31/03/21	75,000.00	N/A
10/12/20	600.00	CIF19-23 143
01/02/21	250.00	CIF19-23 154
29/12/20	491.76	CIF19-23 137
17/08/20	400.00	CIF19-23 109
30/10/20	1,200.00	CIF19-23 127 128 129
18/12/20	1,000.00	CIF19-23 149 150 151
03/04/20	500.00	CIF19-23 096 & 097
02/09/20	250.00	CIF19-23 116
30/04/20	3,378.19	MFG18-19 02
16/03/21	300.00	CIF19-23 165 166
14/09/20	600.00	CIF19-23 11
25/11/20	500.00	CIF19-23 140
03/04/20	500.00	CIF19-23 094 & 095
05/10/20	800.00	MFG19-20 18
20/05/20	200.00	CIF19-23 101
11/01/21	250.00	CIF16-19 282

31/12/20	2,000.00	MFG20-21 05
16/03/21	1,000.00	CIF19-23 163
07/05/20	200.00	CIF19-23 099
19/02/21	853.83	CIF19-23 155
22/02/21	131.70	CIF19-23 158
26/02/21	1,000.00	CIF19-23 160
07/08/20	500.00	CIF19-23 107
02/10/20	200.00	CIF19-23 123 & 124
24/11/20	750.00	CIF19-23 131 132 133
22/01/21	8,000.00	MFG19-20 14
06/04/20	200.00	CIF19-23 078
11/02/21	500.00	CIF19-23 156
02/03/21	500.00	CIF19-23 161
09/11/20	500.00	CIF19-23 110
16/03/21	4,000.00	MFG20-21 02
28/01/21	2,000.00	MFG20-21 08
22/02/21	231.00	CIF19-23 159
15/01/21	882.56	CIF19-23 153
25/08/20	1,000.00	CIF19-23 111-115
31/03/21	10,000.00	N/A
21/10/20	500.00	CIF19-23 126
15/04/20	25,000.00	VCS19-22 03
18/12/20	300.00	CIF19-23 141
03/04/20	990.00	CIF19-23 098
04/08/20	8,000.00	N/A
16/07/20	48,160.00	20/21-202
16/03/21	12,040.00	20/21-067

TOTAL: 268,486.54

empowers local authorities to make contributions to certain charitable

£268,486.54 (£389,416.36 in 2019/2020).

Source Account Name
SWALLOW & CUXWOLD VILLAGE HALL ASSOCIATION
ACIS GROUP LIMITED
ALL SAINTS DISTRICT CHURCH COUNCIL
ARMED FORCES COMMUNITY ADVICE SERVICE
BARDNEY GROUP PARISH COUNCIL
CALL CONNECT GAINSBOROUGH
CHERRY WILLINGHAM PARISH COUNCIL
CHERRY WILLINGHAM PARISH COUNCIL
CLAXBY PARISH COUNCIL
DUNHOLME BOWLS CLUB
ENCORE DANCE ACADEMY
FCC RECYCLING (UK) LTD
GAINSBOROUGH ADVENTURE PLAYGROUND ASSN
GAINSBOROUGH TOWN COUNCIL
GAINSBOROUGH TOWN COUNCIL
GAINSBOROUGH TRINITY FOUNDATION
GAINSBOROUGH TRINITY FOUNDATION
GRASBY PARISH COUNCIL
GREETWELL PARISH COUNCIL
GREETWELL PARISH COUNCIL
GREETWELL PARISH COUNCIL
KEELBY SPORTS ASSOCIATION
LEGSBY OLD SCHOOL COMMUNITY CENTRE
LINCOLN AREA DIAL A RIDE
LINCOLN RUGBY FOOTBALL CLUB
LINCOLNSHIRE COUNTY COUNCIL
LINCOLNSHIRE COUNTY COUNCIL
LINCOLNSHIRE YMCA LIMITED
LINWOOD PAROCHIAL CHURCH COUNCIL
MARKET RASEN SURGERY
MARKET RASEN TOWN COUNCIL
MARKET RASEN TOWN COUNCIL
MORTON PARISH COUNCIL
NETTLEHAM CRICKET CLUB
NETTLEHAM FOOTBALL CLUB
NETTLEHAM PARISH COUNCIL
NETTLEHAM PARISH COUNCIL
NIGELS COMMUNITY GROUPS
NORTH KELSEY PARISH COUNCIL
REEPHAM & CHERRY WILLINGHAM VILLAGE HALL
REEPHAM & CHERRY WILLINGHAM VILLAGE HALL
REEPHAM & DISTRICT TENNIS CLUB
REEPHAM PARISH COUNCIL

RHUBARB THEATRE
RIVERSIDE INDOOR BOWLS
ROSE LEISURE BOWLS CLUB
ROTHWELL PARISH COUNCIL
ROTHWELL PARISH COUNCIL
SAXILBY WITH INGLEBY PARISH COUNCIL
SCOTHERN CRICKET CLUB
SCOTTER BOWLS CLUB
SCOTTER FORWARD
SCOTTER WAR MEMORIAL PLAYING FIELD FUND
SHOOTING FISH THEATRE COMPANY
SLUMGOTHIC LTD
SLUMGOTHIC LTD
SOUTH KELSEY & MOORTOWN PARISH COUNCIL
SOUTH LAWRES YOUTH GROUP
STAINFIELD & APLEY VILLAGE HALL
SUDBROOKE PARISH COUNCIL
SWALLOW PARISH COUNCIL
TALL OAKS ACADEMY TRUST
THE CONSERVATION VOLUNTEERS
THE SALVATION ARMY
VOLUNTARY CENTRE SERVICES WEST LINDSEY
WADDINGHAM PARISH COUNCIL
WELTON FAMILY HEALTH CENTRE
WEST LINDSEY CHURCHES FESTIVAL
WEST LINDSEY CITIZENS ADVICE BUREAU
WEST LINDSEY CITIZENS ADVICE BUREAU

ble funds AND not for profit bodies providing a public service in the United Kingdom.

Narrative
Match Funding Grant Swallow & Cuxwold Village Hall
ACIS Group Limited
All Saints Parish Church Advent Trail
Armed Forces Community Advice Service Print Literature
Match Funding Grant Bardney Group Parish Council
Creditor accrual 19/20 - Call Connect Gainsborough
Speed Check Equipment
Access to Transport Fund Cherry Willingham Parish Council
Claxby Parish Council
Dunholme Bowls Club
Encore Dance Academy
Match Funding Grant Third Party Payment Keelby Village Hall
Voluntary & Community Sector Funding Gainsborough Adventure Playground Association (G
Gainsborough Town Council
Refund for Gainsborough Armed Forces Day Funds
Gainsborough Trinity Foundation
Match Funding Grant Gainsborough Trinity Foundation Winter Pressures
Grasby Parish Council
Greetwell Parish Council
Speed Check Equipment
Greetwell Parish Council Bulb Planting
Match Funding Grant Keelby Sports Association
Centre Repairs
Lincoln Dial-a-ride. Voluntary & Community Sector Core Funding
Match Funding Grant Lincoln Rugby Club
LCC Historic Places- Searching for Saxons WLDC Match Funding Grant
CallConnect 2020-2021 Funding Gainsborough Service
Beginnings Day Nursery Outdoor Play Equipment
Linwood Church of St Cornelius
Market Rasen Surgery
Market Rasen Town Council
Market Rasen Town Council
Morton Parish Council
Nettleham Cricket Club Replacement Netting
Nettleham Football Club
Nettleham Parish Council Match Funding Grant
Nettleham Parish Council
Nigels Community Groups
Covering Kelsey Wold North Kelsey PC Post Covid-19 Celebration
New Fence
Match Funding Grant Reepham & Cherry Willingham Village Hall
Reepham & District Tennis Club
Reepham Parish Council Bulb Planting

Match Funding Grant Rhubarb Theatre Company
Riverside Indoor Bowls
Rose Leisure Bowls Club
Rothwell Parish Council
Rothwell Parish Council Speed Sign
Saxilby with Ingleby Parish Council
Scothern Cricket Club
Scotter Bowls Club
Scotter Forward
Match Funding Grant Scotter War Memorial Playing Field
Shooting Fish Theatre Literacy Project
Slumgothic- Gainsborough Crisis Action Team Soup Kitchen
Slumgothic- Gainsborough Crisis Action Team Soup Kitchen
Covering Kelsey Ward Park Bench
Cherry Willingham PCC Match Funding Grant
Match Funding Grant Stainfield & Apley Village Hall
Sudbrooke Parish Council Christmas Tree Lights
Swallow Parish Council Child Bollards
Tall Oaks Academy Trust
Voluntary Community Sector Core Funding
The Salvation Army
Voluntary Centre Services Voluntary & Community Sector Funding
Phone Box Library
Welton Family Health Centre Seated Weighing Scales
Voluntary & Community Sector Funding West Lindsey Churches Festival 2020-2021
Voluntary & Community Sector Funding 2020-2021 Grant Funding
Voluntary & Community Sector Funding 2020-2021 Grant Funding

iAPA)

Community Infrastructure Levy (CIL)

Following a change in the CIL Regulations 2010 (as amended). The Government have introduced a new reporting requirement called an Infrastructure Funding Statement (IFS), which includes Section 106 monitoring and must be published on or before the 31st December of that year. The IFS for 2019/2020 is now published on the Council's website and the IFS for 2020/2021 will be published on or before 31st December 2021.

Below is a summary of the CIL receipts and expenditure for financial year 2020/2021.

Community Infrastructure Levy (CIL): Annual report for the reported year 2020/21

Section 1 - Receipts and expenditure

Receipts

Total receipts as at year end 19/20	£ 128,413.00
Total receipts received in year	£ 127,090.00
Total receipts as at year end 20/21	£ 255,503.00

Expenditure

Total expenditure on infrastructure (see section 2 for more information)	£ -
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Retained

Total infrastructure funding retained as at year end 19/20	£ 95,602.00
Total infrastructure funding collected in year	£ 101,353.00
Total infrastructure funding retained as at year end 20/21	£ 196,955.00

Section 2 - Items of Infrastructure funded with CIL

Infrastructure item	Recipient	Total CIL amount (a)	Amount allocated to repay money borrowed (b)	Amount of (b) that comprises interest on money borrowed (c)
None paid in 2020/21				

Section 3 - Administrative expenses

5% of CIL allocated

Total admin as at year end 19/20	£ 6,421.00
Total receipts received in year	£ 6,165.30
Total admin as at year end 20/21	£ 12,586.30

Section 4 - CIL passed to local councils

25% to Local Councils with Neighbourhood Plan, 15% to Local Councils without Neighbourhood Plan

Total CIL passed to local councils as at year end 19/20	£ 20,128.00
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Name of local council	CIL amount	Percentage
Bardney	£ 708.62	15%
Market Rasen	£ 480.94	15%
North Kelsey	£ 2,221.35	15%
Stow	£ 267.19	15%
Gainsborough	£ 206.90	15%
Greetwell	£ 644.20	15%
Bishop Norton	£ 979.94	15%
Nettleton	£ 1,236.29	15%
Owmbly by Spital	£ 225.09	15%
South Kelsey & Moortown	£ 209.04	15%
Scothern	£ 2,852.20	25%

Total CIL passed to local councils as at year end 20/21	£ 30,159.76
Total CIL due to local councils held over year end (To be paid April 2021)	£ 15,802.00

Total CIL collected on behalf of local councils as at year end 20/21	£ 45,961.76
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Section 5 - Payments in kind passed to local councils

(No data)

Section 6 - CIL passed to other recipients

Name of recipient	CIL amount
N/A	N/A

Section 7 - CIL (including payments in kind) repaid due to being unspent within 5 years

(No data)

Section 8 - Infrastructure payments

(No data)

APPENDIX 3

Summary of Outturn Position 2020/2021

Table 1

Table to show the summary outturn position including the figures approved for the revised budget in November 2020, and the final movements against the revised budget.

Summary of Out-turn Position 2020/21				
	Mid Year Review	Final	Total for Year	
	£ 000	£ 000	£ 000	
FINAL OUTTURN AS AT 31.03.21	(1,231)	(2,320)	(3,551)	BEFORE CARRY FORWARDS
CARRY FORWARDS : BASE BUDGET-APPROVED IN YEAR	101	294	395	ALREADY APPROVED
CARRY FORWARDS : USE OF EARMARKED RESERVES	129	170	299	ALREADY APPROVED
SUB-TOTAL:	(1,001)	(1,856)	(2,857)	
SERVICE CARRY FORWARD REQUESTS	96	467	563	Approved by Management Team 29.03.21 & 10.05.21
NET CONTRIBUTION (TO) / FROM RESERVES:	(905)	(1,389)	(2,294)	
CARRY FORWARD REQUEST FROM IN YEAR SURPLUS	0	157	157	
FINAL NET IMPACT ON GENERAL FUND BALANCES-COVID19	448	(137)	311	
NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:	(457)	(1,369)	(1,826)	
Total Carry Forwards	(326)	(1,088)	(1,414)	
Contribution (To) / From General Fund Balances incl. Carry Forwards	(783)	(2,457)	(3,240)	

Table 2

Table to show the forecast outturn position presented at Quarter 4 2020/2021, and the movement to the final outturn position for 2020/2021.

Summary of Out-turn Position 2020/21				
	Period 4	Final	Movement	
	£ 000	£ 000	£ 000	
FINAL OUTTURN AS AT 31.03.21	(1,417)	(2,320)	(903)	BEFORE CARRY FORWARDS
CARRY FORWARDS : BASE BUDGET-APPROVED IN YEAR	281	294	13	ALREADY APPROVED
CARRY FORWARDS : USE OF EARMARKED RESERVES	151	170	19	ALREADY APPROVED
SUB-TOTAL:	(985)	(1,856)	(871)	
SERVICE CARRY FORWARD REQUESTS	445	467	22	Approved by Management Team 29.03.21 & 10.05.21
NET CONTRIBUTION (TO) / FROM RESERVES:	(540)	(1,389)	(849)	
CARRY FORWARD REQUEST FROM IN YEAR SURPLUS	157	157	0	
FINAL NET IMPACT ON GENERAL FUND BALANCES-COVID19	(226)	(137)	89	
NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:	(609)	(1,369)	(760)	
Total Carry Forwards	(1,034)	(1,088)	(54)	
Contribution (To) / From General Fund Balances incl. Carry Forwards	(1,643)	(2,457)	(814)	



**Corporate Policy and
Resources Committee**

Thursday 17th June 2021

Subject: Progress and Delivery Report Quarter Four, 2020-21

Report by:	Assistant Director – Change Management & Regulatory Services
Contact Officer:	Ellen King Change and Performance Officer Ellen.King@west-lindsey.gov.uk
Purpose / Summary:	To consider the Progress and Delivery report for quarter four (January – March) and year-end 2020/21.

RECOMMENDATION(S): To assess the performance of the Council's services through agreed performance measures and indicate areas where improvements should be made, having regard to the remedial measures set out in the report.

IMPLICATIONS

Legal:

There are no legal implications arising from this report.

Financial : FIN/16/22/A/SL

There are no financial implications arising from this report. The financial performance measures are reconciled to service performance reported through the quarterly budget monitoring process, which is reported alongside this report.

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

Staffing :

There are no staffing implications arising from this report.

Equality and Diversity including Human Rights :

N/A

Data Protection Implications :

N/A

Climate Related Risks and Opportunities:

N/A

Section 17 Crime and Disorder Considerations:

N/A

Health Implications:

N/A

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

Risk Assessment :

--

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



Progress and Delivery Report

Quarter Four (Jan-Mar) 2020/21

Executive Summary

Introduction

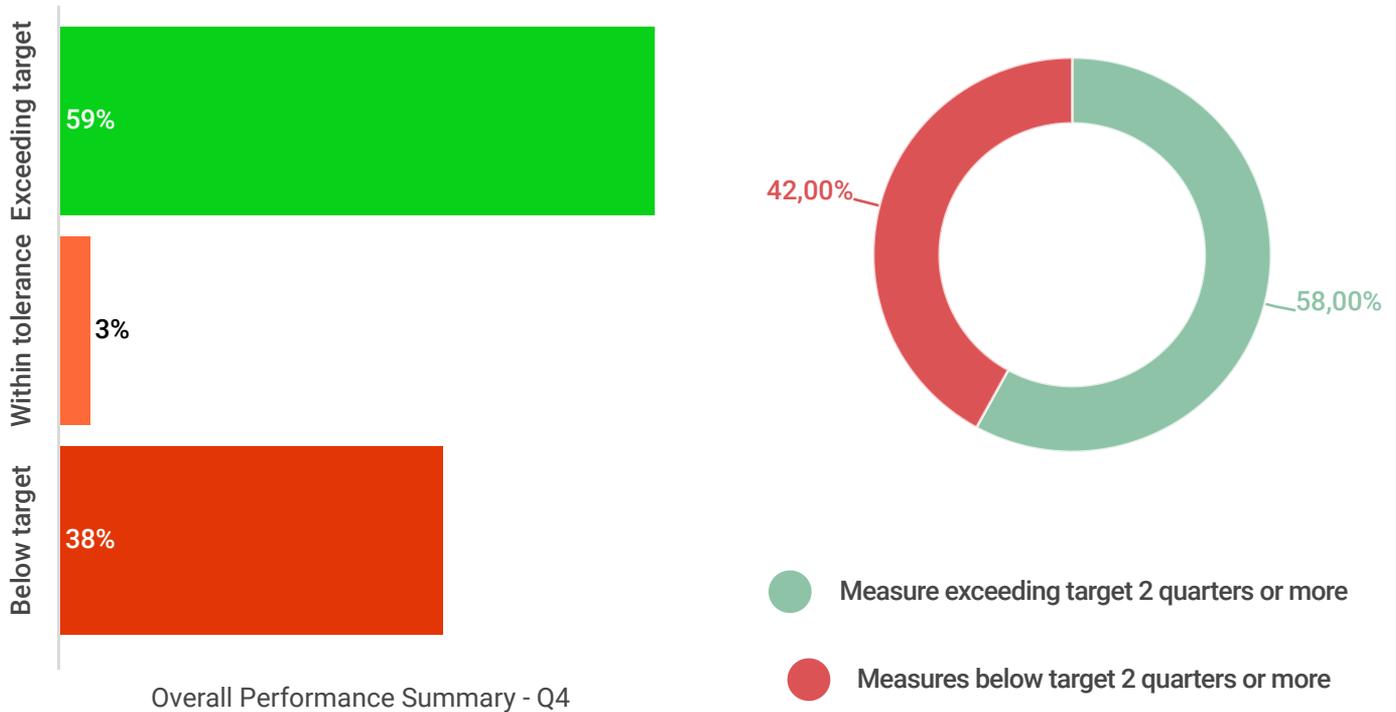
This report presents a detailed summary of Council performance for quarter four, (January - March) of 2020-2021. In line with the Council's senior structure, performance information in this report is grouped by portfolio. Each section of the report begins with an overall summary of portfolio performance, including measures which have been above or below target for at least two consecutive quarters. This is followed by a one page performance summary for each service within that portfolio. Key information includes performance by exception (above or below target) and narrative relating to service activity for the quarter. Where performance is below target, additional information has been included to explain: why this is the case, what remedial action is being taken to improve performance and when performance is expected to be back on track. Attached as Appendix A, for information, is a summary of year-end performance for all of the Council's key performance indicators.

For those key performance indicators (KPIs) where it has been identified that significant remedial action is required to improve performance, action plans will be created. In order to monitor progress, any such action plans will be included in Progress and Delivery reports on a rolling basis until all actions have been completed. It has not been necessary to include any action plans within the quarter four report.

The Impact of COVID-19 on Council Performance

The Coronavirus pandemic continues to impact on Council performance. A third national lockdown meant that some Council services, such as leisure centres were mandated to close on 4th January 2021 while others, such as the markets operated at a reduced level in line with coronavirus legislation. On 22nd February 2021, the government outlined the roadmap out of lockdown, with all legal restrictions due to be lifted by 21st June 2021 if the data allows. Narrative included within this report is designed to aid understanding of how the Council will progress from COVID response to COVID recovery and to allow progress to be tracked.

Overall Summary of Council Performance - Quarter 4



Quarter Four Performance by Portfolio

Portfolio	No of measures	Measures exceeding target	Measures within tolerance	Measures below target
Finance and Property	2	1	1	0
Homes and Communities	12	6	3	3
Operational and Commercial	17	7	3	7
People and Democratic Services	4	4	0	0
Planning and Regeneration	3	3	0	0
Regulatory Services and Change Management	20	13	0	7

Corporate Health

- CH02 - Customer satisfaction has improved and is now in line with the agreed target. Compliments have increased by 33% compared to the same period last year, and there has also been a 16% reduction in complaints.
- CH05 - The amount of calls answered within 21 seconds remains below target. Call volumes are typically higher during this period due to annual billing and garden waste subscription renewals. This has been compounded by high volumes of calls relating to COVID grant schemes which placed unprecedented demand on the service. In addition, the team has temporarily been administering calls and payments on behalf of the Land Charges service. A third national lockdown and the closure of schools meant that many of the team had extra caring responsibilities whilst working from home which also impacted call answering times, as was the case during the first lockdown. A plan is being developed regarding a return to normal business operations, which will include how to respond to increased telephone demand. This work will tie in with the Together 24 Programme and other initiatives that are in development such as the Customer Experience Strategy.
- CH06 - Staff sickness absence has fallen and is significantly better than the agreed target, as well as being lower than at the same point last year. Staff continue to be provided with appropriate support with resources in place including health and wellbeing webinars and signposting to support services under the umbrella of 'One', the Council's health and wellbeing initiative designed

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
CH01 - Time taken to pay invoices	11 days	14 days	9.1 days		⬆️
CH02 - Average Customer satisfaction rating out of 5 stars	4 stars	3.5 stars	3.5 stars		⬇️
CH03 - % of complaints where the Council is deemed at fault	29%	45%	20%		⬆️
CH04 - Average number of days to resolve a complaint	7 days	21 days	7.7 days		⬇️
CH05 - % of calls answered within 21 seconds	85%	80%	61%		⬇️
CH06 - Average number of staff sickness absence days per FTE	0.57 days	0.6 days	0.3 days		⬆️
CH07 - Recorded Health and Safety incidents	19	NTS	15	N/A	⬆️
CH08 - Server and system availability	100%	98%	100%		⬆️
CH09 - Data breaches resulting in action by the Information Commissioner's Office	0	0	0		⬆️

Finance & Property Performance Summary

Services included:

- Property and Assets



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
PA02 - Planned Maintenance	90%	70%	74%	■

Measures where performance is above target for at least two consecutive quarters

There are no measures within this portfolio that have performed below target for two consecutive quarters.

Property and Assets

- PA02 - As expected, the shift from unplanned to planned maintenance continued during quarter four as backlog maintenance, servicing and planned improvement works were undertaken and completed.
- Car parking income remains significantly lower than expected as a result of the pandemic. Free parking offered at the start of the pandemic, plus the cancellation of parking permits (equivalent to £10k per month) due to people working from home has led to a total loss of income of £172k compared to 2019/20.
- By contrast, income from received assets has not been affected by the pandemic, finishing the year £58k higher than at the same point last year. This is a due to the level of voids remaining low and a greater reliance on the inclusion of the Retail Price Index rent reviews in the Council's leases.
- Whilst it has been more difficult to complete leases in a timely manner during lockdown, at 13% rental portfolio voids remains within agreed tolerance levels. Of the seven current voids, five are currently under offer which, when completed will reduce voids to 4%.

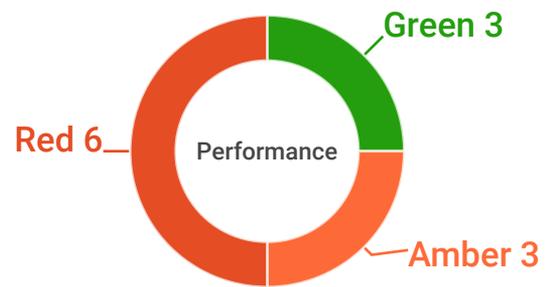
Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
PA02 - Planned maintenance	64%	70%	74%		

Homes & Communities Performance Summary

Services included:

- Home Choices
- Housing
- Communities



Measures where performance is above target for at least two consecutive quarters

KPI	Q3(2020/21)	Target	Q4 (2020/21)	Perf
HC03 - Number of households housed from the Housing Register	45	9	24	■
HC05 - Average length of stay in temporary accommodation	26 days	56 days	42 days	■

Measures where performance is below target for at least two consecutive periods

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
HC02 - Number of households placed in temporary accommodation	25	18	36	■
HC04 - Number of nights spent in B&B accommodation	315	0	512	■
HC06 - Number of households prevented from becoming homeless	46	90	36	■
HC07 - Number of households relieved from homelessness	39	45	38	■
HSG02 - Average number of days from DFG referral to completion	169 days	120 days	197 days	■
HSG03 - Number of long-term empty properties	557	540	501	■
HSG04 - Number of long-term empty properties brought back into use	2	25	0	■

Home Choices

- HC02 - the Home Choices team has had cause to use bed and breakfast accommodation outside Gainsborough where the Police have confirmed an ongoing risk of violence, or where there is a risk of domestic abuse and the Council's own temporary accommodation units would not have been suitable.
- HC03 - the drive to ensure people who are at risk of homelessness approach the Council early rather than waiting until crisis point has resulted in an increase in homeless prevention cases. In March, 75% of all applications were from customers who were at risk of homelessness, rather than already being in crisis. As a result, the Council's Housing Register is gradually returning to pre-pandemic levels, which should continue into 2021/22.
- HC04 - Partnership working with MHCLG and other key stakeholders ensured nobody slept rough in the district in line with the government's drive to end rough sleeping through the 'Protect Plus' and Cold Weather Fund initiatives. This resulted in increased usage of B&B accommodation during quarter four, as well as an increase in the average length of stay whilst appropriate move-on accommodation was secured. The increased costs associated with increased B&B and temporary accommodation usage have been offset by additional government funding, and some re-purposing of Change 4 Lincs funding in recognition of these pressures.
- The Council's partners, P3, are set to release six new units of accommodation in quarter one 2021/22 for individuals with a history of street homelessness as part of the Council's Rough Sleeper Accommodation Programme (RSAP), which is in addition to the Council's Viable Housing Solution. The Council is awaiting the outcome of the funding allocation for RSI4 which will see an expansion of the partnership with South Holland, and North and South Kesteven to secure long-term solutions for those at risk of sleeping rough.
- HC06 / 07 - as expected, approaches to the Council in December led to an increase in homeless prevention and relief case numbers for the beginning of quarter four. A total of 75 prevention cases and 53 relief cases were supported, with successful outcomes secured for 74 of these cases as at 31st March.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
HC02 - Number of households placed in temporary accommodation	12	18	36	■	⊙
HC03 - Number of households housed from the Housing Register	3	3	24	■	⊙
HC04 - Number of nights spent in Bed and Breakfast accommodation	28	0	512	■	⊙
HC05 - Average length of stay in temporary accommodation	49 days	56 days	42 days	■	⊙
HC06 - Number of households prevented from becoming homeless	48	90	36	■	⊙
HC07 - Number of households relieved from homelessness	54	45	38	■	⊙

Housing

- HSG02 - As per previous reports, completion times for Disabled Facilities Grants (DFGs) remains impacted by the initial lockdown in March 2020 which has added approximately 90 days to the average completion time. The Council does, however, remain on schedule to spend the majority of its annual allocation of funding for these works. A number of larger, more complex cases that built up as a result of this backlog have now been progressed which should result in a reduction in completion times in the first half of 2021/22. Referrals for DFGs are also increasing year on year with a total of 176 received during 2020/21 which is an 11% increase on the previous year. Once referrals are approved and have been received by West Lindsey, the average time to complete is currently 107 days, compared to 51 days last year, with the increase attributable to the cessation of work for 90 days during the first lockdown.
- No complaints were received in relation to DFGs during quarter four, meaning the total for the year remains at three, all of which have been resolved.
- HSG03 / HSG04 - The number of long-term empty properties reduced significantly during quarter four and is now lower than at any point in 2020/21. There does not appear to be a specific reason for this, though it may be attributable to a relaxation in property market regulations which were less stringent in quarter four compared to the first lockdown. The 501 empty properties accounts for 1.1% of all housing stock in the district.
- HSG05 - this is a new, annual performance return introduced for 2020/21. While the number of affordable housing completions is significantly lower than previous years, this is a result of the closure of building sites during the first lockdown which impacted on housing completions. The Council has been working with developers and registered providers, with a number of schemes in the pipeline to enable the delivery of affordable housing over the next few years. The Council has received off-site contributions this financial year in lieu of affordable housing delivery.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
HSG02 - Average number of days from DFG referral to completion	137	120	197	■	⊙
HSG03 - Number of long-term empty properties in the District	673	540	501	■	⊙
HSG04 - The number of long-term properties brought back into use	1	25	0	■	⊙
HSG05 - Number of affordable housing completions	N/A	NTS	18	N/A	...

Communities



All KPIs within this service area are performing within expected tolerance levels.

Community Grants & Funding

- The COVID-19 Community Fund closed at the end of quarter four with 36 grants awarded totalling £96,269. The fund played an important part in supporting the immediate community response and helping to put community groups and charities in the best possible position for future delivery of service.
- The end of year grant impact report for 2020-2021 has now been published which provides a summary of the Council's various community grant activity. The report can be viewed online at: <https://www.west-lindsey.gov.uk/my-services/my-community/grants-and-funding/match-funding-grant/>

CCTV

- Towards the end of quarter four, the Council entered into grant funding agreements as part of the Gainsborough Safer Streets project. This means that the upgrade of CCTV at key locations throughout Gainsborough can now proceed, with works due to begin early in April 2021.
- The team have continued to detect incidents of shoplifting at stores still permitted to be open during lockdown. As lockdown restrictions ease the team will be working to re-launch the Gainsborough Shop Watch scheme to support stores in protecting themselves and their stock from criminal activity once they have re-opened.

RAF Scampton Community

- As part of planning for future de-commission, ongoing engagement with the community continues. The Parish Council has increased its capacity with additional Councillors and has agreed a Community Assets sub-group to review identified community assets.
- A regular newsletter is being produced with partners to be sent to all households.
- The Council is identifying Scampton as a Community at Risk under the Communities at Risk Policy with key actions identified.

Hemswell Cliff

- The estate managed service at Hemswell Cliff continues to implement improvements to the estate despite current restrictions caused by the pandemic.
- Road improvements works have taken place and the play parks have been re-painted, old equipment removed and replacement equipment sourced. These visible improvements are continuing to regenerate the area.

Operational & Commercial Performance Summary

Services included:

- Building Control
- Crematorium
- Garden Waste
- Leisure Contract
- Trinity Arts Centre
- Operational Services
- Street Cleansing
- Markets



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
GW01 - Number of bins sold	27,145	25,197	25,095	Green
GW02 - Subscription take-up	58.3%	56%	53.1%	Green
GW04 - Missed garden waste collections	0.06%	0.2%	0.04%	Green
SC04 - % of reported fly-tipping cases removed within target time	99%	90%	99.3%	Green
WC04 - % of missed black and blue bin collections collected within target time	98%	95%	98%	Green

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
MK03 - Average number of stalls on a Tuesday	16	37	29	Red
TAC03 - Average spend per head (secondary sales)	£0	£2.30	£0	Red
TAC04 - Audience figures	0	3,600	0	Red
LC2a - Gainsborough Leisure Centre usage	51,294	78,750	0	Red
LC3 - Number of outreach users	0		0	Red

Building Control

- BC04 - Market Share performance has improved from below target at 69% in quarter three to above target by year end. Market share is also 8% higher than the same period last year.
- A total of 229 applications were received during quarter four, an increase of 25% on the same period last year. For the year as a whole, 984 applications were received, which is a decline of 28% on 2019/20, while received income is 12% lower than last year. This is a consequence of reduced activity during periods of lockdown, particularly the first lockdown in March 2020.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
BC04 - Market Share	72%	78%	80%	■	⤴

Crematorium

- Key performance indicators have been introduced for the Crematorium but no targets have been assigned while these measures are baselined. Targets will be assigned for 2021/22 based on 2020/21 out-turns.
- Lea Fields Crematorium has recently marked its first full year in operation. COVID-19 has presented challenges and constant change for the industry but this has been met with increased strength and resilience. The Crematorium now has five trained Cremator Technicians and the service has been able to assist other local authorities during a time of need. The changes brought about by the new Health Protection (Coronavirus) Regulations, 2020 are not expected to be lifted or amended until at least the 21st June 2021 and it has been indicated that social distancing rules may continue to apply beyond that date. The team will continue to review, comply and adapt to changes in regulation as necessary.
- Investment in improved audio-visual technology has enhanced the webcasting service for those unable to attend a funeral in person. Interest in memorial services is increasing, and this increase is expected to continue as confidence in Lea Fields grows in the community and it becomes the Crematorium of choice.
- The service is currently in the process of applying for Charter for the Bereaved status, with the associated principles already applied within the team.

Crematorium Performance Measures

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
LFC1 - Number of services held	N/A	N/A	180
LFC2 - Income received	N/A	N/A	£144,800.70

Garden Waste

- Quarter four marks the beginning of a new year for the subscription service, which is based on a calendar year rather than the civic or financial year as per other Council services.
- While the roll-out of the Customer Relationship Management (CRM) system was delayed from its original go live date in January, actions were put in place to mitigate the impact of this and customers were still able to subscribe to the service from 4th January with minimal disruption. Work is ongoing to ensure the CRM roll-out can take place as soon as is practically possible.
- Residents have been notified through a communications campaign that customers would receive an extra garden waste collection this year.
- GW01 - the number of bins sold has increased by 10.6% (or 2,417 bins) compared to the previous year which is the largest increase since the introduction of the service and means the overall target of 25,197 is likely to be exceeded during quarter two.
- GW02 - subscription take-up has also increased, up 4.7% compared to last year. Again, this is the largest increase since the service was introduced and means the Council is on course to exceed the overall target of 56% during quarter two.
- GW04 - whilst missed collections remain better than target, there has been a slight increase. Of the 150,570 collections during quarter four, 66 were missed and the new crew in place is being supported to ensure familiarity with the collection rounds.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
GW01 - Number of bins sold	22,678	25,197	25,095		
GW02 - Subscription take-up	48.4%	56%	53.1%		
GW04 - Missed garden waste collection collections	0.11%	0.2%	0.04%		

Leisure Contract

- A third national lockdown beginning on 4th January 2021 once again led to the full closure of all leisure centres. The route map out of lockdown allowed leisure centres to re-open on 12th April with activities limited to gym, squash and swimming (lessons, lane and casual swimming). Other activities will become available as the road map progresses.
- As of April 2021, the Gainsborough Leisure Centre is home to a COVID lateral flow testing station to support the government's mass testing programme.
- To help Leisure Centre members continue their exercise during the third lockdown, online exercise was provided in the form of instructor led live classes, and pre-recorded classes. This offer proved extremely popular with members and there was a high take-up for this service.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
LC2a West Lindsey Leisure Facilities Usage	78,272	78,750	0		
LC2b - Market Rasen Leisure Facilities Usage	N/A	NTS	0
LC3 - Number of Outreach Users	895	895	0		

Trinity Arts Centre

- The pandemic continues to affect Trinity Arts Centre which remains closed to live events per government restrictions. All events and activities scheduled during quarter four have been rescheduled to a new period in 2022.
- Consumer confidence remains exceptionally low which is affecting advance ticket sales for touring productions at all venues across the UK.
- As the Centre does not produce its own shows, it relies entirely on producers meaning any decision to postpone, reschedule or cancel an event will have an impact as such productions are often part of a larger, UK wide tour. In recognition of this, the Centre is working with producers who are offering digital versions of their productions. These digital productions have been promoted at no financial risk to the Arts Centre and have provided residents with different options to engage with the Arts during the pandemic. However, customer demand for digital productions is low, as is the case across the whole of the UK.
- Diversification during the pandemic has allowed the Arts Centre to become a vital means of support for local creatives who have been able to use the space for rehearsals and promotional filming. For example, Back2Back Productions recently filmed a major paranormal series at the Centre for the Discovery Channel. The Centre will also feature as part of a 12 part series on the Freeview channel 'Really' later this year which will provide the Arts Centre with national exposure at a critical point in resuming steady operations. As a result of this filming, venue management have been able to establish good links with historians who have offered their services to bring to life the heritage and history of the Trinity Arts Centre.
- During the course of the year, the Centre underwent a full stage inspection and the team have undertaken the necessary remedial action to satisfy the requirements of the inspection.
- The Council's application to the Arts Council's Culture Recovery Fund for £98k was unsuccessful. A high demand for funding saw a need for the Arts Council to support Arts companies and freelancers, meaning that many Arts venues missed out. Whilst this is disappointing, the Arts Centre is currently in a stable financial position and alternative options for securing financial support are being explored.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
TAC03 - Average spend per head (secondary sales)	£2.05	£2.30	£0	■	⊙
TAC04 - Audience figures	5,965	3,600	0	■	⊙

Markets

- MK02 / 3 - Following the announcement of a third national lockdown, the markets were permitted to open for essential traders only. All traders were able to return from 12th April in line with the national easing of restrictions. There was a total take-up of 126 stalls for the Saturday market, and 188 stalls for the Tuesday market during quarter four.
- Income remains at zero following the Council's decision to rent stalls (including the Farmers' Market) free of charge until June 2021. Proposals are being developed for a grant scheme to support market traders until April 2022. In addition, further support has been agreed with Marshall's Yard up to April 2022 for both the general market and the Farmer's Market, in addition to the delivery of two special events.
- The two day Christmas Market planned for early December was cancelled as a result of the pandemic. The Farmer's Market was able to go ahead in December, though the January event was able to proceed with essential traders only. Six traders attended the Farmers' Market, which is lower than typical levels due to COVID trading restrictions and some caution about returning to trade.
- To allow adequate social distancing, the Farmers' Market continues to operate from the town centre.
- There is currently a two year contract in place with Marshall's Yard who provide promotional and marketing support, as well as delivering an events programme including a monthly Farmers' Market. This is designed to support the general market whilst a wider strategic piece of work is undertaken around future delivery of the market.
- In addition, Consultants are undertaking a review of the Gainsborough, Caistor and Market Rasen Markets, and potential options for delivery. Phase one of this review is due to report back by quarter one of 2021/22.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
MK02 - Average number of paid for stalls on a Saturday	7	14	10	■	⬆️
MK03 - Average number of paid for stalls on a Tuesday	23	37	14	■	⬇️

Street Cleansing

- Performance remains better than target within the service, despite the difficulties and constraints caused by the pandemic. Benchmarking by the Association of Public Service Excellence (APSE) demonstrates that the Council's street cleansing services has one of the lowest costs per household in England, placing the Council in the top quartile and demonstrating excellent value for money. Throughout the pandemic, the service has been delivered with minimal disruption to residents, which is reflected in high levels of customer satisfaction.
- SC04 - Fly-tipping is beginning to decrease with reported incidents down 9.3% on quarter three, however, the figure is still high compared to the same period last year. Of the 648 incidents reported during the period, 98.6% were collected and disposed of within the service level agreement. Household waste recycling centres have re-opened, however operations are restricted and a booking system remains in place which may be contributing to an increase in fly-tipping.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
SC03 - Volunteer litter picks supported by the Council	27	18	26	■	⌵
SC04 - % of reported fly-tipping cases collected within target time	99%	90%	98.6%	■	⌵

Waste Services

- At 32%, recycling rates are within agreed tolerance levels for the quarter and 2% higher than the same period last year. However, performance is below target for the year as a whole due to the enforced closure of Household Waste Recycling Centres for a three month period during the first lockdown in 2020.
- WC03 - The amount of residual waste collected is worse than target, as is the case in local authorities across the country due to a third national lockdown. As restrictions and 'stay at home' are lifted, the amount of residual waste is expected to fall to within agreed tolerance levels.
- WC04 - The % of missed collections picked up within target time remains better than target which is a significant achievement given the constraints on the service as a result of COVID-19.
- Commercial waste has seen a recovery in demand with 458 customers and 20 cancellations, which is a lower cancellation rate than during the first lockdown.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
WC03 - Residual waste collected per household	43.9kg	40kg	43kg	■	⌶
WC04 - % of missed black and blue bin collections collected within target time	99%	95%	98%	■	⌵

People and Democratic Services

Services included:

- Contracts Management
- Democratic Services



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2019/20)	Target	Q4 (2020/21)	Perf
DS04 - % of Fol requests processed within the statutory time limit	100%	97%	100%	■
DS05 - Number of subsequent challenges to Fol requests	0	5	0	■
CM02 - Number of challenges to the procurement exercise that are upheld	0	0	0	■

Measures where performance is below target for at least two consecutive quarters



There are no measures where performance is below target for two consecutive quarters.

Democratic Services and Contracts Management

- DS01 / DS02 - Elected Members continue to access virtual training, with workshops held on preparing for the Census; Treasury Management; four finance related topics; Charing Skills and updates on the development of the Council's Climate Strategy.
- DS04 - While large numbers of Freedom of Information requests continue to be received, turnaround times remain consistent with 100% of the 198 requests received processed within the statutory limit. Work is underway to transfer Freedom of Information requests on to a new system that will improve efficiency and streamline the process.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
DS04 - % of Fol requests processed within the statutory limit	100%	100%	100%		
DS05 - Number of subsequent challenges to Fol requests	0	0	0		
CM01 - % of contracts awarded to local suppliers	56%	20%	25%		
CM02 - Challenges to the procurement exercise that are subsequently upheld	0	0	0		

Planning & Regeneration Performance Summary

Services included:

- Development Management



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
DM05 - % of major planning applications determined on time	100%	90%	93%	■
DM06 - % of non-major planning applications determined on time	99%	80%	98%	■
DM07 - appeals allowed as a % of all reportable decisions	1%	5%	1%	■

Measures where performance is below target for at least two consecutive quarters



There are no measures where performance is below target for two consecutive quarters.

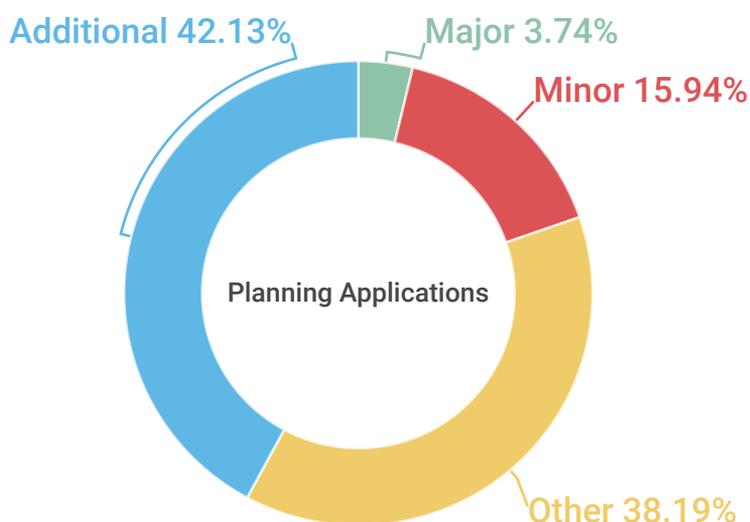
Development Management

- DM05 - A total of 508 planning applications were received during quarter three, representing an increase of 24% (or 98 applications) on the same period last year. Of these, 19 were 'major' applications, 81 were 'minor' applications and 408 were other or additional applications. For 2020/21 as a whole, 1,735 planning applications were received, including 53 major developments, which is a 14% increase on the previous year.
- DM06 - Of the 11 appeal decisions made during quarter four, 10 were dismissed and one appeal was allowed. For the year as a whole, 30 appeal decisions were received, of which 27 were dismissed and three were allowed which equates to less than 1% of all appeals.
- Statutory applications yielded £250,635 during quarter four, with an additional £14,750 through voluntary pre-application enquiries giving a combined total of £265,385. This represents an 11% increase in income on the same period last year.
- For the year as a whole, there has been an increase in both planning application numbers and fee income. The increased workload has required additional resource in the team to meet demand, however, performance levels have been maintained.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
DM05 - % of major planning applications determined on time	100%	90%	93%	■	⊙
DM06 - % of non-major applications determined on time	99%	80%	98%	■	⊙
DM07 - Appeals allowed as a % of all decisions	1%	5%	1%	■	⊙

Breakdown of Planning Applications by Type for Quarter Four



During quarter four, 508 planning applications were received in total. This is a 24% increase on the same period last year.

Regulatory Services & Change Management Performance Summary

Services included:

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



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
BEN02 - Cost per live claim	£4.19	£5.52	£3.20	■
CT02 - No of properties on the Council Tax base per FTE	5,543	5,000	5,158	■
EN05 - % of housing enforcement cases closed within 6 months	87%	75%	98%	■
EN06 - % of planning enforcement cases closed within 6 months	76%	75%	78%	■
LI04 - % of licensing applications processed within target time	100%	96%	100%	■
RG02 - % of registered food premises rated 3* or above	98%	95%	98%	■
RG05 - % of environmental protection cases closed within 6 months	100%	75%	100%	■
SYS01 - LLPG Standard	Gold	National Standard	Gold	■
SYS03 - % of Systems Development requests processed within target time	95%	80%	99%	■

Regulatory Services & Change Management Performance Summary Continued

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2020/21)	Target	Q4 (2020/21)	Perf
CT04 - NNDR in-year collection rate	81.2%	98.9%	97.9%	
LC05 - Average number of days to process a search	30 days	10 days	26 days	
RG03 - % of FSA scheduled inspections completed on time	6%	98%	6%	
RG04 - Number of environmental protection requests received	209	125	234	

Council Tax and NNDR

- CT03 - after performing below target in quarters one - three, the Council Tax collection in-year collection rate ended quarter four (and the year as a whole) slightly better than target at 98.01%. The amount of Council Tax collected equates to just over £2 million more than last year.
- Council Tax recovery action continued during quarter four with 10,820 reminders issued for the year as a whole. One court hearing was permitted in January 2021 where 1,723 summonses for non-payment were issued, resulting in 1,150 liability orders granted by magistrates.
- Council Tax discretionary hardship payments were also awarded to those customers experiencing financial hardship as a result of the pandemic, with a total of £172,761.38 awarded to accounts during 2020/21.
- CT04 - As expected, the NNDR collection rate remains below target as a result of many businesses suffering extreme financial hardship during the pandemic. Recovery action is being taken where appropriate to collect any outstanding payments and all available business rate relief has been awarded.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
CT02 - Number of properties on the Council Tax base per FTE	5,493	5,000	5,158	■	⊙
CT03 - Council Tax in Year Collection Rate	98%	98%	98.01%	■	⊙
CT04 - NNDR in Year Collection Rate	98.9%	98.9%	97.9%	■	⊙

Housing Benefit and Council Tax Support

- BEN05 - A high number of older claims are awaiting additional information. In addition, the team continue to be affected by Department for Work and Pensions Universal Credit processing times and both of these factors are impacting on the number of older claims.
- All remaining performance indicators continue to perform above target, despite the service experiencing additional pressures as a result of staff availability and administration of the Test and Trace Support Payment. The end of quarter four has also seen service interruptions as a result of year-end processes, new year calculation and systems availability.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
BEN02 - Cost per live claim	£6.12	£5.52	£3.20	■	⊕
BEN03 - End to end processing times	3.1 days	5 days	4.9 days	■	⊙
BEN05 - Number of claims older than 30 days	13	12	18	■	⊙

Enforcement

- All KPIs - Measures relating to enforcement activity should be viewed as a whole in what has been a year of unprecedented demand. A total of 287 service requests have been received, an increase of 31% on the previous year. This has impacted on the time taken to provide an initial response, the investigation of cases and the speed at which cases can be closed. Additional resources have been brought in to assist in this work area for an initial six month period from March.
- EN02 / 03 - There is an ongoing challenge in the high number of new planning cases being opened each month compared to the number of cases able to be closed, which will need to be reviewed in quarter one of 2021/22. Options to be considered include a change in the current policy position or a further review of resources. The easing of lockdown restrictions may have a positive impact, however while the caseload remains high, the team will continue to focus on the highest priority cases. As a result of restrictions imposed by successive lockdowns, it has not been possible to undertake as much proactive work as usual with regards to community safety cases, resulting in significantly fewer cases than usual.
- EN03 - Within the community safety work area, there has been a re-focus towards early presentation of waste work within the Gainsborough South-West ward and 29 additional cases were handled in addition to the usual workload during quarter four. This measure reports the number of enforcement cases that are closed following compliance with warnings, fixed penalty notices or formal action.
- EN05 - Housing enforcement cases continue to be dealt with through a risk based system during the pandemic. Alongside the usual workload, there has been a focus on dealing with Minimum Energy Efficiency Standards, which has significantly increased the number of requests received, but has also enabled proactive work to continue. This is evidenced by the fact that 98% of properties in the Selective Licensing Scheme are now licensed; a significant achievement which demonstrates the success of the scheme as it draws to a close. The easing of restrictions will allow a gradual increase of property visits.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
EN02 - Planning enforcement cases given an initial response within 20 working days	97%	90%	67%	■	⌵
EN03 - Number of community safety cases closed following compliance	28	60	19	■	⌵
EN05 - % of housing enforcement cases closed within 6 months	96%	75%	98%	■	⌶
EN06 - % of planning enforcement cases closed within 6 months	67%	75%	78%	■	⌶

ICT

- New performance measures were introduced in September 2019 following a performance workshop with the Team Manager and Chief Executive. Baselining continues to take place in order that targets can be set from 2021/22 onwards. Performance against all ICT measures will continue to be reported on until targets have been agreed.
- IT04 - 92% of change management requests received during quarter four have been completed.

ICT Performance Measures

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
IT01 - Number of helpdesk requests received	N/A	NTS	469	...	N/A
IT02 - Average number of hours taken to action a helpdesk request	N/A	NTS	26 hours, 18 mins	...	N/A
IT03 - Number of change management requests received	N/A	NTS	338	...	N/A
IT04 - Number of change management requests completed	N/A	NTS	313	...	N/A

Systems Development

- All KPIs continue to perform above target.
- Constant proactive monitoring ensures good quality data.
- Quick reallocation of tasks ensures there are no delays in dealing with requests.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
SYS01 - LLPG Standard	Gold	National standard	Gold		
SYS02 - Website Availability	100%	98%	100%		
SYS03 - % of systems development requests completed within target time	96%	80%	96%		

Local Land Charges

- LC04 - At 77%, market share performed significantly above target during quarter four. There have been a total 594 searches received during quarter three, representing an increase of 194% (or 392 searches) compared to the same period last year. Income is also up compared to last year, with £32,339 generated during the quarter which is an increase of £19,914.
- LC05 - An additional part-time staff member was recruited through Sure Staff to assist with the backlog of searches, which has already led to a reduction in turnaround times, down from 30 days in quarter three, to just over 26 days by the end of quarter four. To further improve performance in this area, an additional temporary staff member has been trained to undertake full searches. The project to digitalise Land Charges records is nearing completion which will lead to significant efficiencies and this, coupled with additional staff resources will result in on target performance for turnaround times and greater resilience in the team by the end of quarter one.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
LC04 - Market Share	60%	65%	77%	■	⤴
LC05 - Average time taken to process a search	6.7 days	10 days	26.3 days	■	⤵

Licensing

- Work during the quarter has focused on commencing inspections that were delayed due to COVID-19, and on working with the hospitality sector to prepare for the April and May easing of restrictions.
- At 451, the number of applications received finished the year 37.9% higher than 2019/20. Further recovery is expected during 2021/22 subject to no further restrictions being imposed on the sector. The focus during quarter one will be on continuing to provide support and assistance to licensed businesses as part of the continued COVID recovery.
- Three applications were heard by the Licensing sub-committee during the period, all of which have provided reassurances that the policies in place are working effectively, and that the committee is functioning in line with its statutory obligations.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
LI04 - % of licensing applications processed within target time	100%	96%	100%	■	⤵

Regulatory Services

- REG03 - Restrictions caused by the pandemic meant that no food inspections were carried out during quarter one and only a limited number during quarter two. As a result, the year-end target has not been met, however, no statutory reporting on this measure will be required for 2020/21. The Food Standards Agency requirement to assess all category A and B premises remotely has been met (there are 31 such premises in the district). Any high priority food complaints have been dealt with alongside normal service requests.
- REG04 - It is important to recognise that officers within this work area have also led the Council's regulatory response to COVID-19. A total of 874 service requests were received during the year, an increase of 147% on the previous year with the majority of requests relating to the pandemic. This increased demand was in parallel to continual legislative changes within this work area, demonstrating the challenges the service has met during the past year.
- The team continues to review resources to ensure that statutory obligations can be met and so that the ongoing response to the pandemic can continue.
- The easing of lockdown restrictions going into quarter one of 2021/22 will mean that the team's focus remains on COVID response and recovery for the foreseeable future.

Performance exceptions

KPI	Q4 (2019/20)	Target	Q4 (2020/21)	Perf	DoT
REG02 - % of food premises rated at 3* or above	97%	95%	98%	■	⤴
REG03 - % of Food Standard Agency scheduled inspections completed	88%	98%	6%	■	⤵
REG04 - Number of environmental protection requests received	185	125	234	■	⤵
% of environmental protection cases closed within 6 months	100%	75%	100%	■	⤵



Progress and Delivery

Appendix A

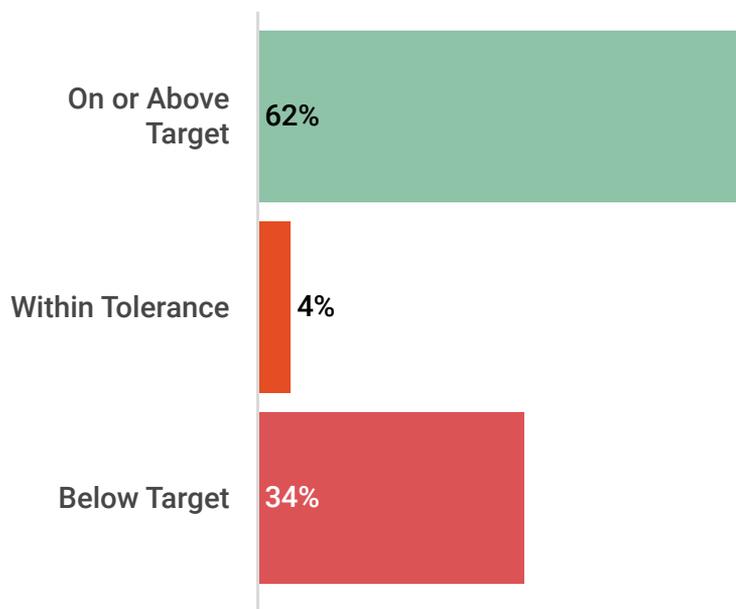
Summary of Year-End Performance 2020/21

Appendix A - Summary of Year-End Council Performance

Introduction

The following tables present for information the year-end performance out-turns for all of the Council's key performance indicators. In conjunction with the commentary provided in the main P&D report for quarter four, this information is designed to aid understanding of the impact that COVID-19 has had on Council services and performance. As the shift from COVID response to recovery progresses, this information can be used as a starting point to monitor progress and improvements in performance during 2021/22, particularly in those services most affected by the pandemic.

A full review of all Progress and Delivery measures and targets will be conducted between September and December 2021 to ensure that they remain relevant and that targets are realistic but stretch based. This review will involve key stakeholders, including the Progress and Delivery Member Working Group ahead of final sign off by the Council's Corporate Policy and Resources Committee in January 2022. The information provided in the tables below, and in subsequent P&D quarterly reports can be used to inform the review.



For 2020/21 62% of the Council's key performance indicators finished the year on or above target. A total of 34% were below target, largely a result of the impact of COVID-19. 3% of KPIs were within agreed tolerance levels. All KPIs will continue to be monitored on a monthly basis and reported quarterly to the Council's Management Team and Elected Members.

Corporate Health Year-End Performance

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
CH01 - Time taken to pay invoices	10 days	14 days	9.75 days		
CH02 - Average customer satisfaction rating out of 5 stars	3.5 stars	3.5 stars	3.5 stars		
CH03 - % of complaints where the Council is at fault	34%	45%	26%		
CH04 - Average number of days to resolve a complaint	6.7 days	21 days	8.2 days		
CH06 - Average number of staff sickness days per FTE	0.50 days	0.6 days	0.48 days		
CH08 - Server and system availability	100%	98%	100%		

Measures where performance is within agreed tolerance levels

There are no Corporate Health KPIs that fall within this category.

Measures where performance is below target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
CH05 - % of calls answered within 21 seconds	82%	80%	73%		

Finance and Property Services

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
PA02 - Planned Maintenance	58%	70%	75%		
PA05 - Rental Portfolio Voids	6%	12%	10%		

Measures where performance is within agreed tolerance levels

There are no Finance and Property Services KPIs that fall within this category.

Measures where performance is below target

There are no Finance and Property Services KPIs that fall within this category.

Homes and Communities

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
EC03 - Number of ShopWatch customers using the CCTV service	N/A	52	46		...
HC03 - Number of households housed from the Housing Register	43	43	125		⤴
HC05 - Average length of stay in temporary accommodation	31.9 days	56 days	36 days		⤴

Measures where performance is within agreed tolerance levels

There are no Homes and Communities KPIs that fall within this category.

Measures where performance is below target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
HC02 - Number of households placed in temporary accommodation	63	72	100		⤵
HC04 - Number of nights spent in Bed and Breakfast accommodation	197	0	1,208		⤵
HC06 - Number of households prevented from becoming homeless	192	360	160		⤵
HC07 - Number of households relieved from homelessness	177	180	149		⤵
HSG02 - Average number of days from DFG referral to completion	162 days	120 days	187 days		⤵
HSG03 - The number of long-term empty homes in the district	583	540	608		⤵
HSG04 - The number of long-term empty properties brought back into use	8	100	4		⤵

Operational & Commercial Services

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
GW01 - Number of bins sold	26,150	25,197	27,145		
GW02 - Subscription take-up	56.1%	58.3%	58.3%		
GW04 - Missed garden waste collections	0.11%	0.20%	0.07%		
LC01 - Customer satisfaction with the Leisure Centres	87%	75%	99%		
LC05 - Maintain external Quest accreditation at the West Lindsey Leisure Centre	Achieved	Achieved	Achieved		
SC03 - Volunteer litter picks	100	72	85		
SC04 - % of fly-tipping removed within target time	99%	90%	98%		
WC04 - Missed black and blue bin collections	984	1,140	1,113		
WC05 - Missed black and blue bin collections collected within the target time	97%	95%	98%		

Measures where performance is within agreed tolerance levels

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
BC04 - Market Share	77%	78%	75%		
WC03 - Residual household waste collected	39.5kg	40kg	42.3kg		

Operational & Commercial Services

Continued

Measures where performance is below target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
LC02 - West Lindsey Leisure Centre Usage	312,703	315,000	87,294		
REG03 - % of Food Standard Agency scheduled inspections completed	88%	98%	6%		
LC03 - Total number of outreach users	1,672	0	1,672		
TAC03 - Average spend per head (secondary sales)	£2.36	£2.30	£0.00		
TAC04 - Audience Figures	20,369	14,400	0		
MKT02 - Average number of paid for market stalls (Saturday)	7	14	11		
MKT03 - Average number of paid for market stalls (Tuesday)	29	37	22		
WC02 - Recycling Rate	45%	45%	44%		

People and Democratic Services

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
DS04 - % of Freedom of Information requests processed within the statutory time limit	100%	97%	100%		
DS05 - Number of subsequent challenges to Freedom of Information requests that are upheld	0	5	0		

Measures where performance is within agreed tolerance levels

There are no People and Democratic Services KPIs that fall within this category.

Measures where performance is below target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
CM02 - % of all contracts awarded to local suppliers	41%	20%	13%		

Planning and Regeneration

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
DM05 - % of major planning applications determined on time	100%	90%	98%		
DM06 - % of non-major planning applications determined on time	99%	80%	99%		
DM07 - % of appeals allowed as a % of all reportable decisions	1%	5%	0%		

Measures where performance is within agreed tolerance levels

There are no Planning and Regeneration KPIs that fall within this category.

Measures where performance is below target

There are no Planning and Regeneration KPIs that fall within this category.

Regulatory Services & Change Management

Measures where performance is on or above target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
BEN02 - Cost of service per live claim	£5.82	£5.52	£4.61		⤴
BEN03 - End to end processing times	3.9 days	5 days	4.5 days		⤵
CT02 - Number of properties on the Council Tax base per FTE	4,952	5,000	5,440		⤴
CT03 - Council Tax in-year collection rate	98%	98%	98.01%		⤴
EN04 - % of properties that are licensed within the Gainsborough South-West Ward	90%	90%	93%		⤴
LC04 - Market Share (Local Land Charges)	63%	65%	68%		⤴
LI04 - Licensing applications processed within target time	100%	96%	100%		⤵
EN05 - % of housing enforcement cases closed within 6 months	84%	75%	86%		⤴
EN06 - % of planning enforcement cases closed within 6 months	76%	75%	80%		⤴
REG02 - % of food premises rated 3 stars or above	97%	95%	98%		⤴
REG05 - % of environmental protection cases closed within 6 months	100%	75%	100%		⤵
SYS01 - LLPG Standard	Gold	National Standard	Gold		⤵
SYS03 - % of Systems Development requests completed within target time	97%	80%	96%		⤵

Measures where performance is within agreed tolerance levels

There are no Regulatory Services and Change Management KPIs that fall within this category.

Regulatory Services & Change Management

Continued

Measures where performance is below target

KPI	2019/20 Performance	Target	2020/21 Performance	Perf	DoT
BEN04 - Number of claims older than 30 days	12	12	20		
CT04 - NNDR in-year collection rate	98.88%	98.88%	97.90%		
EN02 - Planning enforcement cases given an initial response within 20 working days	87%	90%	78%		
EN03 - Number of community safety cases closed following compliance	222	240	92		
LC05 - Average number of days to process a Land Charges search	13.1 days	10 days	18 days		
REG03 - % of Food Standards Agency scheduled inspections completed	88%	98%	6%		
REG04 - Number of environmental protection requests received	694	500	985		

CP&R Work Plan as at 9 June 2021

Purpose:

This report provides a summary of the reports due through the Committee for the coming Civic Year.

Recommendation:

1. That members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
17 JUNE 2021				
17 Jun 2021	Budget and Treasury Monitoring Final Outturn 2020/21	Sue Leversedge, Business Support Team Leader	this report sets out the final revenue, capital and treasury management activity from 1 April 2020 to 31 March 2021.	22 January 2021
17 Jun 2021	Progress and Delivery Report Quarter Four, 2020-21	Ellen King, Senior Performance Officer	This report presents performance against the Council's key performance indicators for quarter four (January - March) 2020-21.	24 March 2021
17 Jun 2021	Replacement Document Management System	Jeannette Anderson, Corporate Systems Development	To gain approval to draw from reserves £80,000 to cover the implementation costs of the new system.	
22 JULY 2021				
17 Jun 2021	Budget Consultation 2021	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present the proposals for the 2021 Budget consultation exercise	22 January 2021
17 Jun 2021	Recruitment & Selection Policy	Emma Redwood, Assistant Director People and Democratic Services	Recruitment and selection policy	24 March 2021
11 Jun 2020	Capability Policy	Emma Redwood, Assistant Director People	To review the council's capability policy	19 November 2019

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and Democratic Services and update

6 Sep 2021	Annual Treasury Report	Caroline Capon, Corporate Finance Team Leader	Annual Treasury Review	22 January 2021
22 Jul 2021	Annual Review of Commercial Investment Portfolio	Gary Reeve, Property & Assets Manager	Review of portfolio performance for period 1st April 2020 to 31st March 2021	
22 Jul 2021	Budget and Treasury Monitoring Period 1 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April to 31 May 2021	

23 SEPTEMBER 2021

23 Sep 2021	Saxilby Footbridge Stage One	Liz Gabey, Senior Facilities Officer, Gary Reeve, Property & Assets Manager	Stage one documentation regarding the repairs and maintenance of Saxilby Footbridge	24 March 2021
23 Sep 2021	Emergency Planning and Business Continuity Policy	Ady Selby, Assistant Director of Commercial and Operational Services	Update for Members on Emergency Planning arrangements with Lincolnshire Resilience Forum and introduction of Business Continuity Policy	
23 Sep 2021	Health and Safety Policy update	Emma Redwood, Assistant Director People and Democratic Services	To update the Health and Safety Policy	
23 Sep 2021	ICT Governance	Cliff Dean, ICT Manager	Governance arrangements for the Corporate ICT function	

11 NOVEMBER 2021

24 Jan 2022	Mid Year Treasury Report 2021-22	Caroline Capon, Corporate Finance Team Leader	Review of Prudential indicators	22 January 2021
11 Nov 2021	Progress and Delivery Quarter 2, 2021-22	Ellen King, Senior Performance Officer	This report presents performance against the Council's key performance	24 March 2021

			indicators for quarter two (July - September), 2021-22.	
11 Nov 2021	Budget and Treasury Monitoring - Period 2 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 30 September 2021	
16 DECEMBER 2021				
16 Dec 2021	Hemswell Cliff Managed Estate Contract	Shayleen Towns, Senior Community Action Officer	WLDC contract to manage a private estate at Hemswell Cliff is a 5 year contract 1 July 2018 to 31 March 2023. This report is ask members to consider a further 5 years from 1 April 2023.	
24 Jan 2022	Local Council Tax Support Scheme 2022/23	Angela Matthews, Benefits Manager, Alison McCulloch, Revenues Manager	Local Council Tax Support Scheme 2022/23	
13 JANUARY 2022				
23 Jan 2022	Progress and Delivery Measures and Targets 2022-23	Ellen King, Senior Performance Officer	This report presents for approval the Council's proposed performance measures, and corresponding targets for 2022-23.	24 March 2021
10 FEBRUARY 2022				
7 Mar 2022	Executive Business Plan and Medium Term Financial Plan 2022/23	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present the Executive Business Plan, Budget 2022/23 and the Medium Term Financial Plan 2022/23-2026/27	22 January 2021
10 Feb 2022	Committee Timetable 2021-2022	Katie Storr, Democratic Services & Elections Team Manager (Interim)	To follow the format of previous years	24 March 2021
10 Feb 2022	Budget and Treasury Monitoring - Period 3 2021/22	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 30 September 2021	

14 APRIL 2022

14 Apr 2022	Lindsey Centre update	Sally Grindrod-Smith, Assistant Director of Planning and Regeneration, Elaine Poon, Local Development Order and Major Projects Officer	An update on the leisure scheme following the concurrent committee meeting on 11 June 2019	24 March 2021
14 Apr 2022	Budget and Treasury Monitoring - Period 4 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 31 March 2022	
