

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
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## AGENDA

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

**Corporate Policy and Resources Committee**  
**Wednesday, 17th January, 2024 at 6.30 pm**  
**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

- Councillor Trevor Young (Chairman)
- Councillor Mrs Lesley Rollings (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Matthew Boles
- Councillor Frazer Brown
- Councillor Stephen Bunney
- Councillor Ian Fleetwood
- Councillor Roger Patterson
- Councillor Tom Smith
- Councillor Mrs Mandy Snee
- Councillor Paul Swift

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 FOLLOW)  
To confirm and sign as a correct record the Minutes of the Meeting of the Corporate Policy and Resources Committee held on 19 December 2023.
4. **Declarations of Interest**  
Members may make declarations of Interest at this point or may make them at any point in the meeting.
5. **Matters Arising Schedule** (PAGES 3 - 4)  
Setting out current position of previously agreed actions as at 9 February 2024

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

Large Clear Print: Braille: Audio: Native Language

**6. Public Reports for Approval:**

- i) 2024/25 Measure and Target Setting for Progress and Delivery (PAGES 5 - 32)
- ii) Update on Draft Local Government Settlement (PAGES 33 - 39)
- iii) Annual Review of Earmarked Reserves 2023/2024 (PAGES 40 - 49)
- iv) Additional Enforcement Resources (PAGES 50 - 58)
- v) Committee Work Plan (PAGES 59 - 61)

**7. Exclusion of Public and Press**

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**8. Exempt Reports**

- i) Business Plan following Market Street Renewal Share Purchase (PAGES 62 - 76)
- ii) Update on Scampton Expenditure (TO FOLLOW)

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Tuesday, 9 January 2024

## 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	<b>UKSPF Reporting to Members</b>	CP&R 9 Feb '23: resolved that approval be given to quarterly and annual reporting arrangements as identified in the report, these being quarterly updates on expenditure and an annual report on progress of the programme being given to the Prosperous Communities Committee: to be programmed into forward plan	<p><b>Logged here to ensure future items are included in the work plan, responsible Officer may need updating depending on workstream. financial info reported to CPR July 23</b></p> <p><b>Officers are in the process of arranging a Member Workshop, reporting schedules to be confirmed.</b></p> <p><b>Workshop booked 25 October. Quarterly reporting underway via finance reports to CP&amp;R. Annual report to PC Cttee to be scheduled (suggest March / April 2024).</b></p> <p><b>Workshop / Information session to be rescheduled.</b></p> <p><b>New date confirmed, 15 February, invites have been sent to all Members. Annual report to PC Cttee to follow that session.</b></p>	30/11/23	Sally Grindrod-Smith
Black	<b>Breakdown of Consultation Responses - Local Council Tax Support Scheme</b>	CP&R Cttee 19/12/23: a Member of the Committee requested the breakdown of consultation responses re the Local Council Tax Support Scheme. Of the 212 responses received, how many were from members of the citizens panel and how many were from the general public. Information to be shared with CP&R Committee	<p><b>I responded to Cllr Boles directly on 21.12.23. Katy Allen has advised that respondents were not asked to specify if they were a resident or a member of the citizens panel so unfortunately we are unable to provide you with a breakdown on this occasion.</b></p> <p><b>I am sorry I am unable to provide you with the detail you requested however, as this is an annual consultation that we are required to undertake, we will ensure that in future years we ask this question and I will provide the breakdown within the committee report.</b></p>	08/02/24	Alison McCulloch
Green	<b>Exit Poll of TAC Users</b>	CP&R 07.06.23: Members enquired whether users of the Trinity Arts Centre could be surveyed as to their other interactions in Gainsborough whilst visiting the TAC. Suggested a form of 'exit poll'.	<p><b>Staff at Trinity Arts Centre have devised an exit poll to roll out as part of the Autumn/ Winter programme and are finalising distribution arrangements.</b></p> <p><b>Update: automated system to be used, roll out to be confirmed.</b></p>	31/03/24	Craig Sanders

Green

**Additional  
Road Sign re  
Cul-de-Sac /  
No Through  
Road**

CP&R Cttee 19/12/23: a Member of the Committee enquired whether a separate 'cul-de-sac / no through road' sign would be an additional cost. This was in relation to a specific situation in the Ward. Officers to ascertain costs / process and information to be shared with CP&R Committee

08/02/24 Daniel Reason



**Corporate Policy and  
Resources Committee**

**Wednesday, 17 January  
2024**

**Subject: 2024/25 Measure and Target Setting for Progress and Delivery**

Report by:

Director of Change Management, ICT &  
Regulatory Services

Contact Officer:

**Claire Bailey**  
Change, Projects and Performance Officer  
claire.bailey@west-lindsey.gov.uk,

**Darren Mellors**  
Change, Performance & Programme Manager  
darren.mellors@west-lindsey.gov.uk

Purpose / Summary:

To present for approval the Council's proposed  
2024/25 Progress and Delivery measures and  
corresponding targets.

**RECOMMENDATION(S):**

1. Approval of 2024/25 Progress & Delivery measure set.

## IMPLICATIONS

**Legal: None**

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

**Financial : FIN/120/24/MT/SL**

There are no financial implications arising from this report.

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

**Staffing : None**

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

**Equality and Diversity including Human Rights : None**

**Data Protection Implications : None**

**Climate Related Risks and Opportunities: None**

**Section 17 Crime and Disorder Considerations: None**

**Health Implications: None**

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

N/A

**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**

## Executive Summary

Effective performance management is integral to the on-going success of West Lindsey District Council and plays a pivotal role in ensuring that our services are delivered efficiently and effectively and continue to meet the needs of our customers.

A full review of WLDC Progress & Delivery (P&D) measures has been completed with Team Managers, Directors and a Member working group in preparation for the financial year of 2024/25.

The following elements were taken into account when considering appropriate measures and targets:

1. **Ease of Data Collection.** Is it easy to collect the required performance data?
2. **Drive for Service Improvement.** Do the measures drive service enhancement and give us information to learn and improve?
3. **Alignment with Business Plan.** Does the measures align with identified business plan priorities.
4. **Connection to Corporate Plan.** Does the measures align with Corporate Plan objectives.
5. **Relevance and Stretch (if applicable).** Are associated targets relevant and challenging?
6. **Member Understanding.** Does the measure assist members in comprehending service activity and performance.

The measures within the report are made up of either statistics or Key Performance Indicator's (KPI). A statistic is a measure where performance is outside of our control e.g. PLG02 - Received planning application, for statistics like these we don't assign a target. Statistics are used alongside the KPIs to provide further context to the service performance. A KPI however is a measure deemed within the control of the council, an example would be how long did it take us to process an application e.g. PLG04 - Non-major applications determined in-time. Targets are assigned to KPIs and show performance against red, amber, or green (commonly known as RAG rating).

Both KPIs and statistics are important in tracking progress of performance, this in turn with the support of performance improvement plans when required supports the Council to monitor performance levels, whilst providing context and extra assurance to members.

### Member working group

Following approval at Overview and Scrutiny Committee in October, a Member working group was held on 6<sup>th</sup> November 2023 to review the proposed P&D measures and targets. This was facilitated by the Change, Performance and Programmes Team Manager and the Change, Project and Performance Officer.

In addition, the proposed 2024/25 measure set was issued to all Councillors, with feedback gathered and considered by officers and Members of the working group.



The tables within the report clearly identify those measures recommended by the working group. Appendix A at the end of the report provides details of all measures, broken down by Portfolio which are recommended to be included within the 2024/25 measure set.

### **Next Steps**

Following approval by management team a final paper is due for consideration at Corporate Policy and Resources Committee in January 2024 where formal sign off will be sought for the 2024/25 performance measure set.

Once approved by Committee the 2024/25 measure set will go live in April 2024.

To provide background information and support this report, there are a series of bitesize training videos which are available via the member development teams channel, these focus on introducing members to performance management, the progress and delivery framework and understanding the progress and delivery report itself.

It is recommended that a total of 29 measure are introduced into the PD framework however this figure includes 16 measures that have been created to replace 2023/24 measures, these are highlighted in table one. The Member Working Group, and member engagement, identified the inclusion of 14 measures and these are highlighted in table one.

Tables 1-4 set out the measures proposed to be introduced, amended, and removed for the 2024/25 progress and delivery framework.

### New measures

Table One: A number of the new measures within table one will not have targets assigned for 2024/25, these will be baselined over the course of the year. Following this, a target will be assigned based on their performance in preparation for the following years measure and target setting. Appendix A details where measures have targets assigned, are a statistic or are a new measure which is to be baselined for 2024/25.

Service	Measure	Reason for inclusion
<b>Corporate Health x8</b>		
Customer Services	<b>CH01 Volume of face-to-face demands received into the Customer Contact Centre.</b> The face-to-face demands received by the Customer Contact Centre.	<b>New -Member Working Group - Recommended x3 new measures.</b> Recommended to provide a holistic view of demand. Monitoring phone and face to face demand in Customer Services allows transparency with members - Increased volumes could provide early indication of service failure or emerging risks that need addressing, tracks the choice on contact channel and resource planning to meet demand.
	<b>CH02 Volume of telephone demands received into the Customer Contact Centre.</b> The volume of telephone demands received by the Customer Contact Centre.	
	<b>CH03 % of abandoned calls.</b> The percentage of inbound calls into the Customer Contact Centre where the customer hangs up before their call is answered.	
	<b>CH04 % of on-line demands received.</b> The percentage of service requests received through on-line methods.	New measures recommended in line with the above measures to report demand received for on-line forms.
Finance	<b>CH13 Draft Annual Statement of Accounts Submitted by Deadline.</b> Publication date of the draft Statement of Accounts to auditors with a deadline date of 31 <sup>st</sup> May.	<b>Replacement</b> - Two new measures recommended to replace COF04 - Annual Statement of Accounts. This will provide more meaningful data relating to meeting statutory deadline and the quality of the submission.
	<b>CH14 Annual Statement of Accounts Outcome.</b> Outcome of auditing of Statement of Accounts received by 31 <sup>st</sup> October.	

Service	Measure	Reason for inclusion
	<b>CH15 Value of savings identified.</b> The cumulative value of cashable savings identified and monitored within the T24 Programme.	Two new measures recommended to report on savings identified and delivered through the Together 24 Programme.
	<b>CH16 Value of savings delivered.</b> The cumulative value of cashable savings delivered within the T24 Programme.	
<b>Change Management, ICT and Regulatory Services x7</b>		
Council Tax and NNDR	<b>LOT01 Number of properties on the Council Tax Valuation List.</b> The total number of properties that the Valuation Office has determined a council tax band for in WLDC.	<b>Replacement</b> - Measure replaces LOT06 - Number of properties on the council tax base per FTE. This measure will continue to be monitored at a service level.
	<b>LOT04 Number of businesses on the Non-Domestic Rating list.</b> The total number of businesses on the Non-Domestic Rating List.	New measure recommended to maintain consistency in reporting for Council Tax and NNDR.
Enforcement	<b>ENF06 Number of fly-tipping incidents reported.</b> The number of fly-tipping incidents reported in the period identified by incident size including single item, car boot load or less, small van / transit van load or tipper lorry load / significant / multiple loads.	Currently captured within the report narrative, propose to include within the measure set for 2024/25.
	<b>ENF08 Number of Fixed Penalty Notices (FPN) issued for fly tipping offences.</b> The number of FPNs that have been issued for fly tipping offences.	Proposed to complete the full breakdown of the fly tipping issues.
	<b>ENF09 Number of new community safety complaints.</b> The number of new community safety complaints received including early presentation of waste, fly tip, abandoned vehicles, ASB, dog fouling, littering, public spaces protection order breaches and graffiti.	<b>Replacement</b> - Two new measures to replace ENF11 - % of community cases closed following compliance.
	<b>ENF10 Number of community safety cases closed following intervention.</b> The number of community safety cases closed following intervention including informal warning, formal warning, and formal action - Fixed Penalty Notice or a Community Protection Notice interventions.	
	<b>ENF11 Number of community safety complaints that result in formal action.</b> The percentage of community safety	<b>Member Working Group - Recommended new measure.</b> Requested to report on formal action resulting from community safety complaints.

Service	Measure	Reason for inclusion
	complaints that result in either the issue of a Fixed Penalty Notice or a Community Protection Notice.	
<b>Homes and Communities x4</b>		
Communities	<b>COM04</b> The number of Good Causes registered with West Lindsey Lottery.	<b>Member Working Group - Recommended new measure.</b>
	<b>COM05</b> The amount of funds raised for good causes registered with the West Lindsey Lottery.	
Homes, Health and Wellbeing	<b>HHW01 Average number of working days from DFG referral to completion.</b> The average number of working days from receipt of a completed Disabled Facilities Grant application to completion of works.	<b>Replacement –</b> To replace HHW03- Average number of days from DFG referral to completion and HHW02- % of DFG referrals completed within 120 calendar days. Measure definition is changed from ‘calendar days’ to ‘working days’ to align with Department for Levelling Up, Housing & Communities ‘Disabled Facilities Grant’ guidance.
	<b>HHW02 % of DFG referrals completed within 120 working days.</b> The % of Disabled Facilities Grant referrals (not including complex cases) where the work is completed within 120 working days.	
<b>Operational and Commercial Services x9</b>		
Leisure Contract	<b>LEI06 Number of users of the senior’s active programme at Gainsborough Leisure Centre.</b> The total number of users of the Seniors Active Programme during the reporting period.	<b>Member Working Group - Recommended new measure (split by sites)</b> <b>Replacement -</b> To replace LEI13 Number of users of the senior’s active programme using the Leisure Centres, with two measures splitting out the usage by site.
	<b>LEI07 Number of users of the senior’s active programme at Market Rasen Leisure Centre.</b> The total number of users of the Seniors Active Programme during the reporting period.	
	<b>LEI08 Number of non-members using the Gainsborough Leisure Centre.</b> The total number of pay-as-you-go users of the Gainsborough Leisure Centre during the reporting period.	<b>Member Working Group - Recommended new measure (split by sites)</b> <b>Replacement -</b> To replace LEI14 Number of non-members using the Leisure Centre with two measures splitting out the usage by site.
	<b>LEI09 Number of non-members using the Market Rasen Leisure Centre.</b> The total number of pay-as-you-go users of the Market Rasen Leisure Centre during the reporting period.	
Markets	<b>MKT02 Average number of traders on a Tuesday.</b> The average number of traders during the reporting period for the Tuesday Gainsborough Market.	<b>Member Working Group - Recommended new measures</b>

Service	Measure	Reason for inclusion
	<b>MKT04 Average number of traders on a Saturday.</b> The average number of traders during the reporting period for the Saturday Gainsborough Market.	<b>Replacement</b> - To replace MKT05 Number of market traders with two measures splitting out the Tuesday and Saturday traders. It is proposed that the weekly breakdown of traders and stalls over the quarter be provided within the narrative of the report.
Operational Services	<b>WAS04 % of missed bins collected within 5 working days.</b> The % of missed black, blue, green, and purple lidded bins collections that are collected within the service level agreement of 5 working days.	<b>Replacement</b> - To replace WAS04 - % of missed black, blue and purple lidded bins collected within 5 working days. The new measures will include all bins, including green garden waste.
Trinity Arts Centre	<p><b>TAC02 Cinema audience figures as a % of capacity.</b> The % of TAC capacity that has been filled as an average during the reporting period.</p> <p><b>TAC03 Live theatre audience figures as a % of capacity.</b> The % of TAC capacity that has been filled as an average during the reporting period.</p>	<b>Replacement</b> - To replace TAC02 - Audience figures as a % of capacity, propose to split out the usage between cinema and live shows.
<b>People and Democratic Services x1</b>		
Democratic Services	<b>DEM01 Number of committee meetings, briefings, workshops, and training events supported by Democratic Services.</b> The total number of committee meetings, briefings, workshops, and training events supported by Democratic Services during the reporting period.	To monitor the level of resource required to facilitate and support member attended meetings, briefings, workshops and training events.

Table 1: Recommended new PD measures

## Measures amended

Table two shows the three measures that are recommended to be amended.

Service	2023/24 Measures	Amended measure
<b>Change Management, ICT and Regulatory Services x1</b>		
Systems Development	<b>SYS02 LLPG Standard.</b> The standard awarded for the Council's Local Land and Property Gazetteer.	Recommended that the reporting frequency is now annual rather than monthly to reflect actual return. (National Standard = bronze or higher).
<b>Operational and Commercial Services x2</b>		
Garden Waste	<b>GGW02 Green Garden Subscription take-up.</b> The percentage take-up of garden waste subscribers.	Recommended that the reporting frequency is moved from 'monthly' to 'annual'.
Corporate Governance	<b>CH21 Number of expired contracts.</b> The number of Council contracts that have expired with no extension or new contract in place.	Recommended that measure is moved from service to Corporate Health.

Table 2: Recommended amended PD measures

## Measures Removed

Table three shows the five measures that are recommended to be removed.

Service	Measure	Reason for non-inclusion
<b>Corporate Health x1</b>		
Revenues	<b>% increase in NNDR received.</b> The percentage increase in National Non-Domestic Rates.	NNDR work is completed in a partnership resulting in the finances being pooled to allow management of variances within the partnership.
<b>Change Management, ICT and Regulatory Services x1</b>		
Local Land Charges	<b>LLC06 % of searches processed within the target time.</b> The % of all searches that are processed within the target time of 10 days.	Recommended to remove due to consistently performing above target and the measure provides the same information as LLC03. The measure no longer drives change and improvement to the service.
<b>Homes and Communities x2</b>		
Homes, Health and Wellbeing	<b>Number of long-term empty properties in the district.</b> The total number of properties classed as long-term empty in the district during the reporting period.	Removed from framework as out of the control of the Council. This is to be picked up through the State of the District report.

Service	Measure	Reason for non-inclusion
	<b>Long-term empty properties as a % of all housing stock in the district.</b> The number of long-term empty properties as a % of all housing stock in the district.	Removed from framework as out of the control of the Council. This is to be picked up through the State of the District report.
<b>Operational and Commercial Services x1</b>		
Contract Management	<b>Percentage of contracts that are awarded to local suppliers.</b> % of all Council contracts that are awarded to local suppliers, defined as within the County of Lincolnshire, plus a 20-mile radius.	WLDCs Procurement Strategy does not stipulate the use of local suppliers.

Table 2: Recommended removed PD measures

## Amended Targets

Table four shows the eight measures where an amendment to the target is recommended.

Service	Measure	Freq.	2022/23 Target	Proposed Target	
<b>Corporate Health x1</b>					
Customer Services	<b>CH09 Average number of calendar days taken to resolve a complaint.</b> The average number of days taken to resolve a complaint.	Monthly	21	14	Target recommended to be 14 calendar days rather than 21 in alignment with Local Government Ombudsman guidance.
<b>Change Management, ICT and Regulatory Services x1</b>					
Local Land Charges	<b>LLC02 Market share.</b> The amount of market share captured by the Council as a % of the total available market (excluding EIRs).	Monthly	40%	30%	Recommended that the target is reduced by 10 percentage points to reflect housing market volatility.
<b>Homes and Communities x3</b>					
Home Choices	<b>HME02 % of homelessness approaches with positive outcomes.</b> The percentage of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved, or accepted.	Monthly	N/A	75%	Recommend that a target is added in line with 2023/24 baseline data.

	Negative outcomes include no further response from the customer.				
	<b>HME05 % of households spending 56 nights or more in leased accommodation.</b> The percentage of households that spend 56 nights or more in leased accommodation. 56 nights is the prevention/relief duty of the homelessness service. Currently this accommodation relates to Cross Street, Gainsborough.	Monthly	N/A	40%	Member working Group - Recommend that a target is added.
	<b>HME07 % of households spending 42 nights or more in B&amp;B accommodation.</b> The percentage of households that spend 42 nights or more in bed and breakfast accommodation. 42 nights is the maximum number of nights a household should stay in B&B accommodation based on best practice/government advice.	Monthly	N/A	0%	Recommend that a target is added (in accordance with government guidance).
<b>Operational and Commercial Services x3</b>					
Crematorium	<b>LFC05 Percentage of services that are direct funerals.</b> The % of all services held that are classed as direct funerals.	Monthly	N/A	18%	Recommend that a target is added.
Trinity Arts Centre	<b>TAC01 The total number of performance and screenings held.</b> The total number of performance and screenings hosted by TAC during the reporting period.	Quarterly	8	24	Recommended that the target is increased.
	<b>TAC04 Number of engagement activities held.</b> The total number of engagement activities held at TAC during the reporting period.	Quarterly	30	100	Recommended that the target is increased.

Table 3: Measures with amended targets



## Appendix A: Corporate Health

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>CH01 Volume of face-to-face demands received into the Customer Contact Centre.</b> The face-to-face demands received by the Customer Contact Centre. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>CH02 Volume of telephone demands received into the Customer Contact Centre.</b> The volume of telephone demands received by the Customer Contact Centre. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>CH03 % of abandonment calls.</b> The percentage of inbound calls into the Customer Contact Centre where the customer hangs before their call is answered. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>CH04 % of on-line demands received.</b> The percentage of service requests received through on-line methods. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>CH05 Overall Customer Satisfaction.</b> The percentage of customers that have given a satisfaction score of three stars or above. (KPI)	Monthly	75%	75%
<b>CH06 Compliments received.</b> The total number of compliments received in the reporting period. (Statistic)	Monthly	N/A	N/A
<b>CH07 Complaints received.</b> The total number of complaints received in the reporting period. (Statistic)	Monthly	N/A	N/A
<b>CH08 % of complaints where the Council is at fault.</b> The percentage of complaints following investigation that have found the Council at fault. (KPI)	Monthly	40%	40%
<b>CH09 Average number of calendar days taken to resolve a complaint.</b> The average number of days taken to resolve a complaint. (KPI)	Monthly	21	14
<b>CH10 Budget variance.</b> £ variance between the Council's budget compared to actual. (KPI)	Annual	£0	£0
<b>CH11 % of invoices paid within 30 calendar days from receipt of invoice.</b> % of invoices paid within 30 days from date invoice received (not including invoices in dispute). (KPI)	Monthly	97%	97%
<b>CH12 Overall Council budget forecast outturn.</b> % of forecast outturn variance against the approved budget for the year.	Quarterly	0%	0%
<b>CH13 Draft Annual Statement of Accounts Submitted by Deadline.</b> Publication date of the draft Statement of Accounts to auditors with a deadline date of 31 <sup>st</sup> May. <b>*NEW*</b>	Annual	N/A	Yes
<b>CH14 Annual Statement of Accounts Outcome.</b> Outcome of auditing of Statement of Accounts received by 31 <sup>st</sup> October. <b>*NEW*</b>	Annual at Q3	Unqualified	Unqualified
<b>CH15 Value of savings identified.</b> The cumulative value of cashable savings identified and monitored within the T24 Programme. <b>*NEW*</b>	Quarterly	N/A	£300k
<b>CH16 Value of savings delivered.</b> The cumulative value of cashable savings delivered within the T24 Programme. <b>*NEW*</b>	Quarterly	N/A	£300k
<b>CH17 Number of data breaches resulting in action from the Information Commissioners Office.</b> Number of data breaches resulting in action from the Information Commissioners Office within the reporting period. (KPI)	Monthly	0	0
<b>CH18 Number of FOI requests received.</b> The total number of FOI requests received during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>CH19 % of FOIs completed within 20 working days.</b> % of FOIs completed within the statutory target of 20 working days. (KPI)	Monthly	97%	97%
<b>CH20 Number of FOI challenges upheld.</b> The number of subsequent FOI challenges upheld. (KPI)	Monthly	0	0

<b>CH21 Number of expired contracts.</b> The number of Council contracts that have expired with no extension or new contract in place. (Statistic)	Quarterly	N/A	N/A
<b>CH22 Staff absenteeism.</b> The average number of sickness absence days per FTE. (KPI)	Monthly	0.6	0.6
<b>CH23 Employee satisfaction.</b> Employee Satisfaction levels. (KPI)	Annual	90%	90%
<b>CH24 Health &amp; Safety incidents.</b> The number of health & safety incidents reported within the reporting period. (Statistic)	Monthly	N/A	N/A
<b>CH25 Systems and Server Availability.</b> % of time that the Council's server and systems are operating as planned. (KPI)	Monthly	98%	98%

**Recommended measures to be removed from framework:**

Measure	Reason for non-inclusion
<b>Annual Statement of Account.</b>	<ul style="list-style-type: none"> <li>• <b>Measure replaced</b> Removed from Corporate Health but to be replaced by measure showing document submitting by deadline and the outcome.</li> </ul>
<b>% increase in NNDR received.</b> The percentage increase in National Non-Domestic Rates.	NNDR work is completed in a partnership resulting in the finances being pooled to allow management of variances within the partnership.

## Change Management, ICT and Regulatory Services

Director

Nova Roberts

### Council Tax and NNDR

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
LOT01 Number of properties on the Council Tax Valuation List. The total number of properties that the Valuation Office has determined a council tax band for in WLDC. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>LOT02 Amount of council tax collected.</b> The total amount of Council Tax collected in £ during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LOT03 Council tax in-year collection rate.</b> The amount of Council Tax collected during the reporting period as a % of total available to collect during the reporting period. (KPI)	Monthly	98.28%	TBC – Target based on 2023/24 collection rate
<b>LOT04 Number of businesses on the Non-Domestic Rating list.</b> The total number of businesses on the Non-Domestic Rating List. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>LOT05 Amount of NNDR collected.</b> The total amount of NNDR collected in £ during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LOT06 NNDR in-year collection rate.</b> The amount of NNDR collected during the reporting period as a % of total available to collect during the reporting period. (KPI)	Monthly	99.32%	TBC – Target based on 2023/24 collection rate

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>LOT06 Number of properties on the council tax base per FTE.</b> The total number of properties on the Council tax base per FTE.	• <b>Measure replaced</b> This measure will continue to be monitored at a service level and will be replaced by total council tax base.

## Enforcement

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>ENF01 Number of planning enforcement requests received.</b> The total number of planning enforcement requests received during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>ENF02 % of planning enforcement cases given an initial response within 20 working days.</b> The % of all planning enforcement cases during the reporting period where the customer is given an initial response within 20 working days. (KPI)	Monthly	90%	90%
<b>ENF03 % of planning enforcement cases closed within 6 months.</b> The number of planning enforcement cases that are closed within 6 months of receipt as a percentage of all planning enforcement cases. (KPI)	Monthly	75%	75%
<b>ENF04 Number of housing enforcement requests received.</b> The total number of housing enforcement requests received during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>ENF05 % of housing enforcement cases closed within 6 months.</b> The number of housing enforcement cases that are closed within 6 months of receipt as a percentage of all planning enforcement cases. (KPI)	Monthly	75%	75%
<b>ENF06 Number of fly-tipping incidents reported.</b> The number of fly-tipping incidents reported in the period identified by incident size including single item, car boot load or less, small van / transit van load or tipper lorry load / significant / multiple loads. <b>*NEW*</b>	Monthly	N/A	N/A
<b>ENF07 Number of fly-tipping cases attended for investigation.</b> The total number of fly tipping cases attended over the reporting period. (Statistic)	Monthly	N/A	N/A
<b>ENF08 Number of Fixed Penalty Notices (FPN) issued for fly tipping offences.</b> The number of FPNs that have been issued for fly tipping offences. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>ENF09 Number of new community safety complaints.</b> The number of new community safety complaints received including early presentation of waste, fly tip, abandoned vehicles, ASB, dog fouling, littering, PSPO breaches and graffiti. <b>*NEW*</b>	Monthly	N/A	N/A
<b>ENF10 Number of community safety cases closed following intervention.</b> The number of community safety cases closed following intervention including informal warning, formal warning, and formal action -FPN/CPN interventions. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>ENF11 Number of community safety complaints that result in formal action.</b> The percentage of community safety complaints that result in either the issue of a Fixed Penalty Notice or a Community Protection Notice. <b>*NEW*</b>	Monthly	N/A	N/A

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>ENF11 % of community cases closed following compliance.</b> The percentage of community safety cases that are closed during the reporting period because of compliance with warning, Fixed Penalty Notice, or formal action.	<ul style="list-style-type: none"> <li><b>Measure replaced.</b> To be replaced with new measures.</li> </ul>

## Housing Benefit and Local Council Tax Support

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>BEN01 End to end processing times.</b> The average number of working days taken to process a benefit claim during the reporting period. (KPI)	Monthly	7	7
<b>BEN02 Claims older than 50 calendar days.</b> The number of claims that have been open for more than 50 calendar days during the reporting period. (KPI)	Monthly	6	6

Recommended measures to be removed from framework. None

## ICT

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>ICT01 Customer Satisfaction</b> The average response to the question "How satisfied are with the service provided by the IT department? (1-lowest, 5-highest)". (Statistic)	Annual	N/A	N/A
<b>ICT02 Percentage of high priority ICT helpdesk calls closed within SLA</b> % of high priority ICT helpdesk calls that are closed within the Service Level Agreement of 24 working hours within the IT function. (KPI)	Monthly	95%	95%
<b>ICT03 Percentage of medium priority ICT helpdesk calls closed within SLA</b> % of medium priority ICT helpdesk calls that are closed within the Service Level Agreement of 74 working hours within the IT function. (KPI)	Monthly	90%	90%
<b>ICT04 Percentage of low priority ICT helpdesk calls closed within SLA</b> % of low priority ICT helpdesk calls that are closed within the Service Level Agreement of 48 working days within the IT function. (KPI)	Monthly	90%	90%

Recommended measures to be removed from framework. None

## Local Land Charges

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>LLC01 Number of Local Land Charge searches received.</b> The total number of Local Land Charge searches received during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LLC02 Market share.</b> The amount of market share captured by the Council as a % of the total available market (excluding EIRs). (KPI)	Monthly	40%	30%
<b>LLC03 Average number of working days taken to process a search.</b> The average number of working days taken to process a search. (KPI)	Monthly	10 days	10 days
<b>LLC05 Income received.</b> The total amount of income received during the reporting period. (Statistic)	Monthly	N/A	N/A

### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>LLC06 % of searches processed within the target time.</b> The % of all searches that are processed within the target time of 10 days.	Recommended to remove due to consistently performing above target and the measure provides the same information as LLC03. The measure no longer drives change and improvement to the service.

## Licensing

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>LIC01 Applications processed within SLA.</b> The percentage of licensing applications that have been processed within the service standard. (KPI)	Monthly	96%	96%

Recommended measures to be removed from framework. None

## Food Safety

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>FDS01 % of food safety inspections completed.</b> The % of FSA inspections that are completed within the reporting period. (KPI)	Monthly	90%	90%
<b>FDS02 % of registered food premises rated 3 stars or above.</b> The % of registered food premises rated at 3 stars or above following inspection. (KPI)	Monthly	96%	96%

Recommended measures to be removed from framework. None

## Environmental Protection

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>ENV01 Number of environmental protection requests received.</b> The total number of environmental protection requests received during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>ENV02 % of environmental protection requests completed within 6 months.</b> The percentage of environmental protection cases that are closed within 6 months of receipt. (KPI)	Monthly	75%	75%

**Recommended measures to be removed from framework.** None

## Systems Development

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>SYS01 Website availability.</b> % of time that the Council's website is available. (KPI)	Monthly	98%	98%
<b>SYS02 LLPG Standard.</b> The standard awarded for the Council's LLPG. (KPI)	Annual	National Standard	National Standard
<b>SYS03 % of systems development requests completed within the SLA.</b> The % of Systems Development requests that are completed within the service level agreement Measures requests from WLDC, NKDC and Central Lincs Planning Unit (JPU). (KPI)	Monthly	85%	85%

**Recommended measures to be removed from framework.** None

## Finance and Property

Director

Emma Foy

### Property and Assets

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>PRO01 Planned maintenance.</b> The % of all maintenance that is planned. (KPI)	Annual	70%	70%
<b>PRO02 Responsive maintenance.</b> The % of all maintenance that is responsive. (KPI)	Annual	30%	30%
<b>PRO03 Rental portfolio voids.</b> The amount of Council owned rental property that are void during the reporting period. (KPI)	Monthly	12%	12%

Recommended measures to be removed from framework. None

## People and Democratic Services

Assistant Director

Lisa Langdon

### Democratic Services

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>DEM01 Number of committee meetings, briefings, workshops, and training events supported by Democratic Services.</b> The total number of committee meetings, briefings, workshops, and training events supported by Democratic Services during the reporting period. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25

Recommended measures to be removed from framework. N/A



## Homes and Communities

Director

Sally Grindrod-Smith

### Homes, Health, and Wellbeing

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>HHW01 Average number of days from DFG referral to completion.</b> The average number of calendar days from receipt of a completed Disabled Facilities Grant application to completion of works. <b>*NEW*</b>	Monthly	120	120
<b>HHW02 % of DFG referrals completed within 120 working days.</b> The % of Disabled Facilities Grant referrals (not including complex cases) where the work is completed within 120 working days. <b>*NEW*</b>	Monthly	50%	50%

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>HHW03 Average number of days from DFG referral to completion.</b> The average number of calendar days from receipt of a completed Disabled Facilities Grant application to completion of works.	<b>• Measure replaced</b> Measure definition is changed from 'calendar days' to 'working days' to align with Department for Levelling Up, Housing & Communities 'Disabled Facilities Grant' guidance.
<b>HHW04 % of DFG referrals completed within 120 calendar days.</b> The % of Disabled Facilities Grant referrals (not including complex cases) where the work is completed within 120 working days.	<b>• Measure replaced</b> Measure definition is changed from 'calendar days' to 'working days' to align with Department for Levelling Up, Housing & Communities 'Disabled Facilities Grant' guidance.
<b>HHW05 Number of long-term empty properties in the district.</b> The total number of properties classed as long-term empty in the district during the reporting period.	Removed from framework as out of the control of the Council. This is to be picked up through the State of the District report.
<b>HHW06 Long-term empty properties as a % of all housing stock in the district.</b> The number of long-term empty properties as a % of all housing stock in the district.	Removed from framework as out of the control of the Council. This is to be picked up through the State of the District report.

## Home Choices

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>HME01 Number of homelessness approaches with positive outcomes.</b> The number of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved, or accepted. Negative outcomes include no further response from the customer. (Statistic)	Monthly	N/A	N/A
<b>HME02 % of homelessness approaches with positive outcomes.</b> The percentage of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved, or accepted. Negative outcomes include no further response from the customer. (KPI)	Monthly	N/A	75%
<b>HME03 Total number of households in leased/B&amp;B accommodation.</b> The number of households that are residing in leased or B&B accommodation. There is a statutory obligation to provide temporary accommodation and this measure allows us to monitor the severity of received homelessness cases. This is the total number of households placed in leased temporary accommodation and the number of households in B&B accommodation. (Statistic)	Monthly	N/A	N/A
<b>HME04 % utilisation of temporary leased accommodation.</b> The percentage of time Cross Street accommodation is fully utilised. (KPI)	Monthly	75%	75%
<b>HME05 % of households spending 56 nights or more in leased accommodation.</b> The percentage of households that spend 56 nights or more in leased accommodation. 56 nights is the prevention/relief duty of the homelessness service. Currently this accommodation relates to Cross Street, Gainsborough. (KPI)	Monthly	N/A	40%
<b>HME06 Number of households in bed and breakfast accommodation.</b> The total number of households that have been placed in temporary accommodation during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>HME07 % of households spending 42 nights or more in B&amp;B accommodation.</b> The percentage of households that spend 42 nights or more in bed and breakfast accommodation. 42 nights is the maximum number of nights a household should stay in B&B accommodation based on best practice/government advice. (KPI)	Monthly	N/A	0%

Recommended measures to be removed from framework None

## Communities

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>COM01 Total number of grants awarded.</b> The total number of grants awarded during the reporting period. (Statistic)	Quarterly	N/A	N/A
<b>COM02 Total value of grants awarded.</b> The total value of grants awarded during the reporting period when the agreement is signed. (Statistic)	Quarterly	N/A	N/A
<b>COM03 External community funds levered by WLDC.</b> The total amount of community funds levered by the Council during the reporting period. (Statistic)	Quarterly	N/A	N/A
<b>COM04</b> The number of Good Causes registered with West Lindsey Lottery. *NEW*	Quarterly	N/A	N/A
<b>COM05</b> The amount of funds raised for good causes registered with the West Lindsey Lottery. *NEW*	Quarterly	N/A	N/A

Recommended measures to be removed from framework None

## Operational and Commercial Services

Director

Ady Selby

### Building Control

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>BDG01 Income received.</b> The total amount of income received into the Building Control service during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>BDG02 Applications Received.</b> The total number of applications received defined as Building Notices, Full Plans, Partnership Applications, Other Authority Partnership Applications and Regularisation Applications. (Statistic)	Monthly	N/A	N/A
<b>BDG03 Market Share.</b> The percentage of the overall market that is captured by the Council. (KPI)	Monthly	78%	78%

Recommended measures to be removed from framework None

### Crematorium

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>LFC01 Services held.</b> The total number of services held. (KPI)	Monthly	692	tbc
<b>LFC02 Direct funerals held.</b> The total number of direct funerals held. (Statistic)	Monthly	N/A	N/A
<b>LFC03 Income received.</b> The total amount of all income received by the crematorium during the reporting period. (Statistic)	Monthly	£601,500	£601,500
<b>LFC04 Secondary sales.</b> Utilisation of the garden of remembrance and memorialisation (secondary sales). (KPI)	Monthly	£7,800	£7,800
<b>LFC05 Percentage of services that are direct funerals.</b> The % of all services held that are classed as direct funerals. (KPI)	Monthly	N/A	18%
<b>LFC06 Market Share.</b> The percentage of the overall market that is captured by the Council. (KPI)	Monthly	N/A	TBC

Recommended measures to be removed from framework. None

## Leisure Contract

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>LEI01 Number of individual full fee-paying Gainsborough leisure centre members.</b> The total number of members of the Gainsborough Leisure Centre during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LEI02 Number of individual full fee-paying Market Rasen leisure centre members.</b> The total number of members of the Market Rasen Leisure Centre during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LEI03 % of full fee-paying members visiting the Gainsborough leisure centre at least once a week.</b> The total number of members using the Gainsborough Leisure Centres at least once per week.(Statistic)	Monthly	N/A	N/A
<b>LEI04 % of full fee-paying members visiting the Market Rasen leisure centre at least once a week.</b> The total number of members using the Market Rasen Leisure Centres at least once per week. (Statistic)	Monthly	N/A	N/A
<b>LEI05 Customer Satisfaction</b> - % of customer reporting satisfaction with West Lindsey leisure events and facilities across Gainsborough and Market Rasen sites. (KPI)	Monthly	75%	75%
<b>LEI06 Number of users of the senior's active programme at Gainsborough Leisure Centre.</b> The total number of users of the Seniors Active Programme during the reporting period. <b>*NEW*</b> (Statistic)	Monthly	N/A	N/A
<b>LEI07 Number of users of the senior's active programme at Market Rasen Leisure Centre.</b> The total number of users of the Seniors Active Programme during the reporting period. <b>*NEW*</b> (Statistic)	Monthly	N/A	N/A
<b>LEI08 Number of non-members using the Gainsborough Leisure Centre.</b> The total number of pay-as-you-go users of the Gainsborough Leisure Centre during the reporting period. <b>*NEW*</b> (Statistic)	Monthly	N/A	N/A
<b>LEI09 Number of non-members using the Market Rasen Leisure Centre.</b> The total number of pay-as-you-go users of the Market Rasen Leisure Centre during the reporting period. <b>*NEW*</b> (Statistic)	Monthly	N/A	N/A
<b>LEI10 Number of outreach sessions held.</b> The total number of outreach sessions held during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LEI11 Number of outreach users.</b> The total number of outreach users during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>LEI12 Number of leisure centre users referred through the Healthy Lifestyle scheme.</b> The total number of users of the Gainsborough and Market Rasen Leisure Centres who have been referred by their GP through the Healthy Lifestyle scheme. (Statistic)	Monthly	N/A	N/A

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>LEI13 Number of users of the senior's active programme using the Leisure Centres.</b> The total number of users of the Seniors Active Programme during the reporting period using the Gainsborough and Market Rasen Leisure Centre during the reporting period.	<ul style="list-style-type: none"> <li><b>Measure replaced</b> Recommended to be removed and replaced with two measures showing individual centre performance.</li> </ul>
<b>LEI14 Number of non-members using the Leisure Centre.</b> The total number of pay-as-you-go users of the Gainsborough and Market Rasen Leisure Centre during the reporting period.	<ul style="list-style-type: none"> <li><b>Measure replaced</b> Recommended to be removed and replaced with two measures showing individual centre performance.</li> </ul>

## Trinity Arts Centre

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>TAC01 The total number of performance and screenings held.</b> The total number of performance and screenings hosted by TAC during the reporting period. (KPI)	Quarterly	8	24
<b>TAC02 Cinema audience figures as a % of capacity.</b> The % of TAC capacity that has been filled as an average during the reporting period. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>TAC03 Live theatre audience figures as a % of capacity.</b> The % of TAC capacity that has been filled as an average during the reporting period. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>TAC04 Number of engagement activities held.</b> The total number of engagement activities held at TAC during the reporting period. (KPI)	Quarterly	30	100
<b>TAC05 Income received.</b> The total amount of income received by TAC during the reporting period. (Statistic)	Monthly	N/A	N/A
<b>TAC06 Average spend per head on secondary sales.</b> The average amount in £ spent on secondary sales per head during the reporting period. (KPI)	Monthly	£3.00	£3.00

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>TAC07 Audience figures as a % of capacity.</b> Percentage of TAC capacity that has been filled as an average during the reporting period.	<b>• Measure replaced</b> Recommended that the measure is replaced with two measures showing audience % for both cinema and live theatre performances.

## Operational Services

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>WAS01 Cost of delivering the service per household.</b> The total cost, excluding recharges, of delivering the waste service per household. (Statistic)	Annual	N/A	N/A
<b>WAS02 Amount of residual waste collected per household.</b> The amount, in kg, of residual waste collected per household. (KPI)	Monthly	45kg	45kg
<b>WAS03 Recycling rate.</b> The amount of waste sent for recycling as a % of all waste collected in the district. (KPI)	Annual	50%	50%
<b>WAS04 % of missed bins collected within 5 working days.</b> The % of missed black, blue, green, and purple lidded bins collections that are collected within the service level agreement of 5 working days. <b>*NEW*</b> (KPI)	Monthly	N/A	95%

#### Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>WAS05 % of missed black and blue bins collected within 5 working days.</b> Percentage of missed black and blue bin collections that are collected within the service level agreement of 5 working days.	<b>• Measure replaced</b> Recommended that the measure is removed and replaced within one including Green Garden Waste figures.

## Garden Waste

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>GGW01 Number of green garden bins sold.</b> The total number of garden waste bins sold during the reporting period. (KPI)	Annual	28,002	28,205
<b>GGW02 Green Garden Subscription take-up.</b> The percentage take-up of garden waste subscribers. (Statistic)	Annual	N/A	N/A

Recommended measures to be removed from framework. None

## Street Cleansing

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>STR01 % of fly tipping collected within 10 working days.</b> The % of all fly-tipping reported to the Council that is collected within the service level agreement (10 working days). (KPI)	Monthly	90%	90%
<b>STR02 Cost of delivering the service per household.</b> The total cost, excluding recharges, of delivering the Street Cleansing service per household within the district. (Statistic)	Annual	N/A	N/A

Recommended measures to be removed from framework. None

## Gainsborough Market

### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>MKT01 Average number of stalls on a Tuesday.</b> The average number of paid for market stalls during the reporting period for the Tuesday Gainsborough Market. (KPI)	Monthly	37	37
<b>MKT02 Average number of traders on a Tuesday.</b> The average number of traders during the reporting period for the Tuesday Gainsborough Market. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25
<b>MKT03 Average number of stalls on a Saturday.</b> The average number of paid for market stalls during the reporting period for the Saturday Gainsborough Market. (KPI)	Monthly	14	14
<b>MKT04 Average number of traders on a Saturday.</b> The average number of traders during the reporting period for the Saturday Gainsborough Market. <b>*NEW*</b>	Monthly	N/A	Baselined for 2024/25

Recommended measures to be removed from framework:

Measure	Reason for non-inclusion
<b>MKT05 Number of market traders.</b> The average number of market traders (both markets combined) during the reporting period.	• <b>Measure replaced</b> Recommended that the measure is removed and replaced two measures showing performance for each market day.

## Planning and Regeneration

Director

Sally Grindrod-Smith

### Development Management

#### 2024/25 Proposed Measure Set

Measure	Freq.	2023/24 Target	Proposed Target
<b>PLG01 Planning and pre-app income.</b> The total amount of income received from planning and pre-application fees during the period. (Statistic)	Monthly	N/A	N/A
<b>PLG02 Received planning applications.</b> The total number of planning applications received during the reporting period. Includes TPO applications. (Statistic)	Monthly	N/A	N/A
<b>PLG03 Major applications determined in-time.</b> The percentage of major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time. (KPI)	Monthly	90%	90%
<b>PLG04 Non-major applications determined in-time.</b> The percentage of non-major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time. (KPI)	Monthly	94%	94%
<b>PLG05 Major appeals allowed.</b> % of all the major decisions that are made in West Lindsey that have been appealed and upheld. This helps with the quality of decisions. (KPI)	Monthly	8%	8%
<b>PLG06 Non-major appeals allowed.</b> % of all the non-major decisions that are made in West Lindsey that have been appealed and upheld. This helps with the quality of decisions. (KPI)	Monthly	8%	8%

**Recommended measures to be removed from framework.** None





**Corporate Policy &  
Resources Committee**

**Wednesday 17<sup>th</sup> January  
2024**

**Subject: Update on Local Government Settlement December 2023**

Report by:

Director of Corporate Services

Contact Officer:

Emma Foy  
Director of Corporate Services  
Emma.foy@west-lindsey.gov.uk

Purpose / Summary:

To provide Members with an update on the forecast 2024-25 high level budget following receipt of the draft Local Government Financial Settlement.

**RECOMMENDATION(S):**

1. Members note the forecast Medium Term Financial Position shown at para.2.7
2. Members note the WLDC response to the Consultation for 2024-25 Local Government Funding provided in Appendix One.

## IMPLICATIONS

### **Legal:**

The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the council has to base its budget calculations upon, and require the council to set a balanced budget with regard to the advice of its Chief Finance Officer (section 151). The setting of the budget is a function reserved to full Council, who will consider the draft budget.

Section 30(6) LGFA 1992 provides that the council must set its budget before 11 March in the financial year preceding the one in respect of which the budget is set.

If a budget is not set, s.66 LGFA 1992 provides that the failure or delay to or in setting the council tax can only be challenged by an application for judicial review, with either the Secretary of State or any other person with sufficient interest (which potentially could include a council taxpayer) able to apply.

### **Financial: FIN/131/24/PD**

As detailed above all Councils must set a balanced budget by the 11<sup>th</sup> March. This paper presents the high-level summary to Members as a result of the Provisional Local Government Financial settlement published on the 18<sup>th</sup> December 2023.

Officers will now work to formulate a balanced budget based on the information received on the 18<sup>th</sup> December consulting with Members as part of the budget setting process.

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

### **Staffing:**

The consultation to the response to the Local Government Finance Settlement and budget setting process will be carried out within existing resources. It is anticipated that some staff will accrue flexitime by working additional hours to meet Committee deadlines but this time will be taken within the next month.

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

### **Equality and Diversity including Human Rights:**

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

An equalities impact assessment is carried out and brought to the Council meeting where the budget is approved alongside the 2024-25 budget.

### **Data Protection Implications**

No implication from this report.

**Climate Related Risks and Opportunities:**

**Section 17 Crime and Disorder Considerations:**

**Health Implications:**

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

n/a

**Risk Assessment:**

The Strategic Risk Register contains the following risk and mitigations:

Risk Ref: Our Council	Risk Owner: Emma Foy	Date Reviewed: 11 December 2023
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Description of Strategic Risk: Inability to set a sustainable balanced budget for 2024/25

Trigger	Impact	Current Controls	Likelihood	Impact	Risk Score
1.Commercial ventures do not realise expected financial gains. 2.Government funding arrangements do not match estimates used in financial modelling. 3.Outcomes of: Business Rates Review; Fairer Funding Review; Comprehensive Spending Review; expected savings, efficiency or income initiatives do not deliver expected benefits. 4.Cessation of grant/match-funding streams. 5.Growth forecasts for District are not realised. 6.Unanticipated rise in demand for services. 7.Invest Gainsborough does not deliver. 8.Schemes for other market towns do not materialise. 9.Business planning is not robust. 10. Ongoing financial impacts of Covid-19, cost of living issues and Ukraine developments.	1. Cuts or reductions in services. 2. Staff redundancies. 3. Inability to deliver Corporate Plan priorities. 4. Growth of the District stagnates. 5. Reputational damage.	1.MTFP in place. 2.Successful commercial trading and investment programme. 3.Annual business planning. 4.Regular budget monitoring. 5.Identification and use of grant-funding opportunities. 6.Value for Money Strategy adopted. 7.Lobbying strategy. 8.Regular review of the commercial property portfolio. 9.Volatility and risk reserves maintained. 10.Resilience indicators developed and monitored. 11. Working Balance minimum set at £2.5m. 12. Commercial risk indicators set. 13. Working jointly across Lincolnshire to mitigate inflationary pressures.	1	4	Current Score: 4
					Target Score: 4
					Next Risk Review Meeting: 5 February 2024
Commentary: We are currently modelling the 2024/25 budget based on known data. We have received a provisional settlement in December 2023 where we can model expected rates retention. Budget consultation with residents has taken place. The key challenge is expected to be for budget setting 2025-26.					

**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**

## **1.0 2024-25 Budget Setting Context**

- 1.1 The Council's budget setting process is largely informed by the provisional Local Government Finance Settlement received in the autumn before the budget is set. Historically, Councils have received multi-year financial funding settlements however under the current Government, settlements have only covered the following year. Single year settlements do not enable effective medium-term financial planning.
- 1.2 The provisional financial settlement was received on afternoon of the 18<sup>th</sup> December. Officers have used this information to prepare a high level summary budget to share with Members to inform them of the post-provisional settlement position. The settlement for 2024-25 is a single-year settlement.
- 1.3 The provisional settlement is a consultation paper and notifies representatives of local government and members of the public of the government's proposals for policies across the upcoming settlement. It provides Local Authorities with a four-week time period to respond to the proposals. The time period closed on the 15<sup>th</sup> January and our response to the consultation is provided in Appendix One. The key points of our consultation response are also provided in Section Three of this report. Whilst the provisional settlement is a consultation it is prudent and realistic to build our budget on the 2024-25 provisional settlement rather than anticipate our comments will be taken into consideration and the settlement be changed as a result of consultation.

## **2.0 Impact of provisional settlement on the Council's Financial Position.**

- 2.1 According to the provisional settlement documentation for 2024-25, Government is making available an increase in Core Spending Power of 6.5% or almost £4 billion on 2023-24. Total Core Spending Power provided through the local government finance settlement for 2024-25 will be over £64 billion. The government will set the core referendum limit for increases in council tax to 3% for 2024-25.
- 2.2 However, West Lindsey District Council along with many other Districts have seen an increase in core spending power of just 4.8%. The average increase in core spending for Shire Districts was 4.9%.
- 2.3 West Lindsey District Council expected to achieve a high level of New Homes Bonus this year and historically New Homes Bonus has been seen as a reward for housing delivery. Unfortunately, our successful delivery and receipt of New Homes Bonus grant has been offset by reductions in other core grants essentially meaning there is no financial reward for increased housing delivery.
- 2.4 Despite ongoing lobbying, no additional support has been provided to Local Authorities with requirements to fund Internal Drainage Boards.

Councils are unable to precept for this cost and therefore any additional costs invoiced to us by the drainage boards will bring additional pressure to the high-level summary shown below.

2.5 The Autumn Statement provided guaranteed increases to the minimum wage. Local Government wage negotiations are driven by these increases, and it is therefore expected that there will be an additional risk of £320K to the 2024-25 budget gap shown in the high level summary below.

2.6 West Lindsey District Council will be limited to an increase of 2.99% on Band D Council Tax and this is assumed in the Government's calculations requiring Members to fully pass on this increase to residents to present a larger budget gap.

2.7 The High-Level summary showing a forecast budget gap of £328K for 2024-25 is shown below:

Cluster	Base Budget 2023/24 £	Forecast Budget £	Forecast Budget £	Forecast Budget £	Forecast Budget £	Forecast Budget £
Our Council	7,785,400	8,214,000	8,308,700	8,606,700	9,013,000	9,129,400
Our People	1,832,400	1,718,800	1,971,400	1,988,100	1,918,300	1,962,400
Our Place	4,726,400	4,712,100	4,493,400	4,590,900	4,720,700	4,841,200
<b>Grand Total</b>	<b>14,344,200</b>	<b>14,644,900</b>	<b>14,773,500</b>	<b>15,185,700</b>	<b>15,652,000</b>	<b>15,933,000</b>
Interest Receivable	(577,300)	(658,200)	(450,800)	(387,400)	(376,300)	(375,700)
Investment Income - Property Portfolio	(1,576,700)	(1,568,400)	(1,567,300)	(1,606,400)	(1,694,700)	(1,716,700)
Drainage Board Levies	459,200	500,900	525,900	552,200	579,800	608,800
Parish Precepts	2,577,100	2,746,300	2,801,200	2,857,200	2,914,300	2,972,600
Interest Payable	794,400	692,700	653,600	642,700	744,100	744,100
MRP/VRP (repayment of borrowing)	906,100	959,300	984,900	984,900	931,800	910,500
<b>Net Revenue Expenditure</b>	<b>16,927,000</b>	<b>17,317,500</b>	<b>17,721,000</b>	<b>18,228,900</b>	<b>18,751,000</b>	<b>19,076,600</b>
Transfer to / (from) General Fund	(684,400)	(52,700)	(120,600)	(120,700)	0	0
Transfer to / (from) Earmarked Reserves	496,600	1,048,300	636,300	750,600	637,800	811,600
<b>Amount to be met from Gov. Grant or Council Tax</b>	<b>16,739,200</b>	<b>18,313,100</b>	<b>18,236,700</b>	<b>18,858,800</b>	<b>19,388,800</b>	<b>19,888,200</b>
<b>Funding Income</b>						
Business Rate Retention Scheme	4,633,200	5,366,600	5,420,300	5,474,500	5,529,200	5,584,500
Collection Fund Surplus - Council Tax	290,000	290,000	0	0	0	0
Parish Councils Tax Requirement	2,577,100	2,746,300	2,801,200	2,857,200	2,914,300	2,972,600
New Homes Bonus	561,500	845,300	0	0	0	0
Other Government Grants	1,243,300	984,800	680,900	680,900	680,900	680,900
<b>Council Tax Requirement</b>	<b>7,434,100</b>	<b>7,752,300</b>	<b>8,025,200</b>	<b>8,307,700</b>	<b>8,600,100</b>	<b>8,902,800</b>
<b>TOTAL FUNDING</b>	<b>16,739,200</b>	<b>17,985,300</b>	<b>16,927,600</b>	<b>17,320,300</b>	<b>17,724,500</b>	<b>18,140,800</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>327,800</b>	<b>1,309,100</b>	<b>1,538,500</b>	<b>1,664,300</b>	<b>1,747,400</b>

### 3.0 Response to consultation

3.1 West Lindsey District Council's response to the budget consultation is shown in Appendix One. It has been put together using paragraphs 2.1 – 2.7 alongside contributions from the Society of District Treasurers and District Council Network.

- 3.2 Members of this Committee will be updated when the final Local Government Settlement is released.
- 3.3 The next steps following this report is for Officers to provide a draft balanced budget to the February 2024 Corporate Policy and Resources Committee meeting.

# Agenda Item 6c



Corporate Policy and  
Resources Committee

17 January 2024

**Subject: Annual Review of Earmarked Reserves 2023/2024**

Report by:

Director of Corporate Services (S151)

Contact Officer:

Peter Davy  
Financial Services Manager  
[Peter.davy@west-lindsey.gov.uk](mailto:Peter.davy@west-lindsey.gov.uk)

Purpose / Summary:

To receive the annual review of earmarked reserves in advance of the formal Section 25 report (Section 151 Review of Robustness of Reserves) being brought to Council on the 5<sup>th</sup> March 2024.

## **RECOMMENDATIONS:**

- a) To note the levels of reserves summarised in Section 2 of the report.
- b) To delete the obsolete earmarked reserves outlined in Section 3 of the report.
- c) To consider the balance on the Civic Reserve as outlined in section 4 of the report.
- d) To approve an ongoing contribution of £10,000 per year to the Members ICT reserve to cover the cost of new ICT equipment for Members every four years.
- e) To approve the transfer of £1m from the General Fund Balance to the Budget Stability Reserve as outlined at section 6 of the report.
- f) To approve an amendment the minimum working balance on the General Fund from £2.5m to £2.0m (this is recommended to only be taken in conjunction with recommendation 11 as the decrease is mitigated by additional earmarked funding provided in recommendation e).



## IMPLICATIONS

### **Legal:**

Section 25 of the Local Government Act 2003 requires each local authority, when setting its annual General Fund budget and level of Council Tax, to take account of a report from its Section 151 Officer on the robustness of estimates and adequacy of reserves

As part of the annual budget setting process, the Section 151 Officer is required to give the Council formal advice on the robustness of estimates and the adequacy of reserves. This is so Members can set a budget in full awareness of the risks and uncertainties and ensure that adequate contingency reserves exist.

This report documents the annual review required to provide context to the Section 151 Officer when giving formal advice on levels of reserves.

### **Financial: FIN/121/24/CPR/SL**

As of 31 March 2023, Earmarked Reserves totalled £19.340m. After taking account of all approved movements and the proposals within the report the forecast balance of 31<sup>st</sup> March 2024 is £18.676m.

Detailed tables are provided in Appendix One. In forming the advice for this report, the Director of Finance and Corporate Services has considered the following:

- The requirement established in the Council's Medium Term Financial Strategy to ensure that a safe level of contingency is maintained.
- The degree to which the Council's financial plans are aligned to the Council's statutory obligations, local priorities and policy objectives.
- The adequacy of the information systems underpinning the Council's financial management processes.
- Risks associated with the Council's activities, as identified within the Strategic Risk register.
  - The level of earmarked and unearmarked reserves within the General Fund.
  - The degree to which uncertainties exist within the draft 2024/25 budget.

**Staffing:** None arising as a result of this report.

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

**Risk Assessment :**

It is considered the Council has a strong level of both earmarked and general reserves.

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

**Title and Location of any Background Papers used in the preparation of this report:** No background papers were used in the preparation of this report.

**Call in and Urgency:**

**Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?**

Yes

No

**Key Decision:**

Yes

No

## **1. Executive Summary**

- 1.1 There is a Statutory requirement for Local Authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. In addition, as part of the budget process the Chief Finance Officer (Director of Corporate Services) is required to make a statement on the robustness of estimates and adequacy of reserves. This statement is known as the Section 25 report.
- 1.2 In advance of finalising the Base Budget 2024/2025, this report gives Members the opportunity to consider in detail the outcome of the annual Earmarked Reserves Review and the level of General Fund Working Balance. The Base Budget 2024/2025 will be presented to Corporate, Policy and Resources committee in February 2024 and recommended to Council in March 2024.
- 1.3 In summary the Earmarked Reserves review proposes to:
- Reduce the number of reserves by deleting those which are no longer required.
  - Consider the balance on the Civic Reserve and future options around the purchase of a suitable Mayoral car.
  - Agree to contribute £10,000 per year into the Members ICT reserve
  - Consider the level of General Fund Balance
  - Consider the definitions of existing earmarked reserves and discuss desired levels to deliver policy objectives.
- 1.4 Earmarked reserves are amounts set aside for specific policy purposes. For each reserve established, the purpose, usage and basis of transactions needs to be clearly defined.

## **2. Background**

- 2.1 The Council retains a robust level of reserves, with balances on 31<sup>st</sup> March 2023 totalling £28.157m as detailed below.
- General Fund £4.682m
  - Earmarked Reserves £19.340m
  - Capital Receipts £1.117m
  - Capital Grants £3.018m
- 2.2 Reserves are sums set aside to meet possible future costs where there is no certainty about whether the costs will actually be incurred. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 2.3 When reviewing the medium-term financial plan and preparing the annual budget an annual review of reserves is undertaken to consider future need, establishment of new reserves and maintenance of existing reserves. Reserves are held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves known as the General Fund Working Balance.
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of the General Fund Working Balance.
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements or set aside for future investment: earmarked reserves are accounted for separately but legally remain part of the overall General Fund Balance.

- 2.4 Local authorities also hold other reserves that arise out of the interaction of legislation and proper accounting practice. These are reserves, which are not resource-backed and cannot be used for any other purpose. An example is the Revaluation Reserve which is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards and decreases as assets are depreciated or when assets are revalued downwards or disposed of. Reserves of this type do not form part of the annual review of the adequacy of reserves.
- 2.5 Section 25 (1) (b) of the Local Government Act 2003 requires the Chief Financial Officer (at West Lindsey District Council, this is the Director of Corporate Services) to report to the Council on the adequacy of the proposed financial reserves. Guidance is published by the Chartered Institute of Public Finance and Accountancy (CIPFA) on the establishment and maintenance of local authority reserves and balances. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Chief Financial Officer on an annual basis.
- 2.6 In respect of the General Fund Working Balance, it is the view of the Chief Finance Officer that the minimum level of the General Fund Working Balance for West Lindsey could be reduced to £2.0m if a separate budget stability reserve is maintained. At this level it represents 12% of the Council's revenue budget 2023/24. This will provide some element of resilience for any detrimental impact on our resources of the Fairer Funding Review, due for 2025/2026 at the earliest.
- 2.7 The Earmarked reserves and Revenue Grants unapplied with a forecast balance of £18.676m as of 31<sup>st</sup> March 2024 have been reviewed for relevance, accuracy and sustainability.
- 2.8 The full list of Earmarked Reserves (including Revenue Grants Unapplied) and their current balance is attached at **Appendix A**.

### 3. Deletion of Earmarked Reserves

- 3.1 The following reserves have zero balances and are no longer required therefore it is proposed to delete them: -

- 3.2 **Car Park Strategy Investment Reserve** – To deliver the Car Park Strategy
- 3.3 **Dangerous Structures – Building Control Reserve** - To support any costs incurred relating to the building control service for dangerous structure work.
- 3.4 **Local Development Order (LDO) Reserve** - a grant from DCLG was received in 2014/15 to support local authorities' issue LDOs.
- 3.5 **Monitoring Officer Reserve** - To support the role and duties of the Council's Monitoring Officer. The reserve is held in case any standards investigations are required which would have to be carried out via an external investigator.
- 3.6 **Wheeled Bin Replacement Reserve** - To cushion the impact of the replacement of wheeled bins as they begin to come to the end of their useful life.
- 3.7 **Connectivity Fund Reserve** - To support rural transport initiatives.
- 3.8 **Supporting Vulnerable Communities Reserve** – To give support to vulnerable communities.

#### **4. Civic Reserve**

- 4.1 The Civic Reserve was originally set up to smooth the effect of replacing the Mayoral Car every four years. A contribution is budgeted into the reserve of £5,000 per year and then the car is replaced every four years at a cost of £20,000.
- 4.2 Due to the pandemic and the varying levels of use by different Chairpersons sometimes the car is used extensively and during other periods infrequently.
- 4.3 Whilst considering the level of reserve required it could be an opportunity to discuss the future of this provision in terms of seeking to use public transport, purchasing an electric vehicle or any options Members may have.

#### **5. Contribution to the Members ICT Reserves**

- 5.1 The Council has a Members ICT Reserve and this reserve is required to cover the cost of new ICT equipment for either new Council members or as current equipment becomes obsolete or does not work as desired.
- 5.2 It is proposed to contribute £10,000 on an annual basis into this reserve to cover the costs.

#### **6. Consider the level of General Fund Balance**

- 6.1 The Council's General Fund balance as of 31<sup>st</sup> March 2023 was £4.684m. At the end of 2028/2029, the uncommitted balance is currently £3.016m. It is considered by the Director of Corporate Services (S151 Officer) that in order to cope with future budget challenges that a portion of this is specifically earmarked for future Budget Stability whilst retaining a safe level.
- 6.2 Whilst there is no prescribed level of General Reserve the Council should hold, the level should not be excessive, should be prudent and should take into account the size of the Council's revenue budget. It is proposed to reduce the level to £2m which is just under 12% of the Council's 2023/2024 budget requirement. Historic guidance produced by the Audit Commission some years ago was that 10-15% of a Council's budget requirement be held in a General Reserve.
- 6.3 It is proposed to move the amount over this of £1m to the Budget Stability Reserve. This reserve is set aside to smooth the effects of reductions to government funding which may happen during the next Parliament. This will give the Council 12 months to deliver plans to address the following year's budget shortfall and carefully plan any service redesign which may be necessary.
- 6.4 In previous years, reports have been brought forward requesting the use of General Fund Balances to fund service requests, with future financial challenges unknown it is recommended that services look for in year underspends and virements before General Fund balances are requested in future.
- 6.5 It is recommended that the Section 151 officer reviews the level of general fund reserve each year to ensure that the reserve is at the correct level.

## **7. Use of New Homes Bonus and Growth and Investment Reserve**

- 7.1 In previous years the Council has been able to contribute a portion of New Homes Bonus to fund the Growth and Investment Reserve. Without this funding we would not have been able to deliver Scampton or Levelling Up Fund ambitions.
- 7.2 The table below shows the contributions to the reserve over the last three years.

<u>Year</u>	<u>NHB Received</u>	<u>NHB used for Growth</u>
2021/22	£712,142	£572,400
2022/23	£924,397	£924,397
2023/24	£561,488	£561,488

- 7.3 The latest Local Government Finance draft settlement has indicated that we will receive £824,000 of New Homes Bonus but due to the increased level of New Homes Bonus, Government has reduced the level of our other core grants. If we were to put all New Homes Bonus into the Growth and Investment reserve our revenue funding gap would then grow. Due to the fact that our spending

power includes the New Homes Bonus Funding we will be unable to dedicate all of the New Homes Bonus to the Growth and Investment Reserve and we will need to use this funding across the following areas:

- Net Cost of Services
- Pressures of joint planning partnership costs
- Neighbourhood planning pressures
- Growth and Investment Reserve

7.4 The activity on the Growth and Investment Reserve in the last three years has been as follows: -

Investment for Growth Reserve	ACTUAL 2021/22	ACTUAL 2022/23	FORECAST 2023/24
<b>Balance Brought Forward</b>	<b>(6,213,816)</b>	<b>(7,081,361)</b>	<b>(7,598,718)</b>
Contribution of New Homes Bonus	(572,400)	(924,400)	(561,500)
Contribution in MTFP	(500,000)		
Levelling Up Fund Bid Work	125,000		
Private Sector Renewal	46,000		
LUF Legal Spend	13,454		
Gainsborough Heritage Regeneration Sun Inn	20,400	18,800	
		22,199	
Gainsborough Heritage Regeneration		2,244	31,134
RAF Scampton - Site Acquisition		363,800	35,100
Gainsborough Shop Front Improvement			7,587
Cinema Land Purchase			60,800
5-7 Market Place Redevelopment			4,300
Thriving Gainsborough - LUF ( Wayfinding)			2,200
Market Street Renewal - Purchase			345,500
UKSPF - Growing Innovation Match Funding			50,000
STEP Economic Impact Assessment			12,500
<b>Balance Carried Forward</b>	<b>(7,081,361)</b>	<b>(7,598,718)</b>	<b>(7,611,097)</b>

## APPENDIX A

Earmarked reserves and balances after taking account of all approved movements and the proposals contained within the report (balances as at 08.12.23)

Reserve Name	Purpose	Balance @ 31/03/23 €m	Balance @ 31/03/29 €m	Movement €m
CCTV Replacement Equipment	To allocate commercial CCTV income achieved above budgeted levels to invest in future CCTV equipment replacement.	0.000	0.000	0.000
Civic Reserve	To fund replacement of Civic Car.	0.015	0.005	(0.010)
Elections	To finance future Election costs - held every 4 years.	0.124	0.044	(0.080)
Enforcement Costs - Housing & Planning	To assist with costs incurred in carrying out enforcement works across the Housing and Planning service to fund irrecoverable costs. Works in Default.	0.056	0.056	0.000
IT Upgrade/Refresh	To meet the costs of Information & Communications Technology Upgrades and Revs & Bens System.	0.510	0.401	(0.108)
Local Development Framework	Set up to manage the impact on revenue budgets of reviews of the Local Development Framework (JPU).	0.000	0.000	0.000
Maintenance of Facilities	To meet future property maintenance requirements.	0.907	0.664	(0.244)
Neighbourhood Planning Grant	To allocate Neighbourhood Planning Grant income from DCLG to support cost of Neighbourhood Planning process.	0.007	0.000	(0.007)
Uphills Community Centre	Contingency budget (capped at £20k) for unforeseen R&M events at Uphills Community Centre-WLDC is obliged to pay/contribute under current arrangements.	0.020	0.020	0.000
Project Investment Reserve	To assist with costs associated with Business Case Development.	1.479	0.472	(1.006)
Invest to Save	To support initial investments which deliver savings to the Council over the medium to longer term.	0.000	0.450	0.450
Revenue Grants Unapplied	Revenue grants which have yet to be expended.	0.682	0.573	(0.109)
Trinity Arts Centre	Increase in ticket prices (eff 18/19) to be transferred to EMR for contribution towards future projects.	0.050	0.050	0.000
Vehicle Replacement Programme	To support service development and replacement fleet across the Authority.	0.330	0.214	(0.116)
Business Rates Volatility Reserve	To meet the costs of any variances of the business rate retention scheme.	1.948	1.951	0.002
Budget Stability Reserve	This reserve is set aside to smooth the effects of reductions to government funding which may happen during the next Parliament. This will give the Council time to come up with plans to address any budget shortfall and carefully plan any service redesigns which may be necessary.	1.556	2.350	0.794
Insurance Fund	To meet any excess on insurance claims.	0.073	0.073	0.000
Redundancy Contingency	To meet costs of staff redundancies.	0.247	0.269	0.022
Valuation Volatility	To mitigate any loss on investment from the sale of commercial investment properties.	1.084	0.650	(0.434)
Property Asset Fund	To support strategic housing and commercial property initiatives.	0.620	0.562	(0.058)
Community Grant Scheme	Community grant scheme to support community projects and the councillor award initiative.	0.014	0.019	0.005
Cultural Strategy Reserve	To develop the Council's Cultural Strategy in line with the recommendation contained within the Peer Review.	0.424	0.251	(0.173)
Communities at Risk	Support for communities at risk (2 identified CAR are currently Hemswell Cliff and South West Ward).	0.496	0.301	(0.195)
Environmental and Climate Change Reserve	Fund projects designed to reduce the carbon impact of the Council's operations.	0.608	0.478	(0.130)
Feasibility Fund	Match funding for the rural business intervention to support businesses with revenue costs.	0.150	0.000	(0.150)
Health and Wellbeing Reserve	To support the delivery of projects aligned to the strategic aims set out in the 'our people' theme within the Corporate Plan.	0.250	0.206	(0.044)
Investment for Growth	To support internal and local housing and business growth.	7.599	4.875	(2.724)
CIL Reserve	Budget smoothing for CIL contributions and expenditure. To fund CIL officer and any other CIL related spend.	0.091	0.091	0.000
<b>Grand Total</b>		<b>19.340</b>	<b>15.025</b>	<b>(4.315)</b>



Reserve Name	Balance at 31/03/23 £m	Balance at 31/03/24 £m	Balance at 31/03/25 £m	Balance at 31/03/26 £m	Balance at 31/03/27 £m	Balance at 31/03/28 £m	Balance at 31/03/29 £m
CCTV Replacement Equipment	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Civic Reserve	0.015	0.020	0.005	0.010	0.015	0.020	0.005
Elections	0.124	0.004	0.044	0.084	0.124	0.004	0.044
Enforcement Costs - Housing & Planning	0.056	0.056	0.056	0.056	0.056	0.056	0.056
IT Upgrade/Refresh	0.510	0.510	0.516	0.531	0.550	0.460	0.401
Local Development Framework	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance of Facilities	0.907	0.379	0.452	0.505	0.558	0.611	0.664
Neighbourhood Planning Grant	0.007	0.000	0.000	0.000	0.000	0.000	0.000
Uphills Community Centre	0.020	0.020	0.020	0.020	0.020	0.020	0.020
Project Investment Reserve	1.479	1.093	0.687	0.487	0.487	0.472	0.472
Invest to Save	0.000	0.450	0.450	0.450	0.450	0.450	0.450
Revenue Grants Unapplied	0.682	0.482	0.596	0.573	0.573	0.573	0.573
Trinity Arts Centre	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Vehicle Replacement Programme	0.330	0.273	0.015	0.017	0.524	0.601	0.214
Business Rates Volatility Reserve	1.948	1.951	1.951	1.951	1.951	1.951	1.951
Budget Stability Reserve	1.556	2.350	2.350	2.350	2.350	2.350	2.350
Insurance Fund	0.073	0.073	0.073	0.073	0.073	0.073	0.073
Redundancy Contingency	0.247	0.269	0.269	0.269	0.269	0.269	0.269
Valuation Volatility	1.084	0.967	0.850	0.733	0.650	0.650	0.650
Property Asset Fund	0.620	0.562	0.562	0.562	0.562	0.562	0.562
Community Grant Scheme	0.014	0.019	0.019	0.019	0.019	0.019	0.019
Cultural Strategy Reserve	0.424	0.322	0.251	0.251	0.251	0.251	0.251
Communities at Risk	0.496	0.310	0.301	0.301	0.301	0.301	0.301
Environmental and Climate Change Reserve	0.608	0.532	0.478	0.478	0.478	0.478	0.478
Feasibility Fund	0.150	0.075	0.000	0.000	0.000	0.000	0.000
Health and Wellbeing Reserve	0.250	0.206	0.206	0.206	0.206	0.206	0.206
Investment for Growth	7.599	7.611	4.875	4.875	4.875	4.875	4.875
CIL Reserve	0.091	0.091	0.091	0.091	0.091	0.091	0.091
<b>Grand Total</b>	<b>19.340</b>	<b>18.676</b>	<b>15.167</b>	<b>14.941</b>	<b>15.483</b>	<b>15.393</b>	<b>15.025</b>

# Agenda Item 6d



**Corporate Policy and  
Resources Committee**

**Thursday 17<sup>th</sup> January 2024**

**Subject: Additional Enforcement Resources**

Report by:	Director of Change Management, ICT & Regulatory Services
Contact Officer:	Andy Gray Housing & Environmental Enforcement Manager  andy.gray@west-lindsey.gov.uk
Purpose / Summary:	To present proposals for additional community safety resources to committee and seek their approval,

**RECOMMENDATION(S):**

**Committee are asked to:**

- a) Approve the appointment of two additional enforcement officers for a two-year fixed-term period.
- b) Approve funding via the draw down of £89,000 from the Communities at Risk Reserve and £89,000 from General Fund Balances.

**FINANCIAL IMPLICATIONS:**

The Officer recommended course of action is to employ two fixed term posts for a period of two years.

The salary + oncosts for this would be £164,000 when an allowance is made for future expected pay increases.

In addition to the £164,000 staff cost budget further budget is requested of £14,000 to fund a vehicle and uniform. This brings total anticipated costs to £178,000 for a period of two years.

One of these posts will be largely dedicated to Communities at Risk and it is therefore recommended that 50% of cost is funded from the Communities at Risk Reserve.

It is expected that the second post will be dedicated to providing assurance and comfort to the surrounding communities of RAF Scampton. It is therefore expected that 50% will be funded from Home Office Grant. Should Home Office Grant not be received the post will be funded from General Fund Reserves. The recommendation is based on Home Office grants not being received.

**FIN REF: FIN/90/24/MT/SL**

**STAFFING IMPLICATIONS:**

The Officer recommended decision is to recruit two fixed-term two year posts on Grade 6 salary scales. The post will be a replication of the existing enforcement officer post and has been job evaluated.

**HR REF: N/A**

**LEGAL IMPLICATIONS:**

There are a variety of

1. The post fulfils a number of statutory and non-statutory obligations including:  
Abandoned vehicles
2. Anti-social behaviour
3. Fly-tipping
4. Illegal waste offences
5. Early presentation of waste
6. Monitoring of Public Space Protection Orders (PSPOs)
7. Fixed penalty offences (i.e., Littering, dog fouling, graffiti)
8. Enhanced patrols in hotspot areas

Any legal action, fines or sanctions arising as a result of these duties will be undertaken in line with the Council's Enforcement policies.

## SECTION 17 CRIME AND DISORDER CONSIDERATIONS:

The role directly impacts upon the Council's ability to enforce its legal obligations and provides a direct resource to address specific areas of concern across the district in relation to crime and anti-social behaviour as well as other environmental related crime issues.

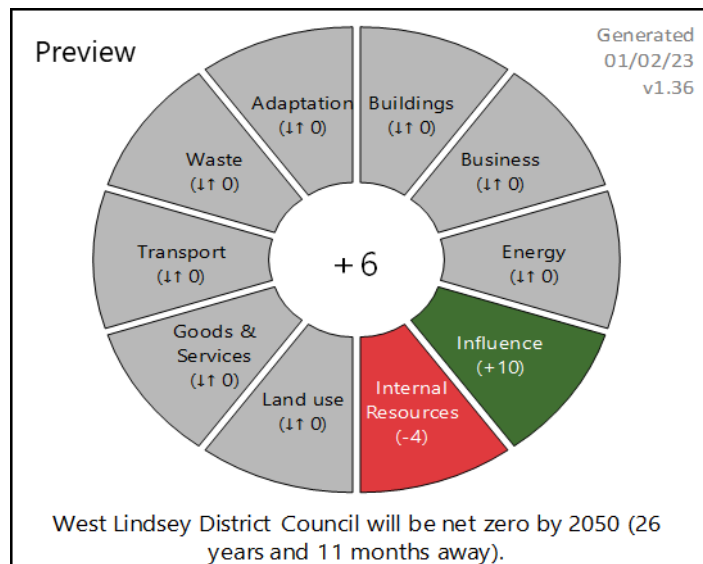
There are parts of West Lindsey which are some of the most deprived areas in the County and as such suffer from some of the highest levels of anti-social behaviour and environmental crime. In the Council's state of the district report the level of crime is cited as low and stable, however there are pockets which have greater levels when looked at more closely.

The Council has also made specific commitments to deal with environmental crime, which is a key issue for local Councillors.

Tackling environmental crime and ASB is a key objective in the Corporate Plan for the Council.

## CLIMATE RELATED RISKS AND OPPORTUNITIES:

Effectively tackling issues such as early presentation of waste and fly-tipping contributes directly to the Council's Corporate Plan objectives in these areas.



The Enforcement Officer post/s will have a positive influencing role to play in regard to the overall approach to dealing with ASB and environmental crime through its work with partners and more frequent engagement with our residents.

Internally, the role does contribute to an increased number of vehicles miles driven and potentially within the fleet, given the nature of its requirements.

**HEALTH IMPLICATIONS:**

A safe and clean district has a direct impact on the health of residents and this role directly contributes to that regarding the work areas that it covers.

The functions that this role directly respond to such as fly-tipping, ASB and early presentation of waste are key, high-profile responsibilities that the Council has in this regard.

**Equality and Diversity including Human Rights :**

The application of any enforcement activity carried out should these proposals be approved will be done in line with the relevant Council policies. These policies make provision for each individuals specific circumstances and any mitigating reasons presented would be taken into account and considered in line with these policies.

**DATA PROTECTION IMPLICATIONS:**

None noted.

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

WLDC Environmental Crime Commitment 2023-2024

<https://www.west-lindsey.gov.uk/sites/default/files/2023-04/WLDC%20Environmental%20Crime%20Commitment%202023.pdf>

WLDC Environmental Crime Policy February 2023

<https://www.west-lindsey.gov.uk/sites/default/files/2023-04/Environmental%20Crime%20Policy%202023.pdf>

**RISKS ASSESSMENT**

**Financial** : There is not an allocated budget for these proposals, therefore the Communities at Risk reserve has been identified as the budget source.

**Reputational** : the developments at RAF Scampton have placed significant focus on the council and its activities and it is intended to provide reassurance to the local communities through the provision of these additional resources. If the Council does not do this there is a risk that it will not be able to manage any additional issues that may arise. Likewise, there may be a perception from the community that we are not responding to the matter accordingly, regardless of the level of issues that come about.

## **1. Introduction**

- 1.1. The theme of community safety and enforcement is one of the priorities of the Council and the administration have requested consideration be given to increase resource in this area. This paper seeks to put in place that resource and outline where it can be utilised to bring about additional benefits to the Council.
- 1.2. This priority is recognised within the Executive Business Plan where additional resources have been requested to specifically work towards a reduction in environmental related crime such as fly-tipping and littering. This objective then requests that proposals are developed for additional enforcement relating to Anti-Social Behaviour (ASB) and fly-tipping.
- 1.3. This report requests Members considers two additional posts to carry out enforcement activity. The cost of these two posts is estimated to be £164,000, to support these resources a further budget of £14,000 is requested to provide equipment, uniform and a vehicle.
- 1.4. The roles would operate within the existing community safety team and primarily be focussed on supplementing the work that this team does regarding anti-social behaviour, abandoned vehicles, fly-tipping, early presentation of waste and other fixed penalty offences across the whole of the district.
- 1.5. The roles are fixed term posts and funding is being sought from a combination of earmarked reserves and General Fund Balances. If external grant funding is received this will replace the draw down from General Fund Balances.

## **2. Context**

- 2.1. The existing community safety team consists of 2.5 full time equivalent officers who cover the work areas cited in 1.2 and deal with all ASB type queries and complaints that come into the Council.
- 2.2. A clearly identified priority is for the Council across its whole area is to be more proactive and visible in its enforcement role and to ensure that we are utilising the powers we have available to deal with issues that are causing concerns in the community. There is also a concern that the reducing policing resource including PCSOs across the district will lead to more complaints coming directly to the Council, which we will need to respond to and deal with.
- 2.3. The Executive Business Plan commits to an action that officers would “create a proposal for an additional community safety enforcement resource in relation to ASB, which includes partnership with the Police”. This formed part of broader actions agreed in relation to ASB and fly-tipping enforcement.

- 2.4. The proposed roles will mirror the existing Enforcement Officer role job description and be managed by the existing Senior Licensing and Community Safety Officer.

### **3. Additional Community Safety Capacity**

- 3.1. Whilst it is felt that current arrangements in place for community safety are effective, additional resources would enable the Council to be more proactive and have a more visible presence in its communities. The additional capacity will also enable the council to develop more proactive pieces of work in line with current trends and feedback from the local communities and Councillors.
- 3.2. Internal discussions with Councillors have identified that there is still a desire to enhance the work that the Council undertakes on lower-level enforcement matters such as dog fouling, dog control and littering. Whilst there is an agreed approach currently, this work is not prioritised and there is no specific resource that patrols for solely these offences. On that basis it is proposed that the “Civil Enforcement” approach, agreed within the Council’s Environmental Crime Commitment be revisited considering the agreed increases to fixed penalties for littering, graffiti and fly-tipping. A report will be brought to Management Team in the future on this matter, which will update on the progress of the enforcement officers should the proposals within this paper be agreed. This will then progress accordingly to the relevant Committees.

### **4. Funding Sources**

- 4.1. If Committee decide to create two fixed term posts for a period of two years, a total budget of £164,000 for staff costs is being sought. This cost is higher than shown in Table 7.1. to allow for anticipated pay increases. In addition to the £164,000 staff cost budget, a further budget is requested of £14,000 to fund a vehicle and uniform. This brings total anticipated costs to £178,000 for a period of two years.
- 4.2. Officers are recommending that these costs are funded from reserves, 50% of costs funded from General Fund Balances and 50% funded from the Communities at Risk reserve.
- 4.3. The paragraph above details that in part the Communities at Risk reserve be used to fund the posts. The posts will be a resource that can be utilised across the whole of the district, however it is expected that they will pay particular attention to areas where the data suggests greater intervention may be required. For example the South West Ward in Gainsborough ranks at number 1 in the County in relation to neighbourhood policing resources and is the primary area within which the Council deals with ASB and waste related issues. Likewise, the Council has Public Space Protection Orders (PSPOs) in Hemswell and across the District (for dog fouling) and these additional resources will enable an enhanced focus to be put onto these.

4.4. This does not mean that additional resources will all be consumed within these areas and the deployment of the resources will be regularly reviewed to ensure that key local issues across the District are being addressed and aided by the use of the vehicle access proposed in this report.

4.5. At RAF Scampton, Government have announced that the site could house up to 2,000 asylum seekers, causing concerns within local communities and potentially leading to an increase of community safety related issues. These additional roles will help to ensure that the Council has the capacity to deal with any issues that arise from these proposals, whilst at the same time provide capacity to continue to deliver an enhancement to the existing community safety functions.

## **5. Specific Functions**

5.1. The new roles will specifically enhance the Council's ability to respond to and deal with the following:

- Abandoned vehicles
- Anti-social behaviour
- Fly-tipping
- Illegal waste offences
- Early presentation of waste
- Monitoring of Public Space Protection Orders (PSPOs)
- Fixed penalty offences (i.e., Littering, dog fouling, graffiti)
- Enhanced patrols in hotspot areas

## **6. Intended Outcomes**

6.1. Enhanced capacity within this work area would deliver the following additional outcomes

- Greater ability to respond to district wide concerns
- Increased capacity to be responsive to ASB and environmental crime issues.
- Increased capacity to deliver outputs from the Council's Environmental Crime Commitment such as issuing of additional fixed penalties and educational campaigns.
- Increased capacity to carry out additional targeted patrols
- Enhanced community safety presence in key areas around the district.
- Increased ability to be more mobile around the district using additional vehicle.
- Ability to respond to and proactively deal with any concerns arising from developments at RAF Scampton.

6.2. The additional roles will also be able to demonstrate, through their activities a clear contribution to delivering:

- The Corporate Plan
- The Environmental Crime Commitment



- The SWW Action Plan (to be presented to Councillors in 2024)
- Specific actions within the revised Private Rented Sector housing approach relating to ASB

6.3. More specifically, it is expected that the additional roles will lead to the following:

- An increase in the number of fixed penalties issued for dog fouling, littering, fly-tipping and early presentation of waste.
- An increase in the number of out of hours proactive patrols undertaken.
- An increase in the number of cases resolved formally and informally.

6.4. Councillors should note that the additional resources and proactive work are likely to result in an increase in the number of cases opened and complaints received within the work area.

## 7. Options Appraisal

7.1. There are a broad range of resourcing issues that have been considered to meet the requirement for enforcement resource. The following options are proposed for the additional resources required. All options have been presented as fixed term, given the uncertainty in regard to the time that asylum seekers will be present at RAF Scampton.

7.2. Officers are recommending that Option 4 is approved.

Option	FTE	Band	Contract Length	Staffing Budget Required (inc. on costs from 1 <sup>st</sup> Feb 2023) before pay rise allowance
1	1	6	1 year	£37.8k
2	2	6	1 year	£75.6k
3	1	6	2 years	£76.7k
4	2	6	2 years	£153.4k
5	1	6	Permanent	£40k pa
6	Do Nothing			

<b>Option</b>	<b>Pros</b>	<b>Cons</b>
1	-Minimal financial commitment	-Short term -Does not enable as many outputs to be delivered -May be difficult to recruit staff due to the contract period
2	-Increased FTE available to address issues in short term. -Makes provision for any work that may arise from RAF Scampton.	-Short term -May be difficult to recruit staff due to the contract period
3	-Increased time to deliver more outputs	-May be difficult to recruit staff due to the contract period
4	-Additional resource and capacity to deliver outputs -Longer contracts may attract more applicants -Makes provision for any work that may arise from RAF Scampton.	-Increased budget commitment -May be difficult to recruit staff due to the contract period
5	-Permanent commitment -Meets the demands of new administration in regard to additional enforcement resource	-Significant budget commitment -RAF Scampton work may not require a permanent commitment or may be funded from elsewhere
6	-No financial commitment -Enables times for further review of resources in line with administration to be considered	-Does not provide any additional capacity -Does not respond directly to the situation at RAF Scampton

**END**

**CP&R Work Plan (as at 9 January 2024)**

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**Purpose:**

This report provides a summary of items due at upcoming meetings.

**Recommendation:**

1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>17 JANUARY 2024</b>				
	2024-25 Budget Update			28 December 2023
8 Feb 2024	2024/25 Measure and Target Setting for Progress and Delivery	Claire Bailey, Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	A report to present the proposed 2024/25 Measure and Targets for Progress and Delivery	13 September 2023
7 Jan 2024	Additional Enforcement Resources	Andy Gray, Housing & Environmental Enforcement Manager	To seek approval from CP & R for additional enforcement resources.	
11 Jan 2024	Annual Review of Earmarked Reserves 2023/2024	Peter Davy, Financial Services Manager (Deputy Section 151 Officer)	To consider the proposals informed through the annual review of reserves process.	28 December 2023
19 Dec 2023	Business Plan following Market Street Renewal Share Purchase	Emma Foy, Director of Corporate Services and Section 151	As resolved by Committee a business plan be brought to the Corporate Policy and Resources Committee no later than December 2023 which sets out financial forecasts and any revised operational and governance arrangements required for approval where necessary. this is arising from	01 November 2023

the decision to purchase all shares made by the Committee in September 2023

**8 FEBRUARY 2024**

8 Feb 2024	Lincolnshire Good Homes Alliance	Sarah Elvin, Homes, Health & Wellbeing Team Manager	To inform all Members of the work undertaken on the Good Homes Alliance through the Housing, Health and Care Delivery Group and agree funding for the pilot project Good Homes Lincs.	28 December 2023
8 Feb 2024	Committee Timetable 24/25 for Approval (draft 25/26- 27/28)	Katie Storr, Democratic Services & Elections Team Manager	To approve the 24/25 Committee Timetable and to note the dates at this stage for the following three civic years	01 November 2023
8 Feb 2024	Corporate Policy and Resources Committee Draft Budget 2024/2025 and estimates to 2028/2029.	Sue Leversedge, Business Support Team Leader	The report sets out the draft Revenue Budget 2024/2025 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2024/2025. It also includes estimates to 2028/2029 to be included in the Medium Term Financial Plan.	13 September 2023
8 Feb 2024	Budget and Treasury Monitoring - Qtr 3 2023/2024	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2023 to 31st December 2023.	13 September 2023
8 Feb 2024	Temporary Excess Waste Solution for Residents	Ady Selby, Director - Operational & Commercial Services	To consider an opportunity to provide large bins for residents on a temporary basis to clear short term waste disposal demands	28 December 2023

**MARCH 2024 - DATE TO BE CONFIRMED**

8 Feb 2024	Refresh of the current Complex, Difficult and Dangerous Customer Procedure	Lyn Marlow, Customer Strategy and Services Manager	To review the Complex, Difficult and Dangerous customer procedure and support changes to be adopted.	01 November 2023
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8 Feb 2024	Commercial Waste Business Plan	Ady Selby, Director - Operational & Commercial Services	For Members to approve the annual Business Plan for the Commercial Waste Service	01 November 2023
8 Feb 2024	Surestaff Annual Business Plan	Ady Selby, Director - Operational & Commercial Services	For members to approve the annual Business Plan for Surestaff	01 November 2023
<b>11 APRIL 2024</b>				
11 Apr 2024	Wellbeing Lincs Partnership bid	Sarah Elvin, Homes, Health & Wellbeing Team Manager	Report to agree submission of a bid for the new LCC contract currently held by District Councils as Wellbeing Lincs	01 November 2023
11 Apr 2024	Launch of Customer Experience Strategy	Lyn Marlow, Customer Strategy and Services Manager	To engage with members in regard to the Experience Strategy, the action plan and timetable for delivery of the strategy in years 1 and 2	01 September 2023
11 Apr 2024	Lea Fields Crematorium Business Plan	Ady Selby, Director - Operational & Commercial Services	For Members to approve a refreshed Crematorium Business Plan	01 November 2023

# Agenda Item 8a

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

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of the Local Government Act 1972.

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