

Chair: Angela Andrews

HPS update: to 28th March
Performance Scrutiny 2019

Projects identified within Vision 2020`

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
<p>1. Roll out the new People Strategy and implement action plan</p> <p>(Commenced: 2017/18)</p> <p><u>OUTCOME EXPECTED:</u> <i>Engage our people fully, developing the skills, attitudes and behaviours we will need in the future</i></p>	<p>PS: Carolyn Wheater</p> <p>PM: Claire Burroughs</p>	<ol style="list-style-type: none"> Develop staff charter setting our expected behaviours – Oct 2018 Staff engagement Strategy to be developed – December 2018 HR focussed line manager briefings to commence – July 2018 Implement outcome based job descriptions supported by a set of competencies for all roles and services. Starting April 2019 to complete by March 2020 	<ol style="list-style-type: none"> People Strategy workshop held Oct 9th. The Staff Charter is now complete – subsequent decision has been taken to add a section on how this will work alongside “One Council” The Staff Engagement Strategy has been developed, including recommendations for competencies HR focussed line manager briefings now developed and have commenced - ongoing Draft competencies developed for Strategic Directors, Assistant Directors, Service Managers and Team Leaders and considered by CMT October 2018. To be rolled out through One Council activity 	G	No additional funding provided – costs are all from HR budget allocation
<p>2. Progress the “Customer Experience Strategy” to change the way people interact with our services.</p> <p>(Commenced: 2017/18)</p> <p><u>OUTCOME EXPECTED:</u> <i>To deliver excellent services that are easy to access, responsive</i></p>	<p>PS: Daren Turner</p> <p>PM: Jo Crookes</p>	<p>Launch Customer Experience Strategy to follow Channel Shift. Key achievements:</p> <ol style="list-style-type: none"> Reduce expenditure on business mail throughout the year Outsource bulk mailings to Critiqom (Revs and Bens) Outsource to use of ‘IQ PostMe’ system to reduce internal mail costs Outsource bulk mailings to Critiqom (Housing) - Review high volumes of correspondence still going via franking machine, incl. 1st class 	<p>Customer Experience Strategy approved by Exec March 17 – key projects identified for focus in 2017-19</p> <ol style="list-style-type: none"> New guidance in place to reduce the costs associated with business mail (reduction in 1st class, letter size etc.) Critiqom - From April 2017 to 30 Sept 2018 in excess of 162,000 letters have been sent via this route. Reduction in stationary costs achieved. Data breaches also reduced. Over 128,320 letters sent via IQ PostMe since April 2017 resulting in stationary savings, franked post reduction, plus officer time saved printing, enveloping and posting Housing Year-end 2016, 2017 and 2018. In excess of 18,900 rent notifications, Direct Debit letters and annual 	G	<p>£50k savings target – met through a reduction in hours in the Customer Services Team over a period of three years.</p> <p>Total of £151k savings identified, (cashable and non-cashable)</p>

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
<i>to our customers' needs and good value. This will be achieved through the 6 strategic themes within the strategy</i>		Next steps (2019/20) 5. Customer Charter & Promise roll out 6. Continue roll out of on-line forms a. Tenancy sign up and Voids b. Lincare application forms 7. Review high transaction costs associated with Post office cards (will be part of Phase 6 TFS)	statements sent are bulk uploaded each year. 8,500 housing statements are uploaded each quarter.		
3. Generate new income streams and commercial opportunities (Commenced: 2017/18) <u>OUTCOME EXPECTED:</u> <i>New commercial opportunities are explored</i> MONITORED AT TFS	PS: Jaclyn Gibson Phase 1 – Advertising PM: Steve Welsby Phase 2 – PM: JG	Phase 1 1. Explore most effective way to manage advertising contracts (internal or outsourced) Jan 2019 2. Explore how to maximise advertising income from the council's website – November 2018 Phase 2 3. Expand the remit to look more closely at creating a commercial strategy for the council – March 2019	1. Meeting held with other heritage towns to understand what advertising can be achieved in similar environments 2. Council Advertising Network (CAN) employed to make our website available to advertisers. Small number of bookings so far but we, and CAN, are promoting the partnership. 3. CLT has overseen the development of a new TFS Phase 6 plan which will include a new strategy and action plan for income generation. New Phase 6 programme has now been developed and is in the process of being scheduled with project managers	G	Initial income target of £20k for 2018/19 Forecasted total income for 2018/19 = £16k Y6 target to be developed within TFS Board
4. Undertake asset management reviews (Commenced: 17/18) <u>OUTCOME EXPECTED:</u> <i>As above (3)</i> MONITORED AT TFS	PS: Jaclyn Gibson PM: Mark Wheeler	1. Identify short term key investments from capital spend – ongoing 2. Develop an investment strategy by 31st March 2019	1. Pipeline in place and continuously managed by Property Manager and reported through TFS Board in detail 2. A new Investment Strategy is currently being developed in light of the recent CIPFA guidance and best practice (which may restrict commercial activity) and in anticipation of a higher MTFs target. This will be brought to TFS/CMT in Q4	G	An income target of £500k was been set for this work, with £520k achieved against this target
5. Year 2 - expanded to outstanding BC elements	PS: Angela Andrews	1. ICT Disaster Recovery (DR) Plan to be completed for Business Continuity Group. Feedback required following review of	1. Draft DR Plan complete. Plan was considered alongside BC plan reviews with other service areas. Key partner organisation BCP's have also been reviewed (Complete)	G	No additional funding

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
(Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>A fit for purpose IT disaster recovery plan is in place including all Business Continuity</i>	PM: Jaclyn Gibson	Business Continuity plans. March 2018 2. Following an internal audit, there are now a number of BC recommendations to be followed through to complete the activity – March 2019	2. Meetings have been held in July and September 2018 to take the outstanding audit recommendations forward The BCP Group continues to meet on a bi-monthly basis, of the original 35 audit recommendations there are only 3 now outstanding, final areas to progress are: - New emergency accommodation strategy - Desktop exercise - planned for early spring 2019. - Service area refresh of BCP's commencing April 2019.		
6. Increasing DP awareness, and preparing for GDPR in May 2018. (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>The council is fully prepared for the implementation of GDPR legislation 2018</i>	PS: Carolyn Wheeler PM: Sally Brooks	1. All work to ensure compliance with the European Data Protection Regulation due to be in force May 2018 2. Ensure that our contractors have appropriate GDPR processes in place – May 2019	1. GDPR Policy and guidance rolled out to all staff pre 25 May 2018. Customer privacy notice and new personal data request form rolled out online to customers from May 2018. All Information Management Policies reviewed, and approved May 18 and rolled out to staff Sept 2018. GDPR guidance provided to Members May and Oct 2018. 2. The key contracts have been checked for compliance to the level of GDPR process we require. However we continue to work on the smaller contracts as they come up for renewal.	G	Training all comes from the internal training budget There has been no new burdens funding from central government to cover GDPR introduction
7. Improve customer experiences (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>Vision 2020 projects have effective BDT support and services are improved as a result</i>	PS: Daren Turner PM: Matt Smith	1. High Performing Services Board to utilise Business Development Team (BDT) for a programme of service reviews – March 2018 2. Build up a scope and potential programme of improvements to services and processes – Sep 2018 3. Further reports to HPS – May, Aug; November 2018 and May 2019 . Final programme agreed Dec 2018	1. Initial report taken to HPS – February 2018. AD-SD and BDT to develop a work programme which supports the current and future Vision 2020 programme. 2. DT/CW and JG to link People Strategy/Org Development and workstyles and develop some principles/measures under our “one council banner”. 3. Programme agreed and operational. Members of Business Development have completed Agile training programme as part of Government Digital Services project	G	No additional budget allocation
8. Focus on Sustainability (Commenced:2017/18)	PS: Kate Ellis	1. Create a Quarterly cross directorate group with a range of service representatives. June 2018	1. First meeting held – team scoping a plan for 3-5 years. Low carbon task force established – looking at a mix of practices within the building	G	No additional budget allocation

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
<i>OUTCOME EXPECTED</i> <i>'Greener' choices are made in our activities - develop a method of embedding sustainability into everyday working process</i>	PM: Kate Bell (MH)	2. Actions to include; <ol style="list-style-type: none"> Refresh travel plan- Mar 2019 Environmental audit – Review of charging points – 3. The coordination of a Lincoln Climate Commission Group (LCCG) - presently being sketched out	2. Travel plan staff survey completed mid Jan 2019. Report to next HPS meeting. <ul style="list-style-type: none"> Investigating conducting an environmental audit – agreement to complete an audit – one off cost of £899. Will provide information to explore further Drafting a EV transitioning / charge point strategy 3. A meeting is taking place to further the LCCG on 28 th of February.		

Projects identified as Year 2 Vision 2020

Programme/Project and outcomes expected	Project manager	Milestones for Y2 projects 2018/19	Update of progress against milestones	RAGB	Budget and spend or savings to date
9. Revs and Bens additional opportunities	PS: Jaclyn Gibson PM: Martin Walmsley	1. MW to present an initial pitch proposal to TFS Board – August 2018 2. Final proposals to be available for external use by December 2018 3. Commence external push – Post May 2019 elections	1. Initial document presented and well received: TFS Board confirmed they are looking for new public sector partners and/or upsell the current offerings. 2. Evidence continues to be gathered and the recent winning of the IRRV award will contribute to this. The final report is complete – To CMT/TFS in Q4	G	
10. Business Rates 100% Retention pilot	PS: Jaclyn Gibson PM: Rob Baxter	Work with pilot members to achieve a successful trial of 100% business rates retention locally and retain additional resources – set up for 2018/19 year	The 2018/19 pilot was approved in December 2017 and is now fully in operation. This has moved to BAU	C	
11. Communications Strategy	PS: CX PM: Steve Welsby	Delivery of a Communications Strategy – particularly considering the “Proud to be Lincoln” brand – November 2018	Draft Communications Strategy completed – to be taken through formal approval routes	A	
12. BDIT – New ICT Strategy	PS: Daren Turner	Refresh the ICT strategy to support Vision 2020 – March 2019 1. Scope to be completed by Oct. 2018	Scope/Draft strategy available by October 2018 – completed	G	

Programme/Project and outcomes expected	Project manager	Milestones for Y2 projects 2018/19	Update of progress against milestones	RAGB	Budget and spend or savings to date
	PM: Matt Smith	2. CLT workshop – Feb 2019 3. Final version approved – March 2019	CMT have asked for further discussions on the outcomes required. This will be discussed at a CLT meeting/workshop Workshop to be scheduled in February/March 2019		
13. Strategic Partnerships Set up city board (refresh investors) and develop local asks	PS: Kate Ellis	Work with partners to develop a shared strategy that clearly sets out the requirements for developing and supporting business growth in the city Develop an action plan that identifies the role of each partner in delivering support Dates to be established following partner meeting on 25th February 2019 .	DMD team to all be involved through partner relationships Looking at a City Board has been put on future CMT work programme – and will be revisited in the light of activity within Central Lincs areas.	G	
14. Organisational Restructure	PS Cllr R Metcalfe PM: Angela Andrews	Cross organisational review of structure including performance – Dec 2018 Plans for Organisational Change Lead to take on cross directorate restructures	<ul style="list-style-type: none"> Director of Housing appointed and handed over from DCE Internal and external adverts for Strategic Development Manager – interviews held 20th Feb 2019 Internal advert for 'Organisational Change Lead – w/c 4.2.19 with interviews early March 	G	

Issues or opportunities identified through performance monitoring activities

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
15. Compliance to High priority Audit recommendations to agreed schedules (Raised at CMT)	John Scott	At the end of Q1 there were 10 audit recommendations identified as having been not completed to schedule <ul style="list-style-type: none"> Audit to report any further occurrences to HPS and recommend any actions necessary - Ongoing 	Audit Manager attended HPS (October 2017) to discuss the long-term outstanding recs. His opinion was that there is no longer any cause for concern – as now all outstanding recommendations are addressed at DMT and PH meetings. Noted that Audit committee have asked Managers of outstanding rec's older than 2-years to attend Audit C'tee	C	No additional budget allocation

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
16. Concern with Vacancy Management levels and the reporting methods (<i>Raised by Performance Scrutiny Committee</i>)	Claire Burroughs	PSC asked for an investigation into the different vacancy numbers provided – for May 2018 meeting Initial investigation on difference between ‘iTrent’ vacancies and those reported by Finance – establishment.	<ul style="list-style-type: none"> HR to have individual meetings with all directorates - COMPLETED <p>Following PSC (May 2018), Cllr Hewson asked that all Directorates follow the same process as DCE did (for PSC) and report as part of an update to following PSC’s - Completed</p>	C	No additional budget allocation
17. Sickness levels and sickness Management (<i>Raised through the quarterly performance figures</i>)	Claire Burroughs	<ol style="list-style-type: none"> 2018/19 sickness targets set at 9 days with a range of 9 – 10.5 days. Establish the Health & Wellbeing lead and an action plan – March 2018 Follow through with H&W plan for 2018/19 – March 2019 	<ol style="list-style-type: none"> Health & Wellbeing Lead in place - Positive H&W outcomes have been reported following participation of the GCC (196 members of staff). A number of health and wellbeing initiatives have also been implemented and are ongoing A plan of health and wellbeing initiatives/activity has been identified through to 2020. Sickness absence figures for Q3 2018/19 has seen a reduction to 7.25 days per FTE, 2.59 days lower than same quarter last year. 	G	No additional budget allocation
18. Business plans for income generating services – TFS Ph5	Pat Jukes	Ensure that all 2018/19 AD service plans identify which services need formal business plans Complete service planning end May 2018	Addressed as part of the Service Planning process - COMPLETE	C	No additional budget allocation
19. Development of a new Corporate Performance Management system (<i>TEN/IMPS no longer supported</i>)	PS: Pat Jukes PM: Graham Rose	Initial options scope to be created and reviewed at HPS November 2017 <ul style="list-style-type: none"> Option appraisals July 18 Business case to HPS – Aug 2018 CLT approval of proposed IT solution – September 2018 Directorate involvement – Feb 19 System Build – March 2019 Transfer of data – be end Q1 – June 2019 	Scope reviewed at HPS Board 28.11.17 – agreement received to proceed with the internal option proposals New Performance System proposals presented to HPS 14/8 – 2 staged approach agreed in principal. Refer to AD Group for approval for the IT system – approved Sep 18 <ul style="list-style-type: none"> Two members of Policy had basic Sequel training to enable them to become system administrators Plans in place to review all strategic measures as part of the switch across with the aim of completing for Q1 2019/20. All directorates engaged. New system developing well with testing commenced 	G	No additional budget allocation There may be incremental costs for Power BI licenses when a decision is taken on that aspect

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
20. HMO new system: Implementation of Rocktime Verso software for HMO application and licensing portal	PS: Simon Colburn PM: Hannah Cann	<ol style="list-style-type: none"> 1. Project Mgmt documentation 4/7 2. Executive committee 23/7 3. Verso Development & customisation (10 weeks) starts 2/8 4. Legislative change in force 1/10 5. Verso testing and training ongoing 6. Verso Go live – 1.10 front end 7. Verso go live back end – 30.11 8. Snagging process - TBC 	<ol style="list-style-type: none"> 1. COMPLETE 13/6/18 – 4/7/18 2. COMPLETE 23/07/2018 3. COMPLETE 02-Aug-18 4. COMPLETE 01-Oct-18 5. COMPLETE 10-Sep-18 6. COMPLETE 7. COMPLETE 8. There is a substantial snagging list of minor issues to resolve that is being worked through with the help of a PS housing officer. 	G	£25k Direct revenue funding
21. Lincoln Project Management Model (LPMM) changes to ensure continuity of good governance post SPIT	Pat Jukes	<ol style="list-style-type: none"> 1. Implement all changes in LPMM documentation 30.06.18 2. Review training materials to include update session – 30.06.18 3. Training sessions – July and Sept 4. Development of complete project register – 31.08.18 5. Communication roll out Jun 19 6. PIR to be conducted July 2019 	<ol style="list-style-type: none"> 1. COMPLETE 2. COMPLETE 3. COMPLETE 4. COMPLETE 5. Initially launched on City People July 2018. Further comms to be promoted once project register is complete. Project register COMPLETE Feb 2019 	G	No additional budget
22. Awards – a review of the awards that are available and which ones we should consider entering	Pat Jukes	<ol style="list-style-type: none"> 1. Initial report to CMT – Sept 2018 2. Review of suitable awards Sept 3. LGC Applications by 21.09.18 4. Award shortlisting – notified November 2018 5. Presentations for shortlisted – January 2019 6. LGC awards ceremony – 13.3.19 7. Decision made by CMT in January 19 to apply for MJ Awards 	<ol style="list-style-type: none"> 1. COMPLETE 2. CMT proposed entering ten categories 3. Entries completed on schedule 4. CoLC shortlisted for four categories: 5. Presentation delivered and individual interview held 6. Award ceremony arrangements in hand 7. MJ Applications (X6) all submitted 8th Feb 19 – will hear in March 2019, after which appropriate plans will be developed 	G	No additional budget – costs will come from the existing Policy budget