

AGENDA

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

**Corporate Policy and Resources Committee
Thursday, 19th September, 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 Paul Swift (Vice-Chairman)
Councillor Owen Bierley
Councillor Matthew Boles
Councillor Frazer Brown
Councillor Stephen Bunney
Councillor Ian Fleetwood
Councillor Paul Key
Councillor Roger Patterson
Councillor Tom Smith
Councillor Mrs Mandy Snee

1. Apologies for Absence

2. Public Participation Period

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

3. Minutes of Previous Meeting/s

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

i) For Approval

Corporate Policy and Resources Committee meeting 18 July 2024 (PAGES 3 - 11)

ii) For Noting

Joint Staff Consultative Committee meeting on 5 September 2024 (PAGES 12 - 15)

4. **Declarations of Interest**

Members may make declarations of Interest at this point or may make them at any point in the meeting.

5. **Matters Arising Schedule**

(PAGE 16)

Setting out current position of previously agreed actions as at 11 September 2024

6. **Public Reports for Approval:**

- i) High Level MTFP Update and Budget Consultation (PAGES 17 - 23)
- ii) Approval Arrangements for Grant Bids Supporting Net Zero (PAGES 24 - 28)
- iii) Recommendation from JSCC: Agile Working Policy (PAGES 29 - 45)
- iv) Committee Work Plan (PAGES 46 - 49)

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 paragraphs 3 and 4 of Part 1 of Schedule 12A of the Act.

8. **Exempt Report(s):**

- i) Notice of Urgent Delegated Decision: Local Authority Housing Fund Round 3 Expression of Interest – Authority to sign Memorandum of Understanding (PAGES 50 - 75)
- ii) Resourcing the Cultural Strategy (PAGES 76 - 95)
- iii) Trinity Arts Centre Business Plan (PAGES 96 - 126)
- iv) Scampton Update (PAGES 127 - 224)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 11 September 2024

Corporate Policy and Resources Committee – 18 July 2024
Subject to Call-in. Call-in will expire at 5pm on 6 August 2024

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 18 July 2024 commencing at 6.30 pm.

Present:

Councillor Paul Swift (Vice-Chairman, in the Chair)
Councillor Stephen Bunney (Vice-Chairman)

Councillor Owen Bierley
Councillor Matthew Boles
Councillor Frazer Brown
Councillor Ian Fleetwood
Councillor Tom Smith
Councillor Mrs Mandy Snee
Councillor John Barrett
Councillor Karen Carless
Councillor Jim Snee

In Attendance:

Emma Foy	Director of Corporate Services and Section 151
Lyn Marlow	Customer Strategy and Services Manager
Kate Umpleby	Customer Services Advisor
Daniel Reason	Senior Enabling Technology Officer
Steve Leary	Policy and Strategy Officer - Climate and Sustainable Environment
Darren Mellors	Performance & Programme Manager
Robert Gilliot	Operational Services Manager
Sue Leversedge	Business Support Team Leader
Luke Matthews	Building Maintenance Technician
Ele Snow	Senior Democratic and Civic Officer

Apologies:

Councillor Trevor Young
Councillor Mrs Lesley Rollings
Councillor Paul Key
Councillor Roger Patterson

Membership:

Councillor J. Snee was appointed substitute for Councillor T. Young
Councillor K. Carless was appointed substitute for Councillor L. Rollings
Councillor J. Barrett was appointed substitute for Councillor R. Patterson

22 APPOINTMENT OF VICE CHAIRMAN FOR THE MEETING

Councillor P. Swift, Vice-Chairman in the Chair, gave apologies for the Chairman, Councillor T. Young, Vice-Chairman Councillor L. Rollings, and sought agreement from the Committee to appoint a Vice-Chairman for this meeting of the Committee. He duly nominated Councillor S. Bunney. This nomination was seconded, and, with no other nominations on the table, the Chairman took the vote. It was unanimously

RESOLVED that Councillor S. Bunney be appointed as Vice-Chairman for this meeting of the Corporate Policy and Resources Committee.

23 PUBLIC PARTICIPATION PERIOD

There was no public participation.

24 MINUTES OF PREVIOUS MEETING

RESOLVED that the Minutes of the Meeting of the Corporate Policy and Resources Committee held on 27 June 2024 be confirmed and signed as a correct record.

25 DECLARATIONS OF INTEREST

There were no declarations of interest as this point in the meeting.

26 MATTERS ARISING SCHEDULE

With no comments or questions, the Matters Arising Schedule, setting out the position of previously agreed actions as at 10 July 2024, was **NOTED**.

27 UNACCEPTABLE CUSTOMER ACTION POLICY AND GUIDANCE

The Committee gave consideration to a report presented by the Customer Strategy and Services Manager, seeking to update the current Difficult, Dangerous and Complex Customer Policy (2019), replacing it with the Managing Unacceptable Customer Actions Policy. This was to reflect the need for updated processes, changes to how the Council worked and full consideration of the human rights and Equality Act 2010.

It was explained that the previous policy was last updated in 2019, and to enable the development of this replacement policy there had been extensively consultation with front-line teams and the Joint Staff Consultative Committee. It was acknowledged that from time to time there would be customers who had a variety of challenges in their lives, and this could make those customers difficult to deal with when they were accessing services. Those challenges ranged from contact such as long, complex, or regular emails, letters, telephone calls or visits to reception, as well as challenging social media posts. Often there would be

intimidating language, threats to officers, other customers, and threats made by customers about self-harm or worse.

It was explained that in November 2023, the Institute of Customer Services (ICS) reported that service organisations were still reporting incidents of violent attacks through to virtual abuse, with 60% of staff reporting such abuse, even though 12 months ago the law changed and attacks on service sector staff, physical or verbal, became classed as aggravated assault. Additionally, the Local Government Chronical reported that a study by the Association for Public Service Excellence (APSE) revealed that four out of five councils had experienced intimidation and harassment towards members, officers or other staff from the public. It was therefore necessary to have a policy in place to be able to deal with such issues, which affected all Council staff, and the Committee was requested to approve the adoption of the policy as presented to them.

Members were wholly appreciative of the work undertaken by Council Officers and the risks they faced particularly when working in public-facing roles. The updated policy was welcomed, alongside the changed title to it, and Members offered their support where needed, for example by having contact with individuals if it may assist.

In response to a query regarding the three month review period, the Committee heard this was as recommended by the Local Government Ombudsman and was standard practice. A Member of the Committee enquired as to the phrasing of 'do not respond in kind' and it was clarified that this meant Officers should not respond to a customer in the same manner as they were presenting, For example, do not raise voices in response to a raised voice, do not use intimidating language in response to intimidating language. It was further explained that staff underwent rigorous training on de-escalation techniques, as well as front-office staff receiving security accredited training.

Members reiterated their thanks, not only to the Officers who had worked on the refresh of the policy, but also to all those who would be affected by such incidents.

Having been moved and seconded, the Chairman took the vote and it was unanimously

RESOLVED that

- a) the Managing Unacceptable Customer Actions Policy and appendices within the report be approved for formal adoption and to provide the right guidance to employees and customers regarding this matter; and
- b) any future minor housekeeping amendments be delegated to the Director of Commercial and Operational Services in consultation with the Chairmen of the Joint Staff Consultative and Corporate Policy and Resources Committees.

28 STREET NAMING AND NUMBERING POLICY

The Committee gave consideration to a report presented by the Corporate Systems Development Manager, who explained that the Street Naming and Numbering procedure was reviewed in 2023, with the updated procedure having been agreed by the Committee at

its meeting on 19 December 2023. At that time, it was also agreed that a full policy would be drawn up and brought for consideration by the Committee in 2024. It was explained that the report fulfilled the recommendations agreed on in December 2023 and presented a new policy for the Council's Street Naming and Numbering function for adoption. Once adopted, this policy would replace the previous procedure document.

Members heard that the Street Naming and Numbering process was carried out along with Local Land and Property Gazetteer management. The Council had recently been awarded the Platinum Award for address and street data, which was given to authorities that had maintained Gold status across all criteria of the annual improvement schedule for 10 out of the 12 months of the year to the end of March 2024. This prestigious award highlighted the commitment to maintaining the highest level of data quality throughout the year. It was highlighted that the Council had not fallen below Gold Standard in the last eight years.

The Chairman thanked the Corporate Systems Development Manager for the report and concise presentation, and extended his thanks to those working on the policy behind the scenes. He also reminded Members that the Committee had given consideration to much of the content at their meeting in December.

Members were fully supportive of the policy, and reiterated their thanks for the amendments which had been carried forward from the December debate, such as the removal of the time limit for honouring a person with a street name. A Member of the Committee requested that the information regarding the awards won by the Council be shared in the Parish Newsletter, as many parishes would not be aware of that information.

In response to a question regarding the use of apostrophes in street names, it was confirmed that the databases did not allow for the inclusion of apostrophes, however, the Officer would check details for the creation of street signs and update Members outside of the meeting.

With repeated thanks to Officers, and having been moved and seconded, the Chairman took the vote and it was unanimously

RESOLVED that

- a) the Street Naming and Numbering Policy, as attached to the report at Appendix 2, be adopted; and
- b) any procedural updates to the Policy be carried out under delegation to the Director of ICT, Change and Regulatory Services, in conjunction with the Chair of the Corporate Policy and Resources Committee. In the event of more substantive policy changes, it be recommended that the Policy be brought back to the Corporate Policy and Resources Committee for decision.

29 FLEET VEHICLE DECARBONISATION STRATEGY

The Committee heard from the Policy and Strategy Officer regarding the requested adoption of the West Lindsey District Council Fleet Decarbonisation Strategy, and the associated

decision-making framework within the strategy. It was explained this was the first such strategy for the Council which provided a roadmap and decision-making pathway for transitioning to zero emission vehicles by 2035. Members heard that through its Carbon Management Plan, the Council had made significant strides in recent years, reducing carbon emissions by 32% since 2008. However, at 34%, fuel consumption remained the biggest contributor to the Council's current carbon footprint with significant changes required to reduce this going forward.

It was highlighted that the approach outlined in the report had been developed to support delivery of the Council's strategic environmental aim of becoming carbon net zero by 2050, as described in the Environment and Sustainability Strategy. Adopting this Strategy would enable the Council to make informed, evidence-based decisions to decarbonise the fleet. The timescales for implementing the decision-making framework would be driven by the already established fleet replacement schedule and in line with budget cycles.

The Chairman thanked the Policy and Strategy Officer and expressed his support for the strategy. Members of the Committee noted their pleasure at the decision making matrix, understanding there were numerous considerations to take into account when considering fleet replacement options. A Member of the Committee highlighted the particular challenges of being a rural district, meaning the journeys undertaken by fleet vehicles were naturally longer and more spread out than in urban areas. Members also acknowledged the importance of monitoring emerging technologies, as current electric options may not provide the best value for money and efficiency as required by the Council.

Having been moved and seconded, on putting it to the vote, it was unanimously

RESOLVED that

- a) the Fleet Decarbonisation Strategy and Decision-Making Framework, as attached at Appendices 1 and 2 of the report, be adopted; and
- b) authority be delegated to the Head of Policy and Strategy in consultation with the Chairman of the Corporate Policy and Resources Committee to make minor editorial modifications to the strategy, including the decision-making framework, where updates to data or legislation occur, that did not fundamentally change to the core objectives of the strategy.

30 FOOD WASTE COLLECTIONS

The Committee gave consideration to a report presented by the Change, Programme and Performance Manager regarding the introduction of food waste collections, It was explained that at their meeting on 9 July 2024, the Prosperous Communities Committee had approved the commencement of a district wide Food Waste Collection scheme as mandated by the Environment Act 2021. The Act meant that the Council must implement a separate weekly food waste collection scheme by 1 April 2025 for commercial properties and by 1 April 2026 for domestic properties. To help with associated costs, the government had provided £897K to buy vehicles and caddies in advance of starting the service. The funding had been provided in advance to assist the supply of delivering the vehicles and caddies that were needed, and to help Councils obtain value for money by going through proper procurement

processes.

It was highlighted that it was within the Committee's remit to authorise the expenditure of the grant funding that had been received, with that being the approval sought within the report.

Members of the Committee enquired as to whether food waste could be combined with other collections and bins, such as the garden waste, thereby negating the need for additional caddies and collections. It was explained that the collections were mandated to be weekly, meaning they could not be combined with existing fortnightly collections, nor were there the facilities to manage to disposal of combined waste matter. It was highlighted that the Council was the collecting authority, however Lincolnshire County Council were the disposal authority, meaning West Lindsey District Council was required to collect waste in a way that could then be disposed of by the County Council.

In response to a query regarding the option of running a trial collection period, it was explained that the funding from the government was for the mandatory roll out only, therefore any trial period would have a financial impact on the Council. In relation to the disposal aspect, it was requested whether a visit could be arranged for Members to attend the processing site at Hemswell Cliff in order to understand not only the process but also the correlation with collection options. A Member of the Committee noted that for there to be maximum public understanding of the new collections there would need to be significant communications from the Council in as many ways as possible, for example including information with the annual collection schedules which were delivered to every household.

It was enquired as to whether the government funding would prove to be sufficient or whether the Council may face budgetary pressures in the future. It was confirmed that it was anticipated that support provided may only meet 80% of funding requirements, meaning there would likely be a gap in the budget.

In acknowledging that this was a mandatory service, the recommendation contained within the report was duly proposed, seconded, and voted upon, and it was unanimously

RESOLVED that £897,060 of capital grant funding be allocated to the 2024-25 Capital Programme to purchase vehicles, caddies, and bins, to deliver the district wide Food Waste Collection scheme.

31 BUDGET AND TREASURY MONITORING QTR. 1 2024/2025

The Committee heard from the Business Support Team Leader who presented the first budget and treasury monitoring report of 2024/25, based on the forecast outturn at the end of May. She acknowledged that whilst it was early in the financial year, the report did highlight known pressures and savings and potential budget risks at this stage.

In relation to **revenue** budgets, there was a forecast net underspend, of £524,000. The significant variance within that related to employee costs. Salary budgets for 2024/25 included an estimated 3.5% increase. However, pay award negotiations were ongoing, and pending the outcome of those negotiations, Officers were forecasting the outturn at the current pay scales. If the latest employer offer was to be accepted, this would reduce the overall forecast outturn to a £12,000 net underspend, this would be virtually a breakeven

position. The cost of fuel was currently forecast to be £53,000 below budget based on estimated fuel prices and consumption, but this was volatile and dependent on fuel prices during the year, which could be difficult to predict. The commercial waste service was reporting a net pressure of £63,000. This was reflective of the Business Plan approved by the Corporate Policy and Resources Committee in March 2024, which included an estimated £73,000 net pressure in 2024/25. The approved Business Plan would be reflected in the Medium Term Financial Plan (MTFP) from 2025/26.

In relation to the capital programme, Members heard there was a net underspend against budget of £4.975m, this variance included:

- an underspend reported against the capital enhancements to council properties scheme of £40,000 – this was earmarked for repairs to a property but this work had now been completed by the tenant.
- Disabled Facilities Grant scheme budget was to be increased by £65,000 to reflect additional grant and landlord contributions received.
- Trinity Arts Centre improvements budget of £5m was proposed to be removed from the capital programme due to uncertainty around funding of the scheme. If resources were identified to progress the works in the future a report would be brought before committee to reinstate a budget into the capital programme.
- There were then movements between LUF schemes which did not impact on the overall budget position.

Members were asked to approve these amendments to the capital schemes as detailed in the report at section three.

In response to questions from the Committee, it was explained that the budget movements regarding works at the Trinity Arts Centre were a housekeeping amendment, based on a previous grant application that had not been successful. As part of the Cultural Strategy having been approved, further work would be undertaken to investigate funding options, meaning work at the Trinity Arts Centre would still be prioritised, but the budgets needed to reflect current positions rather than historic information. It was also noted that the business plan was due to be presented to the Leisure Culture Events and Tourism working group, prior to proceeding for approval by the Committee. It was confirmed that the working group was not a decision-making group, and final comments and approval would require committee debate and agreement.

Having been moved, seconded and voted upon, it was unanimously

RESOLVED that

REVENUE

- a) the forecast out-turn position of a £0.524m net contribution to reserves as of 31st May 2024 (see Section 2) relating to revenue activity, be accepted; and
- b) the use of Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (2.4.1), be accepted; and
- c) the contributions to Earmarked Reserves approved by the Chief Finance

Officer using Delegated powers (Section 2.4.2), be accepted.

CAPITAL

d) the current projected Capital Outturn position of £31.998m (Section 3), be accepted; and

e) the amendments to the Capital Schemes as detailed in 3.2 be approved.

TREASURY

f) the report, the treasury activity and the prudential indicators (Section 4) be accepted.

32 COMMITTEE WORK PLAN

With no comments or questions, the Committee Work Plan was **DULY NOTED**.

33 EXCLUSION OF PUBLIC AND PRESS

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

Note: The meeting entered closed session at 7.29pm

34 DRIVERS PAY SUPPLEMENT

The Section 151 Officer introduced a report seeking to update Members on the market supplement paid to HGV drivers within Operational Services and provide recommendations to address the position for the next three years.

Members of the Committee expressed their thanks to, and support of, the Operational Services workers and having discussed the options presented, the recommendations contained within the report were proposed and seconded.

On taking the vote, it was unanimously

RESOLVED that

a) Option 2 be approved, that being, to continue with the HGV drivers supplement, also to uplift Supervisor pay in line with the recommendation in the report; and

b) the use of General Fund Balance of £24k in 2024/2025 be approved; and

- c) the total cost over the years 2025/2026 to 2027/2028 of £141.8k be built into the 2025/2026 Medium Term Financial Plan.

35 TRINITY ARTS BOUNDARY WALL REMEDIAL OPTIONS REPORT

The committee gave consideration to a report presented by the Section 151 Officer, providing all repair options which had been explored by Officers, and their feasibility to Members in identifying the final recommendation in the report in regards the Trinity Arts Centre northern boundary wall.

Members expressed their appreciation for the amended recommendation, and reiterated several points that had previously been discussed, such as the context of the work involved as well as estimated costs.

It was confirmed that the tendering process would be open for all, with relevant requirements confirmed through that process. It was agreed that costings needed to be understood.

Having been moved and seconded, the Chairman took the vote and it was unanimously

RESOLVED that

- a) Officers commence the procurement for the repair northern boundary wall at the Trinity Arts Centre as per the granted Planning and Listed Building Consent number 145568; and
- b) Officers bring back a report to September Corporate Policy and Resources Committee to approve the funding and increase the capital programme.

The meeting concluded at 7.46 pm.

Chairman

Agenda Item 3b

JOINT STAFF CONSULTATIVE COMMITTEE – Thursday, 5 September 2024

WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held in the MS Teams on Thursday, 5 September 2024 commencing at 4.00 pm.

Members: Councillor Mrs Jackie Brockway (Chairman)
Councillor John Barrett
Councillor Moira Westley

Representatives of Non-union staff: James Deacon (Vice Chairman)
Amy Potts
Brad Bishell
Tom Duffield

In attendance: Emma Foy, Director of Corporate Services and Section 151
Lisa Langdon, Assistant Director People and Democratic (Monitoring Officer)
Lynne Thomsett, People Services Manager
Ele Snow, Senior Democratic and Civic Officer

Apologies: Councillor Matthew Boles

1 TO ELECT A CHAIRMAN FOR THE CIVIC YEAR

The Senior Democratic and Civic Officer opened the meeting and sought nominations for the position of Chairman.

With one nominee being proposed and seconded, the vote was taken and it was unanimously

RESOLVED that Councillor Jackie Brockway be elected as Chairman for the 2024/25 Civic Year.

Councillor Brockway thanked the Committee for electing her as Chairman and took the chair for the remainder of the meeting.

2 TO APPOINT A VICE-CHAIRMAN FOR THE CIVIC YEAR

The Chairman sought nominations for the position of Vice Chairman. With one nomination being received, the Chairman took the vote and it was unanimously

RESOLVED that James Deacon be appointed as Vice-Chairman for the 2024/25 Civic Year.

3 MEMBERS' DECLARATION OF INTEREST

There were no declarations of interest.

4 MINUTES

RESOLVED that the minutes of the meeting of the Joint Staff Consultative Committee held on Thursday, 28 March 2024 be approved as a correct record.

5 MATTERS ARISING SCHEDULE

There were no outstanding Matters Arising.

6 AGILE WORKING POLICY

The Committee heard from the People Services Manager regarding the introduction of the Agile working Policy. She explained that during March 2024, the People Services Team facilitated a number of staff engagement workshops in person and virtually across the workforce, with a total of 73 employees attending. A questionnaire was also available for staff to complete, this was available on the staff intranet site and promoted through weekly messages, with 125 employees responding.

On 6 April 2024, new legislation was introduced which provided all workers with a right to request flexible employment from day one of their employment. Acas published a guide to accompany this legislation which included the following examples: part-time working, home working, hybrid working, flexitime, compressed hours, job-sharing. The themes of flexible working covered the times that people work and place of work. It was highlighted that since the pandemic and improvements in technology, agile working arrangements had become more accessible to the workforce and many jobs were now no longer place or time dependant. Many roles across the council were required to work outside of normal working hours, for example evening meetings, site visits or other events, and it was recognised that working in this way ensured that those critical activities were supported.

The Committee heard that the policy focussed on organisational outcomes, manager responsibilities and the expectations of West Lindsey District Council employees. For example, all employees would maintain a contractual work base, i.e. Guildhall, Caenby Corner Depot, Trinity Arts Centre or Lea Fields Crematorium. It was recommended that teams completed a Team Charter document, setting out clear operating days and times, meeting arrangements and assurance that wellbeing needs were met.

It was highlighted that there were many equality benefits to agile working, for example supporting those with caring responsibilities or their own health

needs. Concerns raised through the consultation period had included the financial and time costs of commuting, including fuel and parking, as well as some feeling the configuration of working space in the Guildhall could be improved. Staff members felt certain aspects should be in person, such as 1-2-1s or team meetings, and there had been an agreement that additional guidelines regarding the use of MS Teams would be helpful.

The Committee had been provided with a map showing where employees of the council lived, demonstrating that some did not live within the district. It was explained that often, the roles filled by people living further afield were typically difficult to recruit to. It was summarised that the requirement for the Agile Working Policy was indicative of the new world of work, including recruitment challenges, and reflective of how the council had operated over the previous few years.

Members were supportive of the need for the policy as well as the content of the policy itself. In response to a question relating to the risk of employees being liable for capital gains tax, it was confirmed that contractually employees would have a nominated work base meaning there was no capital gains tax liability.

In response to questions relating to managing the health and wellbeing of staff, it was explained that expectations on Team Managers were the same as they had been when everyone worked in the office. There were established ways of keeping in touch with people, such as team 'all in' days, informal catch ups, general check ins. If someone was to be showing signs of struggling, the manager would approach that conversation with them, support would be offered, options explored, Occupational Health could be involved. The expectation of managing staff wellbeing was as much a part of the manager role as it had always been.

There was widespread support for the need to prioritise informal interactions as well as the formal business, for example having dedicated time at the start of meetings to chat together, and using time in the office to build and maintain inter-team relationships, especially with new starters since the pandemic who may not have had the option to meet many people in person.

With regards to the introduction of guidance notes for the use of MS Teams, it was acknowledged that certain expectations, such as keeping cameras on or using a suitable background, had not been specified at the start of reliance on MS Teams, so the introduction now of those organisation-wide expectations and guidelines would help manage any issues that may otherwise arise.

In relation to staff feedback that the current layout of the Guildhall space was not always conducive to team needs, Members commented on alternative options, for example soundproof pods for in person 1-2-1s, or changes to the desk booking system for teams to use. It was widely acknowledged that there had been many changes in the use of the Guildhall over the previous 10 years, with options to be considered for team use.

With no further comments, the recommendation contained within the report was duly proposed and seconded, and, on taking the vote it was unanimously

RESOLVED that the Agile Working Policy had been duly considered and it be **RECOMMENDED** to the Corporate Policy and Resources Committee for approval.

7 **WORK PLAN**

It was explained that whilst there were no items currently scheduled for future meetings, this would be amended and the work plan would be shared with Committee Members in due course.

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

The date and time of the next meeting of the Joint Staff Consultative Committee to be held at 4pm on Thursday, 10 October 2024, via MS Teams, was **NOTED**.

The meeting closed at 4.30 pm.

Chairman

Corporate Policy & Resources Committee Matters Arising Schedule

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

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Green	Update on Levelling Up Fund Spending	Item to be added to the Forward Plan for September meeting of CP&R (see comments)	<p>CP&R 27.06.24: Members requested details on Levelling Up funding and asked if there were any monies underspent on projects that could be brought back to a future meeting. The Section 151 Officer agreed to bring back an update report to Members at their September meeting.</p> <p>Update: Further discussions with Members have taken place. Finance details to be shared with Committee Members.</p>	17/10/24	Emma Foy



**Corporate Policy and
Resources**

**Thursday, 19 September
2024**

Subject: High Level MTFP Update and Budget Consultation

Report by:

Director of Corporate Services and Section 151
Officer

Contact Officer:

Emma Foy
Director of Corporate Services and Section 151
Officer
emma.foy@west-lindsey.gov.uk

Purpose / Summary:

To present the high -level Medium Term
Financial Plan savings requirements and
proposals for Budget Consultation and
Committee oversight.

RECOMMENDATION(S):

1. That Members note the current estimated level of savings the Council is required to deliver in the period from 2025-26 to 2027-28.
2. That Members approve the process for Budget Consultation
3. That Officers are tasked with providing options to the next Committee to instigate a Member/Officer working group to work together to identify further income generating opportunities, efficiencies and savings to be brought forward into future years' budgets.

IMPLICATIONS

Legal:

None from this report

Financial : FIN/101/24/B/EVF

The Medium Term Financial Plan funding gaps are set out in Section One of this report

Staffing : None from this report**Equality and Diversity including Human Rights :**

An equality questionnaire will be available to complete at the end of the survey

Data Protection Implications :

The residents and business to receive directed invitations have agreed by registering to receive Council information

Climate Related Risks and Opportunities:

None from this report

Section 17 Crime and Disorder Considerations:

None from this report

Health Implications:

None from this report

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

One of our key strategic risks remains the delivery of a sustainable budget and financial position.

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. Background

- 1.1 West Lindsey District Council has a statutory requirement to set an annual balanced budget and report its five-year forward looking position which it does at the March meeting of Full Council annually.
- 1.2 The budget setting process begins each year in August when initial estimates are compiled of the following year's income and expenditure. Estimating 2025-26 income has been particularly challenging this year against the backdrop of a change in Government, a single year financial settlement last year and ongoing reports from Central Government of shortages in Treasury funding.
- 1.3 Local Government has been continually promised funding reform for many years now and has managed year on year by previous funding settlements being rolled forward for an additional year. There are concerns however, that due to levels of Treasury funding that our settlement this year will not only be a one-year settlement but will also need to take into account availability of a smaller total funding pot across Central Government.
- 1.4 Using this information, Officers have compiled an estimated high level Medium Term Financial Position Table below which sets out the estimated level of savings or additional income which needs to be found to provide a balanced budget. This table shows that a significant level of savings need to be found in particular for 2026-27 when the impact of statutory food waste delivery is required alongside an expected reduction in business rates income due to a potential national reset and/or revaluation.
- 1.5 The current estimated position is shown in the table below:

	2025/26	2026/27	2027/28
Estimated Expenditure Requirement	779,500	1,149,300	1,218,400
Additional Items 2025-26			
Food Waste Collections	52,700	305,300	311,700
CCTV Pilot to continue beyond UKSPF funding	96,800	101,500	104,900
Lincs CC search fees - LCC recharge 28% of income received	13,800	15,400	17,100
Housing Benefits Admin Grant (DWP)	22,300	22,300	22,300
Trinity Arts Centre Business Plan 2024-2027	(7,600)	(15,500)	(27,500)
Funding Grant	0	0	0
Collection Fund Surplus	0	0	0
Business Rates (potential impact of 24/25 surplus)	(320,000)	0	0
Savings Requirement after Council Tax @2.99%	558,500	1,499,300	1,567,900

- 1.6 As can be seen in the table above there is a significant savings requirement needed to balance the 2026/27 budget. Savings of

this level will take time to identify, deliver and embed by the Council and undoubtedly require difficult discussions, decisions and prioritisation. Whilst the use of reserves may provide additional time the overall requirement to reduce our bottom line must not be underestimated especially in a time of rising costs. Section Three of this report identifies the possibility of a Member-Officer working group to identify savings and income generating opportunities to reduce the Council's net expenditure. Members and Officers will only deliver this level of savings by successfully working together

2. Budget Consultation

2.1 Each year a consultation is undertaken on the following years' budget prior to it being set. Although there is no legal requirement to undertake this we have a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.

2.2 West Lindsey District Council (WLDC) are members of the Consultation Institute and in accordance with best practice, we ensure that all consultations are legal and appropriate processes are in place to lower the risk of a judicial review. Consultation according to the Consultation Institute is the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action.

2.3 Before 1985 there was little consideration given to consultations until a case (R v London Borough of Brent ex parte Gunning). This case sparked the need for change in the process of consultations when Stephen Sedley QC proposed a set of principles that were then adopted by the presiding judge. These principles, known as Gunning, were later confirmed by the Court of Appeal in 2001 (Coughlan case) and are now applicable to all public consultations that take place in the UK. These outline the principles which all consultations must abide by and are:

- **When proposals are still at a formative stage**
Public bodies need to have an open mind during a consultation and not already made the decision, but have some ideas about the proposals.
- **Sufficient reasons for proposals to permit 'intelligent consideration'**
People involved in the consultation need to have enough information to make an intelligent choice and input in the process.
- **Adequate time for consideration and response**
Timing is crucial – is it an appropriate time and environment, was enough time given for people to make an informed decision and then provide that feedback, and is there enough time to analyse those results and make the final decision?

- **Must be conscientiously taken into account**
Think about how to prove decision-makers have taken consultation responses into account.

The risk of not following these principles could result in a Judicial Review.

- 2.4 To undertake this work it is proposed that multiple routes are taken to consult with our stakeholders.
- 2.5 The objectives of the engagement are to:
- Raise awareness of the financial challenges.
 - Raise awareness of the diversity of services the Council provides.
 - Identify what areas of the Corporate Plan and the Business Plan should be prioritised.
- 2.6 The stakeholders which we would consult with on this subject are business rates payers, residents and citizens panel members.
- 2.7 To ensure we are as inclusive as possible and allow as many residents as possible to take part we run a number of different routes to take part. These routes include events, online and paper survey and written submissions. The process will take place between the 30 September and 10th December 2024.
- 2.7.1 Online and paper survey –To ensure there are as many views on the consultation as possible we would have an online and a matching paper survey which would be available to those on the citizen panel and any other resident that wishes to take part through requesting a survey, completing a survey on our website or through an invite from the Citizen Panel.
- 2.7.2 Events –Markets, Meetings and attendance at other events.
- 2.7.3 Written Submissions – Although written submissions are not advertised as being accepted we would accept them. They are not advertised due to the amount of time analysis of these submissions take compared to other routes.
- 2.8 The communications strategy will include;
- 2.8.1 Information Leaflet – a short booklet with the aim of which is to give context and challenges for budget setting, and to promote the council and what it does for our customers (residents/businesses). It will be published on social media and the Council's website.
- 2.8.2 Social Media – we would advertise the consultation on both Twitter and Facebook to try to spread the chance for residents to take part as wide as possible.
- 2.8.3 Citizens' Panel and Registered businesses will be contacted and asked to participate
- 2.8.4 Parish/Town Council and Voluntary Groups e-brief

2.8.5 Subscribed Residents Newsletter – e-brief

2.8.6 Public Events

2.8.7 Press release

2.8.8 Minerva

3 Future Governance and Working Together

3.1 As detailed at 1.6, it is essential that Members and Officers work closely together to identify reductions to net expenditure together. It is suggested that a cross-party working group is set up from this committee to work with officers to identify and explore sustainable and cashable savings that can be tested and built into future budgets.

3.2 If Members wish for this option to be explored Terms of Reference could be brought to the next meeting and nominations of Members identified to attend future meetings of the working group.

Agenda Item 6b



**Corporate Policy and
Resources Committee**

Thursday, 19 Sept 2024

Subject: Approval Arrangements for Grant bids supporting Net Zero

Report by:

Steve Leary / Rachael Hughes

Contact Officer:

Steve Leary
Policy & Strategy Officer – Environment &
Sustainability

steve.leary@west-lindsey.gov.uk

Purpose / Summary:

This report sets out the governance arrangements for approving future Net Zero funding bids to ensure compliance with the Council's Financial Regulations.

RECOMMENDATION(S):

- Members note the content of this report and support the requirement for extraordinary meetings of the Corporate Policy and Resources Committee to be called by the Head of Paid Service as needed to approve future bids, and where there is not a scheduled meeting of the Committee at which an urgent item could be considered.

IMPLICATIONS

Legal: In May 2019, the UK Government declared a non-legally binding Climate Change Emergency declaration and the Committee on Climate Change recommended a new emissions target for the UK: net-zero greenhouse gases by 2050. This was made a statutory target in June through the Climate Change Act (2050 Target Amendment) Order 2019.

Though this is high level funding bid application, the scheme requires evidence of a commitment to match funding from the council. It does not require WLDC to enter into an agreement to accept grant funding, even if the bid is successful.

The Council will be required to enter into an agreement with Salix if a grant offer letter materializes early in 2025 to secure allocated funding. Due diligence should be undertaken to ensure that the terms are acceptable to the Council and that the project officers understand and operate within the conditions of the funding so as not to trigger any claw back clauses.

Financial: FIN REF FIN/EVF100924

£500k was earmarked to support delivery of the Environment & Sustainability Strategy of this fund, £477k remains. There are also £612k of carbon reduction initiative in the capital programme for 2024-25 and 2025-26. This includes £210k for LED streetlight upgrade works and £402k of Swimming Pool support scheme grant funding for Gainsborough Leisure Centre solar project.

The purpose of this report is to ensure that the Financial Regulations are being complied with and that the grant deadlines can be met.

Staffing: Staffing and skills requirements to deliver this work will be continually reviewed and monitored as the project progresses from high level assessment to investment grade proposal. A project management and governance approach will be required and submitted as part of the PSDS bid.

Equality and Diversity including Human Rights: The Council's ambition is to ensure that neither the effects of climate change, nor the costs of reducing emissions, disproportionately affect any residents of the district.

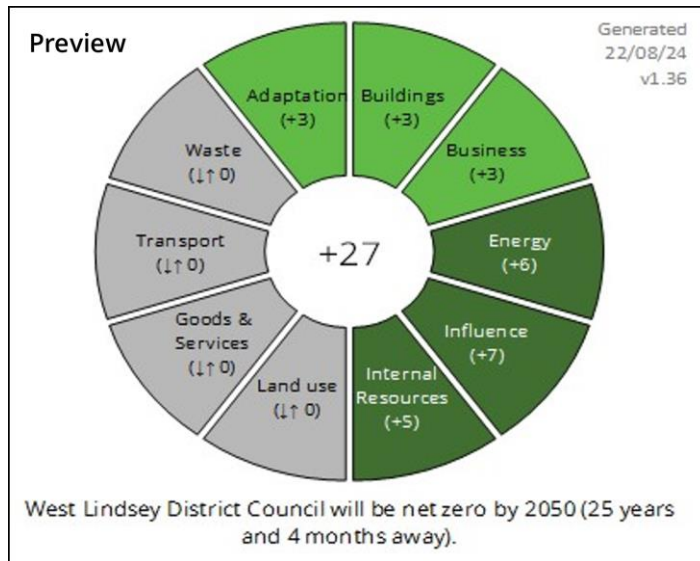
Decarbonisation has many co-benefits that have the potential to increase equality and community cohesion. These include improving health and wellbeing through more active travel, improving air quality with reduced vehicle use, increasing social inclusion through community activities and reducing fuel poverty by insulating homes and installing on-site renewable energy.

In practice the potential project is too high-level and not developed enough yet to undertake a meaningful equality assessment. Equality assessments are undertaken as actions are developed as required by PSDS governance.

Data Protection Implications: None

Climate Related Risks and Opportunities: The Carbon Management Plan, Climate Strategy and Action Plan contain proposals aimed at reducing the Council's carbon emission to a net-zero position by 2050 and achieve the same across the District of West Lindsey within the same timescale.

A climate, environment and sustainability (CESIA impact) assessment is shown below.



The CESIA shows positive climate and environmental benefit from the project in a number of areas. Retrofitting the Guildhall with low carbon heating, microgeneration technologies and energy saving, and climate control measures can help futureproof the building. Proceeding with the work scores highly because it represents a commitment to continued energy audit, analysis and improvement action and sends a positive message to internal and external stakeholders. It would show momentum in our actions to address climate change as well as partnership working and influencing benefits. Bringing in external funding would preserve scarce WLDC funds for other projects and initiatives in this area. Over 800 tonnes of CO2 equivalent emissions would be saved by fitting the recommended technologies at the Guildhall over the project lifespan.

Climate related risks are inherent. The risk of not delivering the Carbon Management Plan and its aims and objectives could lead to the Council contributing to irreversible temperature rises and subsequent damage to the climate and natural environments. Additionally, sudden and unexpected changes in global temperatures which result in the forecasts of the IPCC, upon which our work is predicated, being no longer valid, would require an even more urgent response to climate challenges.

Section 17 Crime and Disorder Considerations: N/A

Health Implications: Health and wellbeing are strongly linked and interwoven into the aims of the climate, environment and sustainability strategy as co-benefits of taking positive action to address climate change

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

[The Council's Carbon Management Plan and draft Sustainability, Climate and Environment Strategy and action plan](#)

Risk Assessment:

WLDC recognised the UK Govt's climate emergency and Members unanimously passed a strategy, action plan and carbon management plan in June 2021, following consultations with various stakeholders. The Strategy was refreshed in June 2024. The risks associated with not proceeding with this proposed programme of decarbonisation projects are threefold:

1. Risk of exacerbating the problems associated with increased levels of CO2
2. Risk of a damage to reputation. Having declared WLDC support for urgent action – there is a risk of inaction generating subsequent reputational harm, which could create a relationship breakdown (trust, credibility and confidence) between the authority and citizens.
3. Risk of not completing the programme within the allotted time laid out by Salix which would have further financial implications. This risk must be stated, but the performance through PSDS1 and other grant funding, and the timeframes given, does give a high confidence factor that officers have sufficient time to deliver.

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 Background

- 1.1 The Council has committed to be carbon neutral by 2050 at the latest. To contribute to achieving this target, the Council must undertake significant works to our own buildings and improve the ecological efficiency of our fleet.
- 1.2 WLDC has begun the process of decarbonisation works already and there is a track record in this area of delivering commitments against a Carbon Management Plan. The Council achieved a 35% reduction in Carbon Dioxide emissions from baseline year 2008/9 by 2021. However, a general feeling is that many of the 'easy win' projects – such as energy efficiency improvements that pay back in financial terms as well as CO2 reductions – have already been undertaken. Following extensive efforts, the council's CO2 equivalent emissions are back down to 2021 levels at around 1350 tonnes CO2e. This follows a rise in previous years as new WLDC buildings enter the emissions ledger. Future rises are projected as the district continues to grow and new services are delivered such as food waste collections.
- 1.3 WLDC has applied for funding from the Public Sector Decarbonisation Scheme (PSDS) and Swimming Pool Support Fund with success. In March 2021 the Council was awarded £68k of PSDS money in Round 1 (PSDS1), following a bid the previous year. This helped fund solar PV and battery storage at the Caenby Corner depot. The works have now been completed and are delivering energy savings and financial savings for the council that would not otherwise have been achieved. We have been awarded £403K from the Swimming Pool Support Fund to install solar panels at West Lindsey District Council Leisure Centre.
- 1.4 The PSDS fund is about to open again and aims to halve carbon emissions from the Public Estate by 2032, through the deployment of energy efficiency and low carbon heating measures. Eligible bodies must either own the building that the funding is being used to upgrade or have a long-term lease arrangement where the tenancy agreement places the responsibility for operation and maintenance of the building services on the eligible body. The grant again looks to provide funding to either remove completely or significantly reduce dependency on gas-fired (fossil fuel) heating systems in public buildings. The grant will likely also provide additional matched capital funding for the installation of other measures including solar PV, insulation, LED lighting, double/triple glazing and smart heating controls.
- 1.5 Previously, the match funding requirement is based on two criteria.
1. That costs which can be attributed to work which is beyond a given threshold of £325/tonne of CO2 – are covered by the Local Authority.
 2. Additionally, any like-for-like replacement costs for plant nearing the end of its useful life must also be met by the Local Authority.

It is competitive funding, and the expectation is that funding will be fully allocated to compliant schemes extremely quickly when the application portal opens in November. Therefore, any WLDC application will need to be prepared and approved in advance of this date so that it stands the best chance of success.

- 1.6 The Council's Financial Regulations require authorisation from this Committee to submit grant funding applications in advance of submission where a grant bid is in excess of £50,000. It is highly likely that the bid we submit to the Public Sector Deposit Fund will be for a value higher than £50,000. It is highly possible that there will not be a planned Corporate Policy and Resources Committee meeting within the timeframe between scheme announcement and the opening of the scheme for bids. Because bids are approved on a first come first served basis it is essential that we are able to schedule a committee meeting to approve our bid on a timely basis.
- 1.7 In order to proceed with the submission of the bid, the Chief Executive Officer in his role of Head of Paid Service is constitutionally able to call an extraordinary Corporate Policy and Resources Committee meeting with a minimum of eight days' notice. This report seeks agreement for this governance process to be used to enable bids to be submitted with the requisite approval outside of the urgent delegated decision process, which does not allow Committee approval, and where there is not a scheduled meeting of the committee at which an urgent item could be considered.



**Corporate Policy and
Resources Committee**

**Thursday, 19 September
2024**

Subject: Agile Working Policy

Report by:

Director of Corporate Services
Assistant Director People and Democratic
Services

Contact Officer:

Lynne Thomsett
People Services Manager

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Purpose / Summary:

To seek approval for an Agile Working Policy.

RECOMMENDATION(S):

- 1) That the Corporate Policy and Resources Committee support the recommendation of the Joint Staff Consultative Committee to approve the Agile Working Policy.
- 2) That any future minor housekeeping amendments be delegated to the Director of Corporate Services in consultation with the Chairs of Joint Staff Consultative Committee and Corporate Policy and Resources Committee, and with the People Services Manager.

IMPLICATIONS

Legal:

On 6 April 2024, new legislation was introduced which provided all workers with a right to request flexible employment from day one of their employment. Acas published [a guide](#) to accompany this legislation which included the following examples: part-time working, home working, hybrid working, flexitime, compressed hours. The themes of flexible working cover time and place.

It is anticipated that this legislation will be strengthened under the new government's plans, where it has been indicated that flexible working will be the default position from day one for all workers except where it is not 'reasonably feasible'.

Financial : FIN/64/25/VA

(N.B.) No financial implications

Staffing :

Across the workforce there are many examples of flexible, agile working arrangements, which have been established over several years. Since the pandemic and improvements in technology, agile working arrangements have become more accessible to the wider workforce.

This policy follows extensive consultation with staff and is intended to provide clarity, guidance and assurance for the council as an employer and its employees.

Equality and Diversity including Human Rights :

Flexible, agile working arrangements can have significant, positive implications for equality and diversity. For example:

- Increased accessibility: our jobs become more accessible to a diverse range of people including those with disabilities, carers and working parents. Gender pay gaps are also reduced.
- Reduction in bias: agile working with clear guidance for team managers with a focus on outcomes, rather than the individual can breakdown stereotypes and creates a more inclusive culture.
- Work-life balance; flexible, agile arrangements can improve work-life balance which is particularly beneficial for those with caring responsibilities.

Retention and attraction: the offer of agile working can help attract and retain a diverse workforce.

Data Protection Implications :

All staff data is retained in accordance with data protection regulations.

Climate Related Risks and Opportunities:

Working in an agile way significantly reduces the need for commuting and business travel and therefore lower carbon emissions.

Section 17 Crime and Disorder Considerations:

There are no known crime and disorder implications associated with this report.

Health Implications:

Health and wellbeing implications are considered within this policy and appendices.

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

None.

Risk Assessment :

Without a policy in place staff may not be aware of their responsibilities or the organisation’s requirements. The council may lose job applicants for difficult to fill roles without having a policy in place to support agile working arrangements.

These risks can be mitigated by team charters, individual agreements and clear guidance around manager and employee expectations.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 During March 2024, the People Services Team facilitated a number of staff engagement workshops in person and virtually across the workforce. 73 employees attended the workshops. A questionnaire was also available for staff to complete, this was available on Minerva and promoted through weekly messages. 125 employees returned a questionnaire.
- 1.2 On 6 April 2024, new legislation was introduced which provided all workers with a right to request flexible employment from day one of their employment. Acas published [a guide](#) to accompany this legislation which included the following examples: part-time working, home working, hybrid working, flexitime, compressed hours, job-sharing. The themes of flexible working cover the times that people work and place of work.
- 1.3 Since the pandemic and improvements in technology, agile working arrangements have become more accessible to the workforce and many jobs are now no longer place or time dependant.
- 1.4 Many roles across the council are required to work outside of normal working hours, for example participation in evening meetings, site visits or other events and it is recognised that working in this way ensures that these critical activities are supported.
- 1.5 The policy focusses on organisational outcomes, manager responsibilities and the expectations of our employees. For example, all employees will maintain a contractual work base, i.e. Guildhall, Caenby Corner Depot, Trinity Arts Centre or Lea Fields Crematorium. It is recommended that teams complete a Team Charter document, setting out clear operating days/ times, meeting arrangements and assurance that wellbeing needs are met.
- 1.6 The Joint Staff Consultative Committee considered this policy on 5 September 2024 and decided unanimously to recommend this Policy to this committee for approval.

2. Staff engagement findings

- 2.1 On 31 March 2024, WLDC had 281 employees. 221 people were employed to work full-time, 37 hours per week and 60 people were employed on a part-time basis. 249 employees have access to the IT network.
- 2.2 The staff engagement activities provided an opportunity to find out what arrangements are already in place, what aspects are working well and any suggestions for change. A summary of common themes noted during open discussion were:

- Trust, flexibility, and openness are important.

- Work with residents is not always restricted by time.
- Teams have established ways to collaborate with a focus on outcomes.
- Agile working supports people with caring responsibilities and those with health needs.
- Commuting, cost of fuel and parking fees are a concern for people.
- The workspace at the Guildhall with its current configuration could be improved.
- People felt that guidance about the use of electronic calendars and etiquette when using MS Teams would be helpful.
- Some teams find 'all in days' helpful.
- People find using MS Teams challenging when working in the office. They shared that it is sometimes difficult to find a quiet space for confidential discussions. People find it distracting when the person sat next to them is engaging in a video call/ meeting.

3. Options for consideration

- 3.1 Option one- approve the Agile Working Policy.
- 3.2 Option two- reject the policy.

4. Analysis of the options

- 4.1 Approving the policy will provide assurance that the organisation is compliant with current legislation. It will also provide clear guidance to our managers and employees of the expectations placed on them. The policy recognises the importance of work life balance, engagement, and wellbeing but at the same time ensures that the needs of the customer come first.
- 4.2 Rejecting the policy may mean that staff are not aware of their responsibilities or are unclear about the organisation's requirements. The council may lose job applicants for difficult to fill roles without having a policy in place to support agile working arrangements.

Agile working

DRAFT policy

Introduction

West Lindsey District Council is a modern and ambitious employer, where the customer is at the centre of everything we do.

This policy formalises our approach to agile working practices, enabling our employees to perform their job role, whilst at the same time recognising the importance of promoting a healthy work life balance. Agile working has inclusion and wellbeing advantages for employees and can help attract and retain a talented workforce.

An agile workplace is somewhere which:

- Work is an activity, not a place.
- Focuses on outcomes and performance.
- Values trust based relationships.
- Recognises the importance of health and wellbeing.
- Embraces innovation and transformation.
- Ensures the needs of the service are met.
- Is inclusive and accommodates diverse needs.

The term 'agile working' is used to describe a flexible approach to work and considers the themes of time and place. Although it is recognised that the requirement of every team, role and individual can be different, the overall principle is that our core values are the same.

This policy should be read in conjunction with the flexible working requests procedure.

Our core values:

1. Putting the customer at the centre of everything we do.
2. To act as One Council.
3. To be business smart, act on evidence and take advantage of opportunities, thinking creatively and getting things done.
4. To communicate effectively with all stakeholders.
5. To have integrity in everything we do.

This policy applies to employees of the council. It does not apply to casual workers, agency workers, or contractors.

This policy takes into account:

- the [Employment Relations \(Flexible Working\) Act 2023](#) implemented by the [Employment Relations \(Flexible Working\) Act 2023 \(Commencement\) Regulations 2024](#); and
- changes to the revised [Acas code of practice on requests for flexible working](#), introduced via the [Code of Practice \(Requests for Flexible Working\) Order 2024 \(SI 2024/429\)](#).
- [The Working Time Regulations 1998](#)

Purpose and Objectives

West Lindsey District Council recognises that agile working arrangements can support employee work life balance, engagement, and wellbeing. Many roles across the organisation are required to work outside of normal working hours, for example evening meetings, site visits or other events and it is recognised that working in this way supports these critical activities.

Our objectives are to:

- Ensure that all our decision making considers the exploration of innovative opportunities to reduce our carbon footprint. This includes a reduction in commuting and business miles through working in an agile way.
- Utilise technology to ensure high levels of service and customer engagement.
- Be a modern and ambitious employer that aims to attract and retain a talented, inclusive workforce.
- Recognise the importance of work life balance.
- Manage performance based on outcomes.
- Provide a collaborative workspace with a combination of bookable desks, different sized meeting rooms and drop in spaces.
- Reduce lost time through travel and costs associated with business mileage.

We expect managers to:

- Trust and empower their team.
- Enable individuals to work in the most productive way.
- Ensure that team members receive an appropriate induction, and personal development opportunities.
- Balance the needs of individuals, the team, and the needs of the service.
- Proactively manage employee wellbeing requirements.
- Agree regular face to face meetings to meet business and individual needs.

We expect employees to:

- Take personal responsibility.
- Be contactable during working hours.
- Maintain up to date calendars.
- Attend meetings in person and virtually when required.
- Work from specific locations when required for their job role, specific tasks or team interactions.
- Attend the nominated place of work at short notice when required.

Workplace, Equipment, and Time

The Guildhall is the council's main administrative office and is open to all employees Monday to Friday 07:00- 19:00. Bookable desks have monitors, a keyboard, mouse, and power supply. Employees can book a desk for a whole or part-day using the booking facility on Minerva.

Arrangements to work at the Caenby Corner Depot, Trinity Arts Centre and Lea Fields Crematorium should be made with the site managers.

Meeting rooms are available to book through Outlook.

As standard, employees are issued with:

- Laptop
- Mouse
- Headphones with microphone
- Bit locker USB

Managers can request additional monitors and keyboards for staff by contacting I.T.

If there is a business need, employees will be issued with additional equipment (ie mobile phone, tablet, camera etc.)

Employees who require additional equipment should speak to their line manager in the first instance. HR advice is available if required. Specialist equipment must be provided to support a reasonable adjustment recommended by occupational health or the Access to Work service.

Travel between home and the place of work is not counted as working time.

Employees cannot claim mileage expenses for travel between home and their place of work.

Employees who work outside of their core hours should agree the arrangements with their line manager and use flexitime if applicable.

Employees requiring help to exit the building in an emergency or in the instance of lift failure should inform their line manager to ensure that arrangements can be made to provide trained assistance as part of a personal emergency evacuation plan.

Requests to work outside of the UK are not permitted unless there are extenuating circumstances; for example, international restrictions on travel are imposed whilst overseas. If this situation arises, the employee's Director and the Director of Corporate Services must approve the request and consider if there are any insurance or tax implications. When leaving the council's employment, all equipment must be returned in a timely manner.

Managing an agile team

In an agile working environment, it is important to define clear ways of working, planning, and organising the work. Whilst agile arrangements are tailored to the unique needs of the employee and team, the needs of the service must come first.

How agile working is managed will vary depending on the type of work being undertaken. It is important that managers have regular conversations with their team to understand how well the arrangements are working.

When recruiting new team members, it is recommended that managers provide information about how the agile working arrangements operate within their team.

A Team Charter is provided as an example at appendix 1. This is a starting point intended to clarify everyone's roles and responsibilities within the team. Individual working arrangements can also be documented using appendix 2.

Regular one-to-one meetings, team meetings and check-in arrangements should be agreed within the team. It is also important to consider inter-team relationships. Managers must ensure that regular face to face meetings take place.

Careful consideration should be given to the induction of new starters. Ideally this should include a combination of in-person and virtual training. Developing a rota of colleagues' time in the workplace may be helpful for the first few weeks.

To maintain good health and wellbeing, it is important to create boundaries:

- Regular DSE and workstation assessments should be undertaken. Equipment must be provided if needed.
- Calendars should be maintained and up to date.
- Wellbeing checks should take place on a regular basis.
- Consideration should be given to email signatures; ie 'my working arrangements are XXX If I contact you outside of your normal working hours, I do not expect you to respond immediately.'
- Make time for less formal, professional networking opportunities.

Agile working guidelines can be found at appendix 3.

Procedure: Requests for flexible working

Team managers are responsible for agreeing the overall working arrangements within their team. A Team Charter example is provided at appendix 1 for this purpose. Operating hours should be clearly defined, and agreements should be made with individuals to determine their usual working times and places to fulfil these requirements. Individual working arrangements can be recorded using the template at appendix 2.

It is recognised that some roles will be more suited to flexible working arrangements than others for example those with fixed operating hours. Employees are encouraged to discuss this with their immediate line manager or the HR team if they have any questions.

Eligibility

All employees have the statutory right to request flexible working arrangements from day one of their employment. Under statutory guidelines, employees can make two formal requests in every 12 month period. If making a second request, employees must wait until their first request has been considered before making submitting another.

However, we encourage that informal conversations take place between employees and their manager prior to making formal requests, with an aim being to reach agreement where possible.

All requests for flexible working will be considered with an open mind.

Team managers are encouraged to consider flexible working prior to recruitment and placing job advertisements as this may attract candidates from a wider talent pool.

All employees will have a nominated main work base (ie The Guildhall, Caenby Corner Depot, Trinity Arts Centre, Lea Fields Crematorium). This will be set out in their contract of employment and will be used for tax purposes and expense claims. It is reasonable to expect that employees attend their nominated work base when required to do so.

Types of flexible working

Requests for flexible working can include:

- **Place** of work where time is split between the main base, and remote, agile working.
- **Time** of work; includes flexible hours, part-time working, compressed hours.

Making a request for flexible working

Employees wishing to make a request should start by having an informal discussion with their line manager. Requests will be considered with an open mind, and it may be that the request can be accommodated without the need for the formal approach. If the request cannot be accommodated, a compromise should be discussed. This could include a trial arrangement, alternative hours, or job-sharing. If the job role is not suitable for agile working, the manager should explain why this is the case.

Employees should make a formal request to their manager in writing (includes email). The formal request should include:

- The date of the request;
- The changes sought;
- The date on which the changed working arrangement should start;
- If and when a previous application had been made.

Timescale

Requests will be dealt with as soon as possible. All requests will be dealt with within two calendar months from receipt of the request to notification of any appeal decision.

Consultation Meeting

The line manager will arrange a meeting to discuss the request. A representative of the HR department may attend if required. Employees may ask a fellow worker or trade union representative to attend.

The meeting is an opportunity to discuss the proposed working arrangement and to consider any impact on the customer, the employee and the wider team.

After the meeting the line manager will consider the request carefully. In making a decision the manager will take into account the potential benefits to the employee and the council and any adverse impact.

Each request will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the immediate right for another employee to be granted a similar change to their working patterns.

The decision will be confirmed in writing usually within 7 days of the meeting. The decision may be granted in full or part. Examples are:

- Proposal for a modified version of the request;
- a temporary trial of the working arrangement;
- a different start date of the request.

Whilst we are committed to support flexible working requests, they may not always be possible. This could be due to:

- The burden of additional costs;
- an inability to reorganise work among existing staff;
- an inability to recruit additional staff;
- a detrimental impact on quality;
- a detrimental impact on performance;
- a detrimental effect to meet customer demand;
- Insufficient work for the periods the employee proposes to work;
- A planned structural change within the organisation.

Requests will not be rejected for any other reason.

Right of appeal

Employees have the right to appeal if their request is rejected or agreed in part.

Appeals should be sent to human.resources@west-lindsey.gov.uk within seven days of the date of the decision letter. Appeals should set out the grounds on which the appeal is made.

An appeal meeting will be held as soon as possible. This will be chaired by the Director of the Service, unless that Director has refused the initial request, in which case an alternative Director and a HR representative will attend. Employees may ask a fellow worker or trade union representative to accompany them to the meeting.

Following the appeal meeting, a decision will be confirmed in writing usually within seven days. The outcome of the appeal is final.

If an employee fails to attend, without a good reason both the first meeting and the appeal, the formal request will be treated as withdrawn.

Agile working: Team Charter

Team:
Manager:
Date:

Review date:

Team outcomes: *(set out the main outcomes for the team)*

Our main base is:	(ie Guildhall, Depot)
Our core operating days are:	
Our core operating hours are:	
How we can be contacted during these times:	
Any out of hours contacts/ arrangements:	
We have formal team meetings:	(frequency and method)
We have informal team meetings:	(frequency and method)
One to one meetings:	
Appraisals:	
All in days:	
Rota days:	
How we ensure wellbeing needs are met:	

Agile working: Individual agreement

Name and job title:
Manager:
Date:

Your main base is:	(ie Guildhall, Depot)
When working remotely, you will be:	(ie working on site, at home, external meetings)
Your usual operating days are:	
Your usual operating hours are:	
How we can contact you during these times:	
Any out of hours contacts/ arrangements:	
Arrangements for one-to-one meetings:	
Arrangements for appraisals:	
How we ensure your wellbeing needs are met:	
Equipment required:	
How we will review this arrangement:	



Agile working guidelines

General guidance:

- a) We are all responsible for our health and safety. Ensure that DSE assessments are up to date and report any concerns immediately.
- b) When working remotely, maintain an up-to-date calendar so that your colleagues know if you are contactable.
- b) Use automatic replies to notify others that you are out of office, on leave, or not able to respond to email messages.
- c) Dress appropriately for your job role and behave as you would when working in the office.
- d) Take good care of the equipment provided to you. Ensure that confidential information is securely stored.

When using MS Teams:

- a) Cameras should be on at all times unless there are technical problems.
- b) Use the WLDC backgrounds for all meetings with external colleagues.
- c) Use your headset if you need to prevent background noise or maintain confidentiality.
- d) Set your availability and work location so that colleagues know if you are reachable.
- e) Be present. Check in with your team regularly throughout the day and be responsive to their questions and comments.
- f) Stay focussed during calls. Try not to be distracted by incoming chat messages or emails.
- g) Take breaks. Plan time to move away from your screen. Consider going out in the fresh air during your lunch break to keep a fresh mind.
- h) GDPR- remember that chat messages/ teams posts may be disclosable if a subject access request is made.
- i) Make sure that you have a space where you can maintain confidentiality and separate work from home life.

JSCC approved:	5 September 2024
Corporate Policy and Resources Committee approved:	

Corporate Policy and Resources Committee Work Plan (as at 11 September 2024)

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
19 SEPTEMBER 2024				
19 Sep 2024	Trinity Arts Centre Business Plan	Cara Markham, Commercial Development Manager		15 May 2024
19 Sep 2024	Agile Working Policy	Lynne Thomsett, People Services Manager	Agile Working Policy and appendices.	
19 Sep 2024	Scampton Update	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	The report will provide a financial and legal update, as well as progress with the delivery of the investment and regeneration plan.	10 July 2024
19 Sep 2024	Resourcing the Cultural Strategy	Cara Markham, Commercial Development Manager		
17 OCTOBER 2024				
17 Oct 2024	Lea Fields Crematorium Business Plan	Ady Selby, Director - Operational & Commercial Services	For Members to approve a refreshed Crematorium Business Plan	01 November 2023
17 Oct 2024	Consultation, Communication and Engagement Strategy	Katy Allen, Corporate Governance Officer, Julie Heath, Communications Manager	To present the new strategy	
14 NOVEMBER 2024				

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14 Nov 2024	Budget and Treasury Monitoring - Quarter 2 2024/2025 (1st April 2024 to 30th September 2024)	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2024 to 30th September 2024.	15 May 2024
14 Nov 2024	Proposed Fees and Charges 2025/2026	Sue Leversedge, Business Support Team Leader	Propose Fees and Charges to take effect from 1 April 2025.	15 May 2024
14 Nov 2024	Progress and Delivery Quarter Two (2024/25)	Claire Bailey, Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	Progress and Delivery Quarter Two (2024/25)	10 July 2024
12 DECEMBER 2024				
12 Dec 2024	ICT Policy Update	Cliff Dean, ICT Team Manager	Approval for the Information Systems Asset Management Policy and the Monitoring Policy	03 April 2024
12 Dec 2024	Council Debts for Write Off 2024/25	Alison McCulloch, Revenues Manager	All council debts over £2,500 for write off by committee 2024/25	15 May 2024
27 Jan 2025	Local Council Tax Support Scheme 2025/26	Angela Matthews, Benefits Manager, Alison McCulloch, Revenues Manager	To determine new council tax support scheme for 2025/26	15 May 2024
12 Dec 2024	Trinity Arts Northern Boundary Wall	Luke Matthews, Building Maintenance Technician	Following the previous option paper which was presented to Corporate Policy & Resources Committee on 18th July 2024 where it was resolved that: a) Officers commence the procurement for the repair northern boundary wall at the Trinity Arts Centre as per the granted Planning and Listed Building Consent number 145568; and b) Officers bring back a report to Corporate Policy and Resources	

Committee to approve the funding and increase the capital programme. This paper requests the committee's approval for the allocation of funds necessary to initiate construction in accordance with the granted listed building and planning consent, following the completion of the tendering process.

9 JANUARY 2025

9 Jan 2025	2025/26 Measure and Target Setting for Progress and Delivery	Claire Bailey, Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	2025/26 Measure and Target Setting for Progress and Delivery
Jan 2025	Review of Earmarked Reserves	Sue Leversedge, Business Support Team Leader	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 March 2025.

13 FEBRUARY 2025

13 Feb 2025	Budget and Treasury Monitoring - Quarter 3 2024/2025	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2024 to 31st December 2024.	15 May 2024
13 Feb 2025	Corporate Policy and Resources Committee Draft Budget 2025/2026 and estimates to 2029/2030.	Sue Leversedge, Business Support Team Leader	The report sets out the draft Revenue Budget 2025/2026 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2025/2026. It also includes estimates to 2029/2030 to be included in the Medium Term Financial Plan	15 May 2024

13 MARCH 2025

10 APRIL 2025

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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Agenda Item 8b

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 8c

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