

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 25 January 2018
6.00 pm
Committee Room 1, City Hall

Membership: Councillors Gary Hewson (Chair), Tony Speakman (Vice-Chair), Thomas Dyer, Ronald Hills, Helena Mair, Liz Maxwell, Lucinda Preston, Pat Vaughan and Loraine Woolley

Substitute member(s): Councillors Naomi Tweddle

Officers attending: Democratic Services, Simon Colburn, Kate Ellis, Matthew Hillman, Pat Jukes and Bob Ledger

A G E N D A

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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Tony Speakman, Councillor Thomas Dyer,
Councillor Paul Gowen, Councillor Ronald Hills,
Councillor Pat Vaughan, Councillor Loraine Woolley,
Councillor Naomi Tweddle and Councillor
Kathleen Brothwell

Apologies for Absence: Councillor Helena Mair, Councillor Liz Maxwell,
Bob Ledger, Claire Moses, Karen Talbot and
Simon Walters

42. Confirmation of Minutes - 5 October 2017

RESOLVED that the minutes of the meeting held on 5 October 2017 be confirmed.

43. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Housing Benefit Overpayment'.

Reason: His daughter worked in the Benefits Advice Section at the City of Lincoln Council.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance Quarterly Monitoring 2017/18: Quarter 2'.

Reason: His grand-daughter worked in the Finance Section at the City of Lincoln Council.

44. Portfolio Holder under Scrutiny

(a) Portfolio Performance Overview: Social Inclusion and Community Cohesion

Pat Jukes, Corporate Policy Business Manager:

a) presented a portfolio performance overview of Social Inclusion and Community Cohesion covering the following main areas:

- Lincoln population data
- Ethnicity in Lincoln
- Educational attainment data
- National Insurance Number registration figures
- Languages requested
- Dashboard measures

b) advised that the estimated population of Lincoln had increased from 97,065 in 2015 to 97,795 in 2016, with 50.6% females and 49.4% males.

c) invited members' questions and comments

Question: What was the percentage of residents with no qualifications, was it foreign students or English students?

Response: It was mainly English students.

RESOLVED that the content of the portfolio performance overview for Social Inclusion and Community Cohesion be noted.

45. Report by Councillor R Kirk Portfolio Holder for Social Inclusion and Community Cohesion

The Portfolio Holder for Social Inclusion and Community Cohesion, Rosie Kirk:

a) presented her report regarding activity and achievements within her portfolio and covered the following main areas:-

- Neighbourhood Working
- Community Cohesion
- Social Inclusion
- Adult Learning
- Safeguarding Children and Adults at Risk
- Domestic Abuse
- Older People
- Community Centres
- Young People
- Asylum Seekers and Refugees

Members made comments to the Portfolio Holder for Social Inclusion and Community Cohesion on various aspects of her report in relation to:

Young People

Question: What was the Council doing to help young people between 16 and 24 years?

Response: There was a Child Friendly City event at Lincoln University which would help promote the rights of young people and make Lincoln a more child friendly city. Officers were also working with the Network to help enhance the skills of young people.

Question: Who looked after young people under the age of 13?

Response: Social Services would take responsibility if an incident occurred, it wouldn't be the Portfolio Holder's responsibility.

Poverty Conference

Question: What was the cost of the Poverty Conference and who funded it?

Response: The Poverty Conference cost around £2,000 and the Corporate Policy Team funded it.

Question: How had the situation improved in regards to Poverty?

Portfolio Holder response: Following the demise of LCAS (Lincoln Community Assistance Scheme), a number of organisations are discussing a longer term sustainable plan for food vouchers.

Neighbourhood Working

Question: In regards to Sincil Bank, how would its performance be defined as a success?

Portfolio Holder response: The improvement of the area and wellbeing of the people in the community.

Officer response: The new Assistant Director for Housing would be taking over that particular area of work and would devise some indicators for Neighbourhood Working.

Question: The key message from Neighbourhood Working was to organise then pull out and a withdrawal strategy hadn't been put together. How would it be built into the service?

Portfolio Holder response: Improvement of the area and wellbeing of the community.

Lincoln Money

Question: How many applications were received?

Portfolio Holder response: 170 applications were received however there was some uncertainty about how many were accepted.

Question: How was it different to the Credit Union?

Officer response: Lincoln money tended to be in relation to clients who struggled to obtain a loan elsewhere and/or required such a payment quickly (e.g. same day decision).

Community Centres

Question: The usage of Community Centres had gone down by 1,000 in this quarter. Which community centres were the least used?

Portfolio Holder response: Over the summer period there was a reduction in activities which led to the drop in figures.

Question: Had the Council priced itself out of the market? The small community centres seemed to be more successful. Was there any possibility of improving Sudbrooke Drive Community Centre?

Officer response: The Council charges were more expensive due to having set fees. There were some Community Centres, Sudbrooke Drive in particular that were in need of refurbishment however there wasn't any funding to carry out that work at the moment. If there was an opportunity and funding was received, other priorities may take precedent, it would depend on demand at the time.

Question: The over 50's group at Sudbrooke Drive community centre had complained about the temperature due to the heating not being switched on until the centre had been opened. Could anything be done about this?

Response: There were ways around it however it wouldn't be feasible to heat the community centre prior to people arriving. If Members wanted to discuss the matter further another meeting could be arranged.

RESOLVED that the report be noted.

46. Q2 2017-2018 Operational Performance Report

Pat Jukes, Corporate Policy Business Manager:

- a) presented the report summarising the operational performance position for Quarter 2 of the financial year 2017/18 (July to September 2017)
- b) advised that regular monitoring of the Council's operational performance was a key component of the Local Performance Management Framework, this report covered key service performance measures identified by Members and CMT as of strategic importance.
- c) detailed the key headlines from the four corporate measures:
 - Sickness – split by long and short term
 - Corporate complaints including Ombudsman rulings
 - Employee FTE headcount, vacancies and turnover
 - Staff appraisals completed
- d) referred to Appendix A which detailed all measures by individual directorate grouping with annual and quarterly measures split separately
- e) invited members' questions and comments

Question – After appraisals had taken place, what was done regarding training needs, goals and targets?

Answer – Managers sent a copy of the appraisal to HR for assessment. There was a section on the appraisal form which specified areas for development, 1:1's or online training courses that could be undertaken.

Question – What were the reasons for long term sickness?

Answer – Mainly stress/depression. It was broken down between personal, work and other (not stipulated) as referred to on page 51 of the report.

Question – Why was there a reduction in time by 12% for the revenues team to process changes?

Answer – There had been an increase in outstanding changes for Revenues (i.e. mainly in respect of Council Tax and Business Rates) due to a temporary reduction in resources on that team and time spent developing e-forms which should result in future improvements. Housing Benefit changes had been processed quicker than at the end of Quarter 2 2016/17. Resources were allocated within the service as to fluctuations in demands, wherever possible. There had been more Council Tax Support claims coming through, and resources required for Universal Credit was having an impact.

Question – Why was there a drop of 3,000 in the electoral role?

Answer – The canvas started in July which had an impact on the number of people on the electoral register. It was a lot quicker to remove somebody from the register than to add somebody on. The Q2 figures were put together at the beginning of the canvas so they would differ in Q3.

Question: Would the Council have too many car parking spaces available now the new multi-storey car park has recently opened?

Response: There were no concerns at the moment. Overall parking use is expected to grow as the city grows

Question: Was the Rogue Landlord scheme created to seek out illegal immigrants or to check properties for standard of living?

Response: The Rogue Landlord Scheme was funded by the Migration Impact Fund. The strand of fund that the Council have bid to was specifically around tackling rogue landlords and therefore checking properties for safety and standards and taking action to improve those where necessary. The project does not seek to identify or refer illegal immigrants.

RESOLVED that:

1. The content of the report and comments made by members be noted.
2. The report be referred to Executive to ensure relevant portfolio holders placed a local focus on those highlighted areas showing deteriorating performance.

47. Financial Performance - Quarterly Monitoring: Quarter 2

Rob Baxter, Interim Chief Finance Officer:

- a) presented the Financial Performance Quarterly Monitoring report for the second quarter (up to 30th September) which covered the following main areas:
 - General Fund
 - Housing Revenue Account
 - Housing Repairs Service
 - Capital Programmes
- b) highlighted a forecast underspend for the financial position of the Council at the end of the second quarter for 2017/18 with an underspend of £141,404 as highlighted in section 3.2 of the report
- c) reported that the HRA (Housing Revenue Account) had projected an in-year underspend of £50,051 which would increase the General Balances to £1,073,150 at the end of 2017/18 as identified in section 4.2 of the report
- d) detailed the earmarked reserves and their forecast balance as at 31st March 2018 as detailed in 6.1 of the report
- e) advised on the General Fund Investment Programme for 2017/18 of £23,675,983 as detailed in 7.2 of the report

- f) referred to the last Housing Investment Programme report for 2017/18 approved by Executive as detailed in paragraph 7.9-7.13 of the report
- g) invited members' questions and comments

Question: In regards to Ermine School, why was it bought and sold for less than it was bought for?

Response: The Council sold the land for less than the market value, which enabled Waterloo Housing Group to receive Homes and Communities (HCA) affordable housing grant per dwelling, which the Council received the benefit of when we bought back the completed units. Overall the grant receivable was £2.4m which contribute directly towards the provision of Council houses, this approach was agreed by the Executive on 19 December 2016.

RESOLVED that:

1. The progress on the financial performance for the period 1st April to 30th September 2017 and the projected outturns for 2017/18 be noted.
2. The underlying impact of the pressures and underspends identified in paragraphs 3.2, 4.3 and 5.2 of the report be noted.
3. The carry forward request detailed at paragraph 3.5 of the report be noted.
4. The changes to the General Investment Programme as detailed in paragraph 7.5 be noted.

48. Strategic Plan Progress - Quarter 2 2017/18

Rob Baxter, Interim Chief Finance Officer:

- a) presented a report updating members on strategic projects against their milestones for the second quarter of 2017/18
- b) advised that of the 19 strategic projects monitored by SPIT (Strategic Plan Implementation Team), 10 projects were on track in terms of their physical and financial milestones and risk profiles, of these a further 6 projects had been completed and were awaiting a Post Implementation Review to be submitted and signed off by SPIT, there were also no projects off track in terms of all three of the areas of monitoring
- c) stated that there were 2 projects currently off track in one or two of the areas of monitoring as detailed in paragraph 2.4 of the report
- d) reported that 3 new projects were reviewed and recommended to the Executive for approval by SPIT in the second quarter
- e) updated members on the following two mega projects:
 - Western Growth Corridor
 - Transport Hub
- f) highlighted the work of the Section 106 Group and annual ongoing projects at paragraphs 6 and 7 of the report

g) invited members' questions and comments

Question: In regards to the major projects, it wasn't mentioned in the report that the decision had gone through Executive to increase the expenditure as it was subject to call-in.

Response: Until the call-in had concluded the decision is not final it was therefore not included in the report.

Question: How could members find out where Section 106 money was spent?

Response: A report would be submitted to the next Performance Scrutiny Committee for Q3 explaining that.

Question: How much money was used for play areas? Would certain play areas lose out?

Response: The intention was to not give the money back to the developers and use it for various Section 106 projects including play areas.

Question: How will the income be measured for the Birchwood Leisure Centre?

Response: It would be measured by the people coming through the door and the finances would be managed by the overall contract profit share.

RESOLVED that the content of the report be noted.

49. Treasury Management and Prudential Code Update Report - Half Yearly Report

Sarah Hardy, Group Accountant:

- a) presented a report covering the treasury management activity and the actual prudential indicators for the period April 1 to September 30th 2017
- b) advised that the Treasury Management position and performance results for the 6 months ended on 30th September 2017
- c) stated that of this investment portfolio 95% was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments
- d) reported that on 30th September the Council held £75.354 million of external borrowing, of which 100% were fixed rate loans as outlined in Appendix A of the report
- e) Highlighted the position in relation to prudential indicators which covered the following main areas:-
 - Capital Expenditure
 - Financing of the Capital Programme
 - The Capital Financing and External Debt
 - Limits to Borrowing Activity

- f) referred to the Investment Strategy and its objectives as well as risk benchmarking as outlined in 5.3 and 5.4 of the report
- g) invited members' questions and comments

Question: Why was there a drop from 19.9 to 18.4 in regards to borrowing?

Response: The Council's anticipated level of borrowing had been revised and is less than expected at the point when the strategy was developed.

RESOLVED:

- 1) That the Prudential and Local indicators and the actual performance against the Treasury Management Strategy 2017/18 for the half-year extended 30th September 2017 be noted.
- 2) That the change to the MRP policy at Appendix C be noted.

50. Strategic Risk Register - Quarterly Report Quarter 2

Rob Baxter, Interim Chief Finance Officer:

- a) presented the report 'Strategic Risk Register – Quarterly Review' and provided members with the revised Strategic Risk Register as at the end of the second quarter 2017-18
- b) advised that the Strategic Risk Register was developed under the risk management approach of 'risk appetite', which was last presented to Members in August 2017 and contained seven strategic risks
- c) highlighted that since it was last reported in August 2017, the Strategic Risks Register had been reviewed and updated
- d) Further highlighted that the updated Register contained seven strategic risks an outlined in Appendix A of the report
- e) updated members on the key movements which were outlined as follows:-
 - Engaging with Strategic Partners, staff and stakeholders to deliver the Vision 2020
 - Deliver a sustainable Medium term Financial Strategy
 - To ensure compliance with statutory duties and appropriate governance arrangements were in place
 - Deliver the Towards Financial Sustainability programme savings targets
 - Develop an appropriate response to changing Local Government Structures
 - Meet the Emerging changes required in the Council's culture
 - Ensure sufficient levels of resilience and capacity to deliver key priorities
- f) invited members' questions and comments

RESOLVED that the Strategic Risk Register report be noted.

51. Housing Benefits Overpayment

Martin Walmsley, Head of Shared Revenues and Benefits:

- a) presented the report 'Housing Benefit Overpayments'
- b) advised that this report was to provide an update on the recovery of Housing Benefit Overpayments.
- c) highlighted the reasons why Housing Benefit overpayments could occur which were:-
 - Customers not promptly notifying of a change of circumstances affecting their entitlement to HB
 - Delays in re-assessment of HB once a change had been reported to the Benefits Officer
 - Fraudulently claimed HB
 - Error made in assessment of HB by the local authority
 - Error made by the Department for Work and Pensions (DWP) and Her Majesty Revenues & Customs (HMRC) in one of the benefit or incomes used in the assessment of Housing Benefit entitlement
- d) outlined the value of overpayments raised so far in 2017/18 and how it equated, in percentage, to the total value of HB paid out as detailed in 4.2 of the report
- e) stated that during 2016/17 the Housing Benefit Section actioned 23,927 change in circumstances for City of Lincoln customers
- f) referred to the action plan for 2017/18 and 2018/19 as outlined in section 7.1 and 8.1 of the report
- g) invited members' questions and comments

RESOLVED that the report be noted.

52. Budget Review Process 2018/19

Rob Baxter, Interim Chief Finance Officer:

- a) presented the report 'Budget Review Process 2018/19'
- b) advised Members of the process for the scrutiny of the proposed budget and Council Tax for the 2018/19 financial year and the Medium Term Financial Strategy 2018-2023
- c) explained that the Council's Medium Term Financial Strategy (MTFS) set out the overall framework on which the Council planned and managed its financial resources to ensure that they fitted with, and supported, the direction of the Council's Strategic Priorities
- d) outlined the proposed process for the MTFS 2017/18 as detailed in 3.6 of the report
- e) Invited members' questions and comments.

RESOLVED that:

- 1) the governance arrangements of the Budget Review Group for 2018/19 as set out in paragraphs 3.3 – 3.4 be noted.
- 2) The timetable for the Group as set out in paragraph 3.6 be noted.
- 3) The nominations for membership of the Group, as set out in paragraph 3.5, including the Chair and Vice Chair be confirmed.

53. Performance Report-Housing Repairs Services

RESOLVED that this item be deferred to the next meeting to allow Members sufficient time to read the report.

54. Work Programme for 2017-18 - Update

RESOLVED that the work programme 2017/18 as detailed at Appendix A to the report be noted.

55. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following item(s) of business because it is likely that if members of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

56. Christmas Market Outturn Report 2017

Simon Colburn, Assistant Director for Communities and Environment:

- a) presented the Lincoln Christmas Market Outturn report on the financial performance of the 2017 Lincoln Christmas Market as of October 2017
- b) outlined the background and operating hours for the Lincoln Christmas Market and the estimated costs for the event.
- c) invited questions and comments from members of Performance Scrutiny Committee

Members discussed the content of the report in further detail.

RESOLVED that the report be noted.

Present: Councillors Councillor Gary Hewson (*in the Chair*), Bob Bushell, Paul Gowen, Jackie Kirk and Pat Vaughan

Apologies for Absence: Councillor Andy Kerry

Also in Attendance: Debbie Rousseau, Caroline Coyle-Fox and Sheila Watkinson

13. Confirmation of Minutes - 14 August 2017

RESOLVED that the minutes of the meeting held on 14 August 2017 be confirmed.

14. Matters Arising

The Chair referred to minute number 11 regarding members concerns over properties being left in a poor state of repair. He asked if a list of the types of works carried out on void properties had been circulated to Members?

Bob Ledger, Director of Housing and Regeneration gave an overview of the current voids turnaround times and advised that a sample list of void property repairs for October could be circulated to the committee following the meeting.

15. Declarations of Interest

No declarations of interest were received.

16. LTP Matters (Verbal Report)

The Chair advised that Eric Jenkinson the Chair of the LTP had recently resigned and a new Chair would be appointed at the next LTP meeting on Wednesday.

The Committee expressed their thanks to Eric Jenkinson for his work and contribution to the committee.

17. Performance Monitoring Report Quarter 2 - 2017/18

Bob Ledger, Director of Housing and Regeneration

- a. presented the end of quarter report on Performance for the second quarter of the year 2017/18 (July 2017 to September 2017)
- b. advised that of the 23 measures 11 were on or exceeding targets for the year and 12 had not met the targets set.
- c. referred to paragraph 4 of the report and highlighted the areas where there had been overall improvement including:
 - Percentage of all emergency repairs carried out within time limits
 - Tenant satisfaction with repairs
 - Percentage of non-decent homes
 - Percentage of ASB cases closed that were resolved

d. further highlighted areas that had not achieved their target and explained the reason for this:

- Rent arrears
- Average re-let period
- Percentage of offers accepted first time
- Complaints

e. invited committees questions and comments

Question – How has the introduction of Universal Credit impacted on rent arrears?

Response – Currently only single people with new claims received Universal Credit. The present timescales for all new claimants going on to Universal Credit was April 2018 although this could be delayed.

Comment – The Government would be reviewing Universal Credit and looking at paying rents directly to landlords, if this was changed, it would have an impact on rent arrears.

Response – Since commencing the pilot scheme 7 years ago, there had been a lot of lobbying of the government to pay rents directly to landlords rather than to the claimant, the Government said that they would look at it.

Question – How many void properties were there at the moment?

Response – There would usually be around 30-40 void properties per month.

RESOLVED that the contents of the report be noted.

18. Housing Revenue Account Final Out Turn 2016/17

Bob Ledger, Director of Housing and Regeneration,

- a. presented the 2016/17 outturn on the Housing Revenue Account (HRA)
- b. advised that the net revenue budget was set as a surplus of £83,140 resulting in general balances at year end of £1,087,879.
- c. advised that the final financial outturn was actually an overall variance of £610 deficit against the year-end revised budget resulting in an actual surplus of £82,531, giving a year-end balance of £1,086,269.
- d. Referred to paragraph 3.1 of the report and summarised the key variances
- e. advised that Social Housing Discount Rates were raised from 34% to 42% resulting in revaluation of impairments and a capital adjust of the equivalent amount £45,420m.
- f. referred to Appendix B of the report and advised that Depreciation (K) showed a revised budget depreciation of £10,818m and then the annual revaluation increased the outturn to £11,070m therefore results in a non-cash capital adjustment £252k and this variance was transferred to the Housing Improvement Plan (HIP).

The Chair asked if the figures could be presented in an alternative way to show a comparison year on year?

Bob Ledger, Director of Housing and Regeneration suggested that in future the figures be presented as a comparison of previous years in 2 areas, spend on repairs and spend on supervision.

Members referred to Appendix C of the report and asked how the £1.5 million in reserves would be used?

Bob Ledger responded that it would contribute to the Western Growth Corridor.

RESOLVED that

1. the final outturn of the HRA in 2016/17 be noted.
2. that in future the report be presented as a year on year comparison of the following 2 areas:
 - Spend on Repairs
 - Spend on Supervision

19. Housing Investment Programme 2016/17

Kev Bowring, Investment Manager

- a. presented a report to provide an update on the Housing Investment Programme for the 2016/17.
- b. gave an overview of the background to the report as detailed at paragraph 2 and advised that a major review of the Housing Business Plan during the financial year resulted in a decrease to the budgeted planned expenditure for 2016/17 to £21,247,555.
- c. advised that the final spend on the programme as at 31 March 2017 was £11,433,966 which equated to 94% of the approved programme.
- d. referred to the table at paragraph 4 of the report and summarised the elemental performance as at 31 March 2017 compared to the estimated programme for the 2016/17 financial year.
- e. advised that development sites were purchased on the Moorlands, Allenby Close and Rookery Lane.
- f. further advised that initial feasibility works had been undertaken on various sites as the Council's new build programme gathered momentum.
- g. invited members question and comments.

Question – Why was the final spend on the Housing Investment Programme £10,715,052 reduced from the original amount of £21,247,555?

Response - The budget was carried over to 2017/18 for land acquisition and the building programme.

Question – Would more land be purchased this year?

Response – Yes as part of the new build programme.

Question – Would more staff be needed to manage an increase in housing stock?

Response – There would be no increase in the number of staff to manage the additional houses.

Question – Referred to Appendix A of the report and asked why there was a considerable difference between the approved budget for kitchen improvements and the actual spend?

Response – When kitchens were inspected some were found to be in better condition than expected and some tenants did not want the work being done therefore there was less money spent, the money would be allocated elsewhere.

Question – Asked for an update on the Queen Elizabeth road development.

Response – There were several stages to the development, Executive had made a decision in principal, the next stage would be to submit planning permission, if the planning permission was agreed the land would be bought and then a timescale and spend profile would be produced.

Question – Referred to Uffington Avenue and asked what works had been undertaken at this address?

Response – It was for aids and adaptations as the property, an extension had been built due to medical reasons.

RESOLVED that the final outturn of the capital programme in 2016/17 be noted.

20. Post Implementation Review of St Botolphs Court Modernisation Project

Kevin Bowring, Housing Investment Manager,

- a. presented a post implementation review of the St Botolphs Court modernisation project.
- b. advised that the project was completed in March 2017 and with a budget underspend of £16,027 on the amended budget £1,234,050.
- c. gave an overview of the work carried out at St Botolphs Court as detailed at paragraph 3 of the report.
- d. referred to paragraph 4.2 of the report and gave an overview of issues that had caused unforeseen delays and revised timescales had to be issued for completion of the project.
- e. highlighted the outcomes that were achieved from the delivery of the project as detailed at paragraph 4.3 of the report.
- f. explained the lessons learned following the delivery of the project as set out in paragraph 4.4 of the report.
- g. advised that following completion of the work a tenant satisfaction survey was distributed to collect tenant feedback to identify any improvements that could be made to project delivery in the future.
- h. highlighted the results of the survey as detailed at paragraph 4.5 of the report.

The committee considered the contents of the report and commented on how well the project had been completed overall.

RESOLVED that the contents of the report be noted.

21. Supported Housing Update (Verbal Report)

Bob Ledger, Director of Housing and Regeneration

- a. gave a verbal update on the progress of proposed changes to supported housing.
- b. advised that 7 meetings would be held at the sheltered housing schemes across the city to seek the views of the residents.
- c. advised that the next phase of the process would be to send out a newsletter to residents explaining the Council's findings following the meetings.
- d. explained that the third phase would be to send a questionnaire to all of the residents in sheltered housing.
- e. advised that formal consultation with staff would be undertaken in the New Year once a proposal had been developed.
- f. invited committee's questions and comments.

Comment – A review of the service was welcomed, there had been improvements in technology since the service was introduced and the changes would provide a better service.

Question – Have ward councillors been invited to attend the meetings?

Response – Members had not formally been invited to attend the meeting but were welcome to attend.

RESOLVED that the verbal update be noted.

22. Work Programme Update 2017/18

The Democratic Services Officer:

- a. presented the work programme for the Housing Scrutiny Sub Committee for 2017/18 as detailed at Appendix A of the report.
- b. advised that this was an opportunity for the committee to suggest other items to be included within the work programme.

Members of the committee asked for a report outlining the roles and responsibilities of Estate Officers to be added to the work programme.

Members asked when the New Build Company would be brought to committee?

Bob Ledger, Director of Housing and Regeneration advised that the report would be presented to Policy Scrutiny Committee on 20th November and Executive on 15th December 2017.

RESOLVED that:

1. the work programme be noted.
2. a report outlining the roles and responsibilities of Estate Officers be scheduled into the work programme.

PERFORMANCE SCRUTINY COMMITTEE

25 JANUARY 2018

SUBJECT: PERFORMANCE REPORT – HOUSING REPAIRS SERVICES

DIRECTORATE: HOUSING AND REGENERATION

**LEAD OFFICER: MATT HILLMAN – MAINTENANCE MANAGER
PAULA BURTON - HOUSING QUALITY & PERFORMANCE
TEAM LEADER**

1. Purpose of Report

- 1.1 To update Committee on the financial position of the Housing Repairs Service (HRS) at the end of the 2016/17 financial year.

2. Executive Summary

- 2.1 HRS have had a year of success during 2016/17 with the performance of the service significantly improving.
- 2.2 HRS made a surplus of £205,654 for the year.

3. Financial Position for 2016/17

- 3.1 For 2016/17 the Council's HRS net revenue budget was set at zero, reflecting its full cost recovery nature.
- 3.2 The financial performance quarterly monitoring report for the 3rd quarter predicted a deficit outturn of £50,000 for 2016/17. However, as reported during the year there has been a great deal of uncertainty over the trading position of HRS due to reporting delays resulting from implementation of the new building maintenance IT system (Servitor). The outturn for 2016/17 now shows an overall surplus of £205,654.
- 3.3 This surplus is the result of a number of year-end variations in income and expenditure against the approved budget. The key variances are summarised below:
- Administration element recharged on subcontracting costs as opposed to the previous arrangement where HRS effectively handled this work 'free of charge'.
 - Direct Materials:- Product prices have been more regularly reviewed and re-negotiated dependant on usage and market conditions. HRS contracts team are also being more pro-active in dictating to the supplier what they feel is a fair price compared to the quoted items.

3.4 The surplus of £205,654 was repatriated to the Housing Revenue Account (HRA), which is the major service user.

3.5 The HRS summary outturn for 2016/17:

	Revised budget £'000	Actual £'000	Variance £'000
Employees	2,458	2,406	(52)
Premises	45	53	8
Transport	444	447	3
Supplies & Services	3,536	3,008	(528)
Central Support Costs	712	695	(17)
Capital Charges	0	0	0
Total Expenditure	7,195	6,609	(586)
Income	(7,195)	(6,815)	380
(Surplus)/Deficit	0	(206)	(206)

3.6 The table below provides a summary of the outturn position:

	£	Reason for Variance
Decreased Income		
Recharges	379,820	Lower usage of sub-contractors on responsive works, voids and capital works in particular. Lower income has been offset by the reduction in sub-contractor costs.
Reduced spending		
Sub-contractors	(508,830)	The HRS team has been running at a near full establishment all year which has led to a substantially reduced reliance on Sub contractors. There have also been re-negotiations to contract prices, as well as, in some cases; the termination and/or no-renewal of contracts.
Direct materials	(104,465)	Products prices are constantly reviewed and re-negotiated dependant on usage and market conditions. HRS contracts team are also being more pro-active in dictating to the supplier what they feel is a fair price compared to the quoted items.
Reduced spending		
Employees	(52,572)	There have been a number of vacancies arise towards the end of the financial year. These are expected to be filled early in the new financial year. Also, overtime has been reduced gradually over the last few

		years due to increased capacity to attend priority works in normal working hours, leaving genuine overtime for emergency works.
Transport	3,671	Over spends on fuel and repairs.
Increased Spending		
Overheads	84,955	Cost of the Stores function (£62k). Relates to staff time and central support costs. This is built into the hourly rate so therefore recovered through labour charged to jobs. Consultant fees (£22k) to assist with tendering process for contracts as well as looking at processes for more efficient working.

4. How HRS Performed in 2016/17

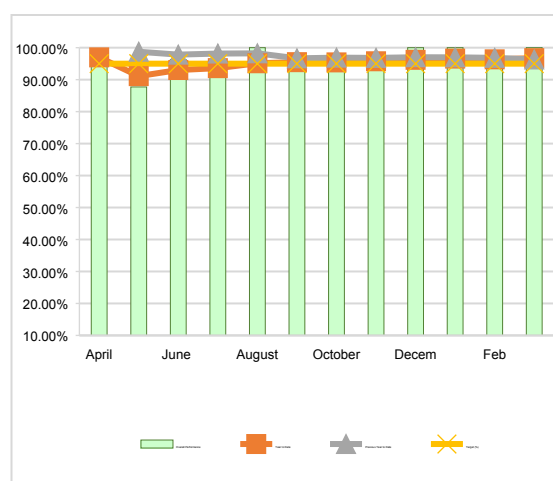
4.1 Six of the key performance areas that are monitored throughout the year are:

- the level of tenant satisfaction with repairs that have been carried out
- the percentage of all reactive repairs completed within timescale
- the percentage of emergency repairs completed within timescale
- the percentage of appointments that were kept
- the percentage of repairs completed first time
- the average end-to-end time for all reactive repairs

4.2 The performance data for financial year 2016/17 is below:

Tenant satisfaction with repairs that have been carried out

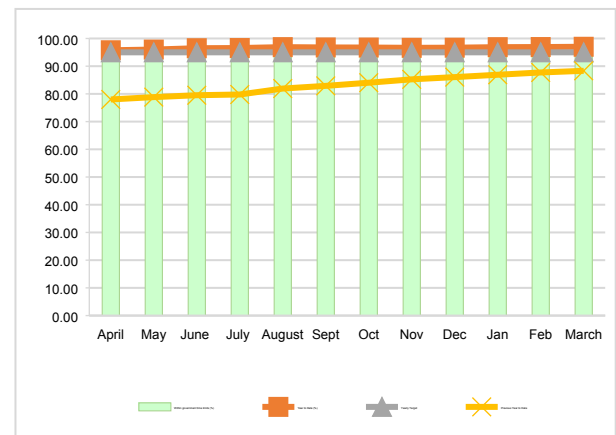
Annual Target: 95%		
Month	Tenant Satisfaction (%)	Year to Date (%)
April	96.97%	96.97%
May	87.72%	91.11%
June	96.23%	93.01%
July	95.00%	93.60%
Aug	100.00%	95.13%
Sept	96.88%	95.47%
Oct	95.00%	95.40%
Nov	97.50%	95.75%
Dec	100.00%	96.21%
Jan	100.00%	96.59%
Feb	94.59%	96.36%
March	100.00%	96.72%



Tenant satisfaction with repairs finished the year exceeding performance including satisfaction levels of 100% for four months within the year.

Percentage of all reactive repairs completed within timescale

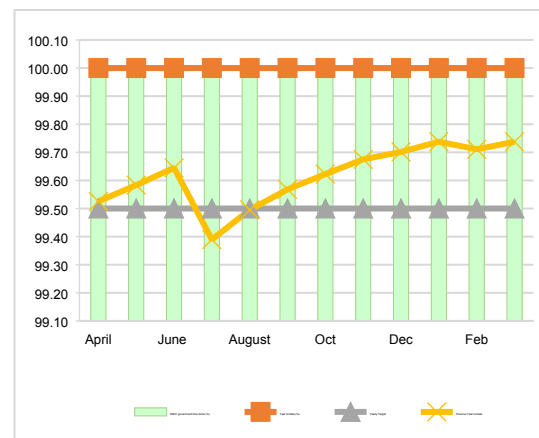
Annual Target: 95%			
Month	No. of repairs	Monthly Performance	Year to Date
April	1,691	95.74%	95.74%
May	2,005	96.21%	96.00%
June	1,676	97.55%	96.48%
July	1,841	96.74%	96.55%
Aug	1,745	98.22%	96.87%
Sept	2,186	96.29%	96.76%
Oct	2,046	96.53%	96.72%
Nov	2,327	96.04%	96.62%
Dec	2,055	97.03%	96.67%
Jan	2,411	98.26%	96.86%
Feb	2,235	97.27%	96.90%
March	2,241	97.99%	97.00%



Throughout the year of 2016/17 the percentage of repairs completed within timescale remained above the target of 95% and ended the year at 97%.

Percentage of emergency repairs completed within timescale

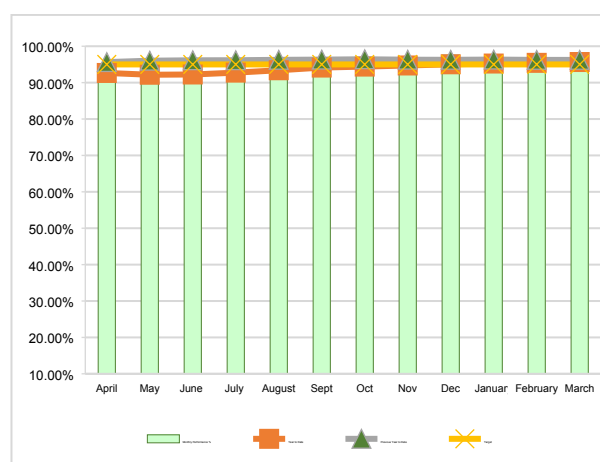
Annual Target: 99.5%			
Month	No. of repairs	Monthly Performance	Year to Date
April	219	100.00%	100.00%
May	341	100.00%	100.00%
June	259	100.00%	100.00%
July	286	100.00%	100.00%
Aug	281	100.00%	100.00%
Sept	273	100.00%	100.00%
Oct	282	100.00%	100.00%
Nov	254	100.00%	100.00%
Dec	308	100.00%	100.00%
Jan	259	100.00%	100.00%
Feb	311	100.00%	100.00%
March	268	100.00%	100.00%



All emergency repairs within the year were carried out within 24 hours of them being reported.

Percentage of appointments that were kept

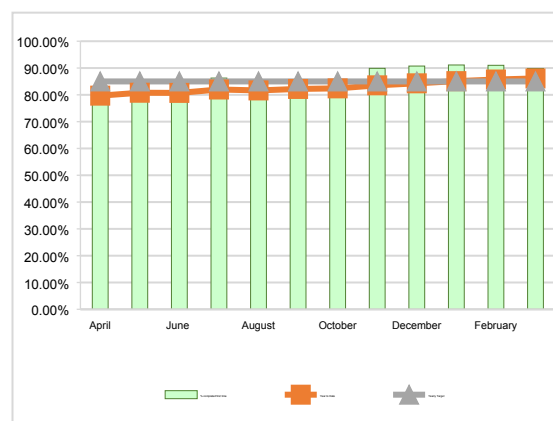
Annual Target: 95%			
Month	Appts Made	Overall (%)	Year to Date (%)
April	1,556	92.66%	92.66%
May	1,421	91.63%	92.17%
June	1,444	92.38%	92.24%
July	1,551	94.20%	92.74%
Aug	1,881	95.48%	93.40%
Sept	2,269	96.69%	94.14%
Oct	2,067	95.74%	94.41%
Nov	2,436	96.22%	94.71%
Dec	1,910	97.54%	95.04%
Jan	2,366	96.70%	95.25%
Feb	2,203	97.05%	95.43%
March	2,354	97.71%	95.66%



The performance target of 95% of repair appointments being kept was achieved by the last quarter of the year. Changes were made throughout the year to enable the service to meet this which included addressing staffing issues and ensuring that the full establishment was recruited to and Resource Planners ensuring that electrical jobs were passed to the voids team, if required, to assist the reactive repairs teams. Following on from the restructure of the service further improvements were identified and put into place to ensure that the staffing of each trade was more appropriate within each sub-team.

Percentage of repairs completed right first time

Annual Target: 85%			
Month	No. of repairs	Monthly Performance	Year to Date
April	1,734	79.70%	79.70%
May	1,638	81.93%	80.78%
June	1,603	80.60%	80.72%
July	1,484	86.25%	81.99%
Aug	1,779	80.38%	81.65%
Sept	1,968	84.50%	82.20%
Oct	1,742	83.70%	82.42%
Nov	2,134	89.88%	83.55%
Dec	1,641	90.74%	84.30%
Jan	2,121	91.14%	85.11%
Feb	2,037	91.02%	85.72%
March	2,156	89.84%	86.12%

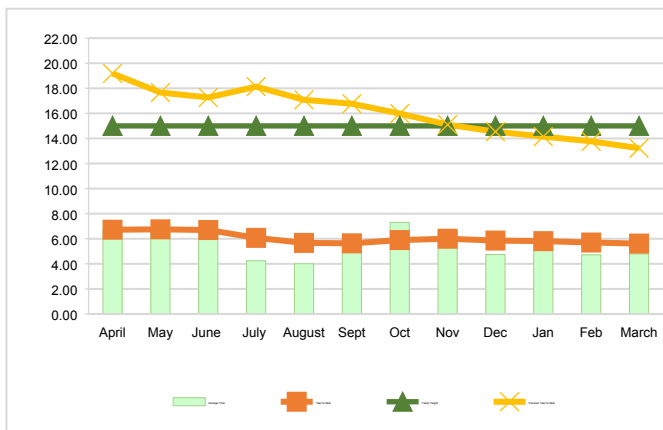


The last quarter of the year saw the service achieve the target of completing 85% of repairs right first time for the first time in several years. A focus was placed on ensuring that no follow on tickets were permitted to be raised without the authorisation of a Team Leader. If the follow on was being raised due to lack of materials they were immediately ordered and delivered to the operative on site so that the operative was able to stay at the property to complete the repair. All staff

within HRS have been repeatedly reminded of the importance of completing a repair on the first visit and the result has been continuously improving performance.

Average end-to-end time for all reactive repairs

Annual Target: 15 days		
Month	Monthly Performance	Year to Date
April	6.72	6.72
May	6.78	6.75
June	6.58	6.70
July	4.24	6.07
Aug	4.01	5.67
Sept	5.50	5.64
Oct	7.30	5.89
Nov	6.82	6.03
Dec	4.74	5.86
Jan	5.47	5.81
Feb	4.72	5.70
March	4.79	5.62



The number of days taken to complete a repair continued to reduce throughout the year of 2016/17 resulting in an average time of 5.62 days.

5. The Current Situation

5.1 Performance in the majority of all areas has improved this financial year. The following are the key areas to note:

- HRS now has a contract in place for Travis Perkins to supply their materials and they are located within Hamilton House. They supply over 1800 different components within the contract.
- The amount of work that is sub-contracted by HRS has been reduced and HRS have won contracts such as fire and insurance work.
- CHAS (Contractors' Health and Safety) and Construction Line accreditations have been achieved by HRS.
- All staff within the service have been completing training courses to improve their ways of working. This has included Team Leaders and Stand-in Team Leaders completing various leadership sessions and operatives ensuring that they are up to date with all compulsory training.
- Additional operatives are now employed to complete associated tasks along with their trade tasks which has resulted in more repairs being completed on the first visit and has reduced the need for follow on tickets.
- HRS have completed a review of the Risk Assessment Management System with Corporate Health & Safety.
- HRS were shortlisted for the awards of Most Improved Service Best Housing Maintenance Service by APSE for their performance in 2015/16.

6. Strategic Priorities

6.1 Improve the Performance of the Council's Housing Landlord Function

There continues to be a strong commitment to improving the quality and efficiency of the service and this is a key aim in the 2017/18 financial year.

7. Organisational Impacts

7.1 Finance

The performance reported in this report are all, currently, being delivered within the existing budget.

8. Recommendation

- 8.1 Members are asked to note the progress being made on performance and efficiency by the Housing Repairs Service.

Key Decision No

Key Decision Reference No.

Do the Exempt Information Categories Apply Yes/No

Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? No

Does the report contain Appendices? No

List of Background Papers:

Lead Officer: Paula Burton, Housing Quality and Performance Team Leader
Telephone 873572

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Portfolio Holder Responsibilities

Corporate Management and Customer Services

1. Corporate Issues (Corporate Policy/Strategic Plan/ Financial Strategy/ Establishment Policy)
2. Community Strategy
3. Specific Major Projects
4. Local Strategic Partnership
5. Corporate Communications and media relations
6. Overall financial position of the Council
7. Human Resources
8. Improvements in the culture of the Council
9. Emergency planning;
10. Corporate Support Services Operational Work;
11. Asset Management;
12. Trade union relations
13. Democracy related services
14. Risk management and governance
15. Regional government
16. Performance Management
17. Corporate reviews
18. Annual report
19. Procurement;
20. Performance IT systems/ E- Government
21. Overall Corporate Performance Issues
22. Audit focus
23. Customer Services
24. Contact Centre
25. Customer Care (except customer services)
26. Corporate complaints handling
27. Benefit Advice and take up campaigns
28. Benefits processing

29. Housing Benefits and Revenues

30. Equality and Diversity for the Council as employer and service provider

Housing

1. Homelessness Prevention
2. Housing Repairs & Maintenance and Investment;
3. Tenants (including rent collection) / participation;
4. Estate Management
5. Housing Stock Options;
6. Housing Investment/ Decent Homes;
7. Lettings/ Allocations
8. Private sector housing enforcement, grants and improvements;
9. Housing enabling role with respect to registered social landlords;
10. Delivery of property related goods and services for Council's;
11. Supporting People

Recreational Services and Health

1. Parks and Recreation (including playgrounds and pavilions);
2. Public open space;
3. Leisure/Sports and facilities
4. Health and wellbeing
5. Cultural activities (including the Cultural Quarter)

Planning Policy and Economic Regeneration

1. Regional, Sub-Regional and Local Planning Policies and Strategies
2. Planning (excluding roles undertaken by Planning Committee)
3. Heritage (linked with Heritage Champion)
4. Local Development Framework
5. Design Champion
6. City Centre Master Plan
7. City Growth Strategy
8. Economic Development
9. Inward Investment
10. Business Support
11. Commercial Development
12. Building Control
13. Transport including car parks etc
14. Contaminated Land
15. Tourism development services and marketing

Social Inclusion and Community Cohesion

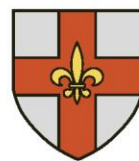
1. Neighbourhood Management
2. Community Cohesion
3. Social Inclusion
4. Asylum Seekers
5. Adult Learning
6. Domestic Violence
7. Young People
8. Older People
9. Safeguarding children

10. Vulnerable adults

11. Community Centres

Environmental Services and Public Protection

1. Fleet Management;
2. Environmental Contracts, including refuse, cleansing, highways and open space maintenance;
3. Recycling
4. Climate change
5. LA21
6. Air Pollution
7. Cemeteries/crematorium
8. Public Toilets
9. Crime and disorder reduction especially alcohol related crime
10. Anti social behaviour and noise nuisance
11. Community safety/safer streets agendas including CCTV and Rangers
12. Street scene liaison
13. Licensing
14. Public Protection such as:
 - (1) Environmental Health
 - (2) Food Safety
 - (3) External health and safety



CITY OF
Lincoln
COUNCIL

Let's deliver
quality
housing

Portfolio performance overview

Housing Services
19th January 2017

Policy Unit

Pat Jukes

Business Manager – Corporate Policy



Together, let's deliver
Lincoln's ambitious future

Achieving our vision

- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's improve housing conditions for all
- ▶ Let's work together to help the homeless in Lincoln
- ▶ Let's help people have a sense of belonging
- ▶ Let's build thriving communities

Let's deliver
quality
housing



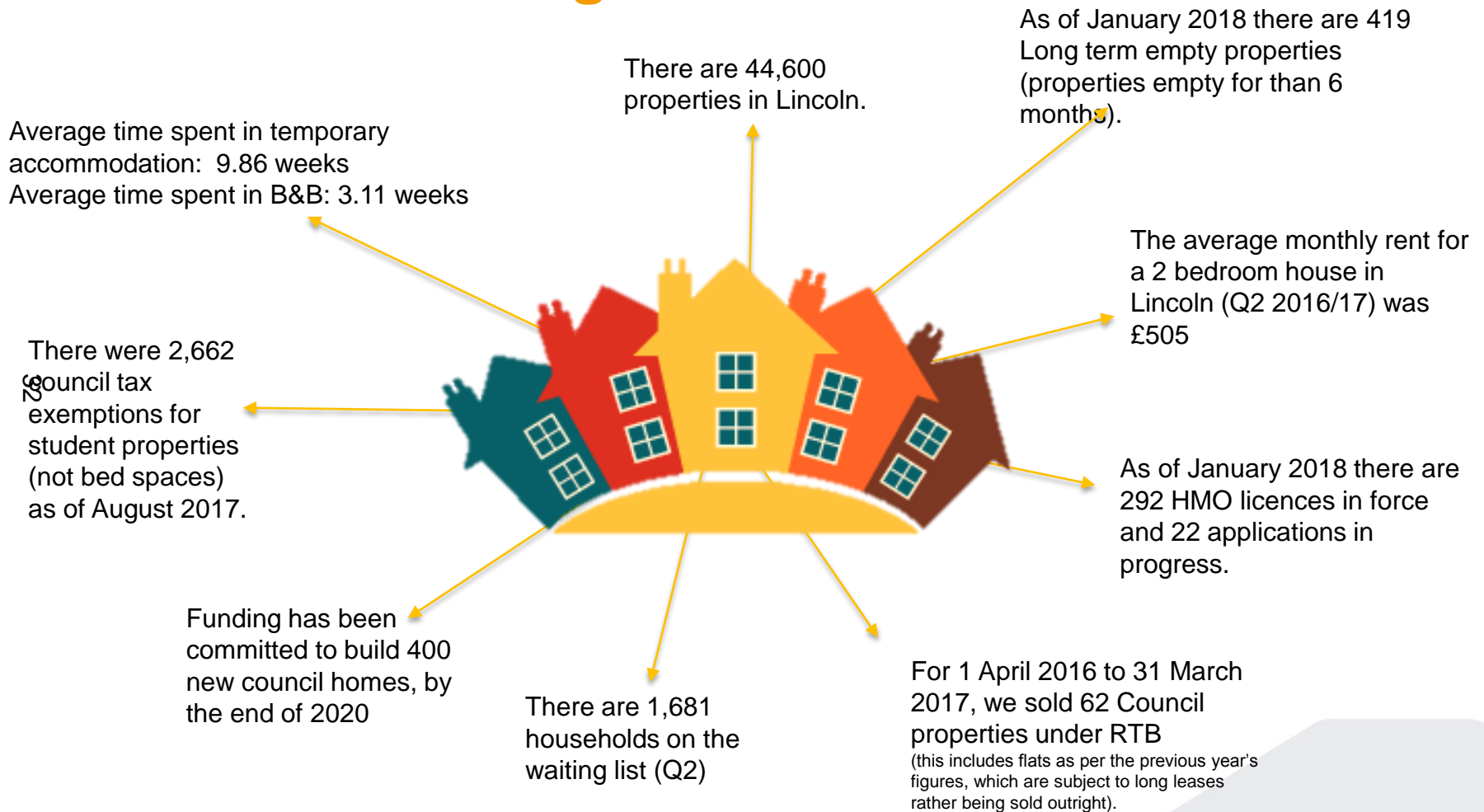
Housing Services

This overview will cover;

- The city view: a contextual look at relevant information from the City of Lincoln Council, Lincolnshire Research Observatory, LG Inform and ONS statistics
- Performance measures covered in the basket of strategic measures
- The Lincoln Local Area Dashboard

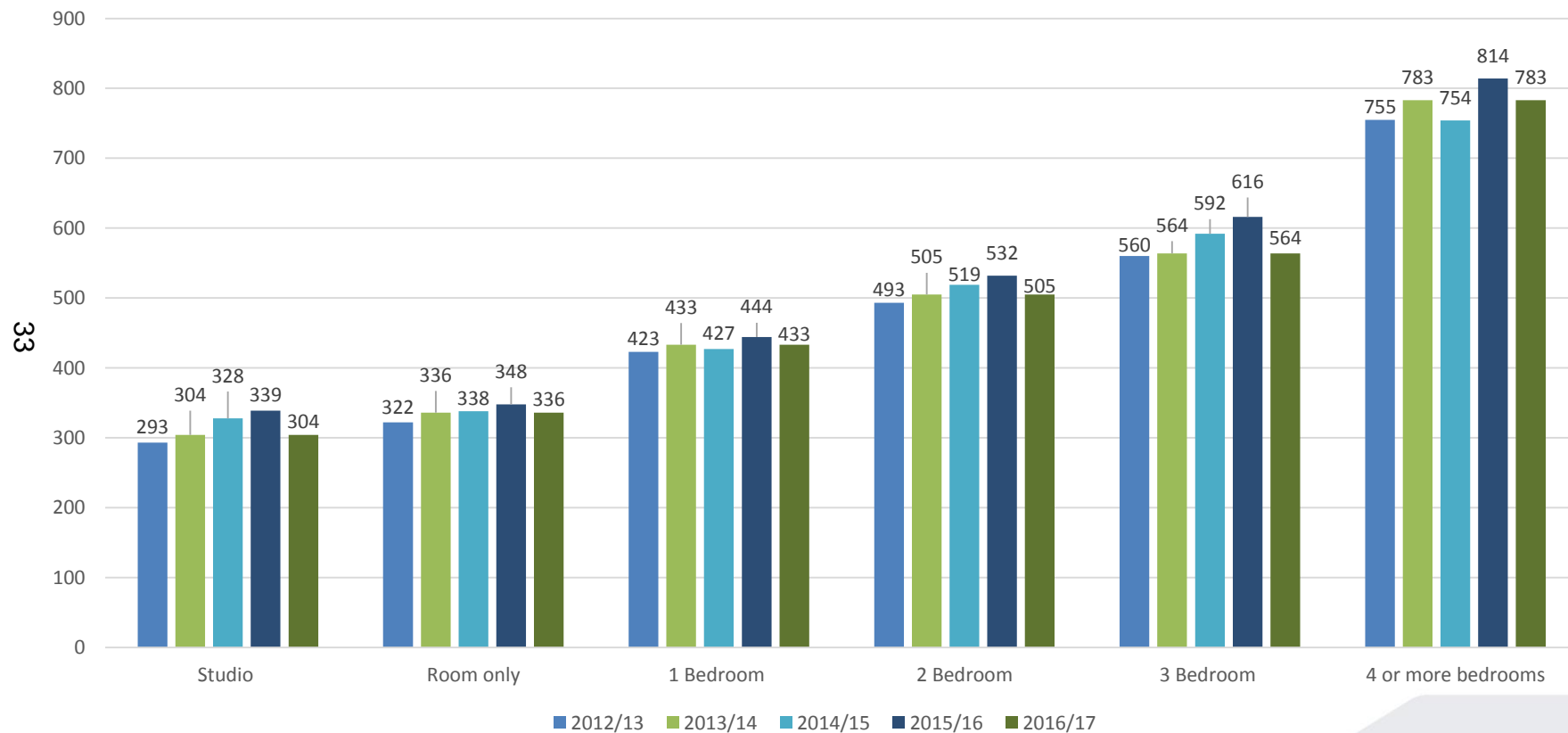


Contextual Information on the Lincoln Housing Market



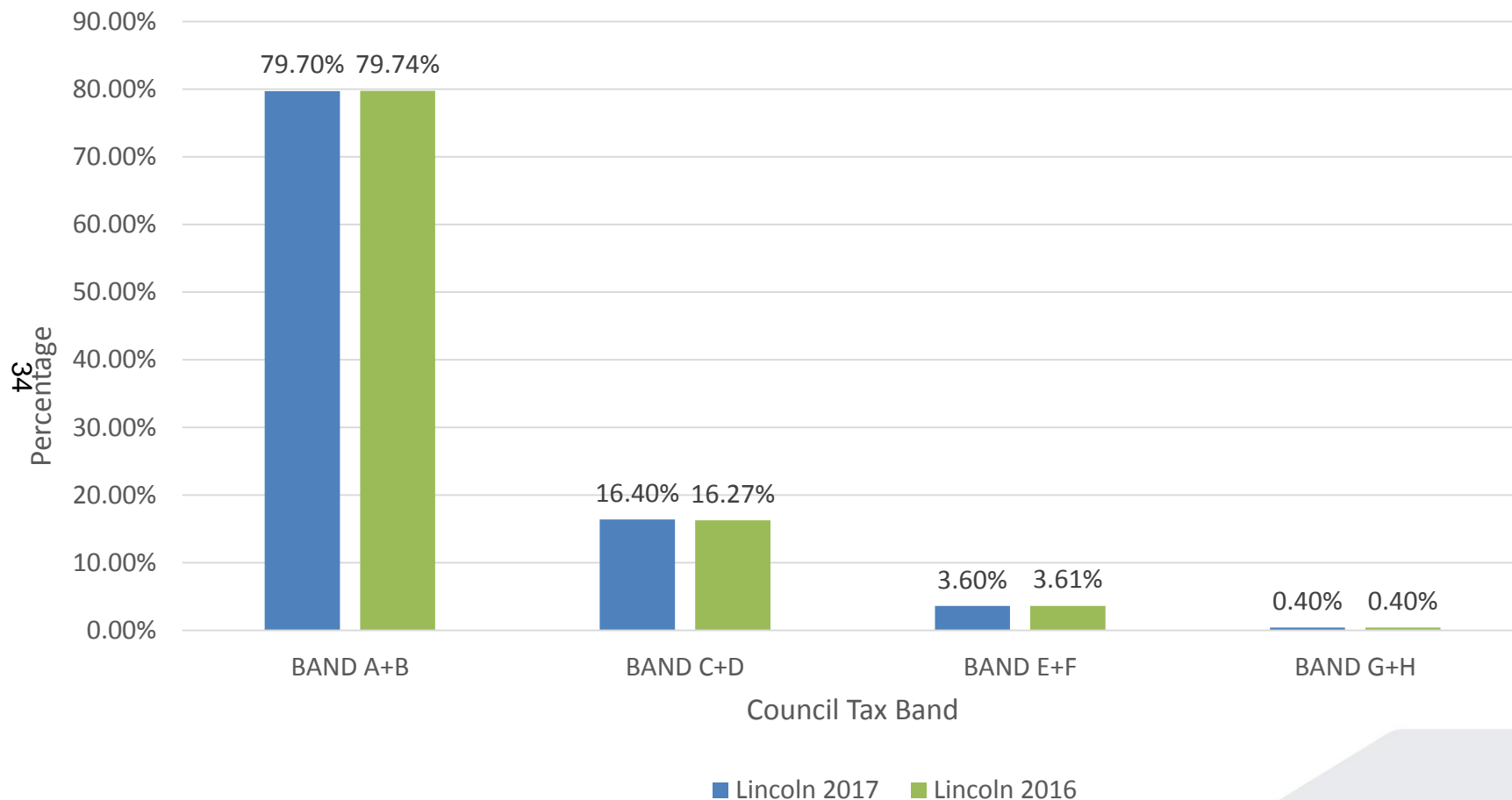
Average monthly private rental costs to 2016/17 by number of bedrooms

Average Monthly Private Rental Costs according to number of bedrooms



Source : LRO – 2018

Council Tax bands – 2016 vs 2017



Source : LRO – 2018



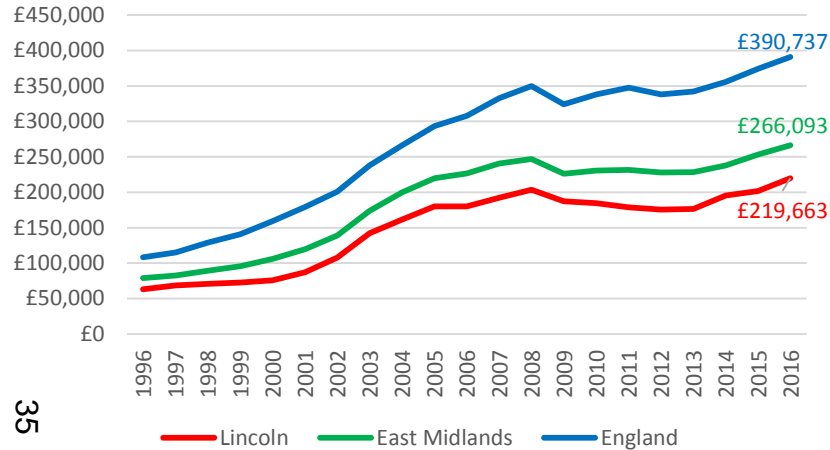
Together, let's deliver
Lincoln's ambitious future



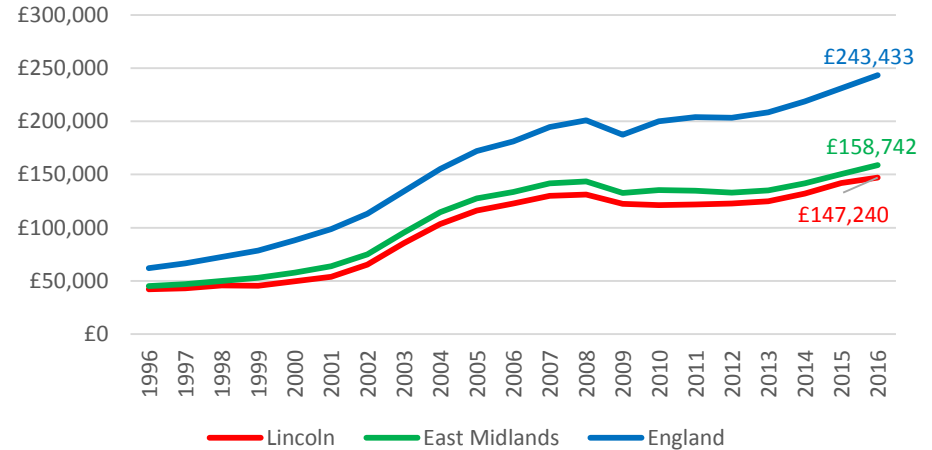
www.lincoln.gov.uk

Average House Prices in Lincoln per property type

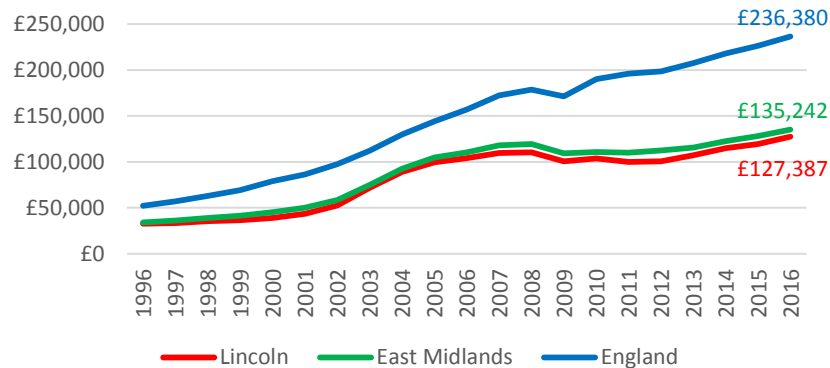
Average Price Paid for a Detached House



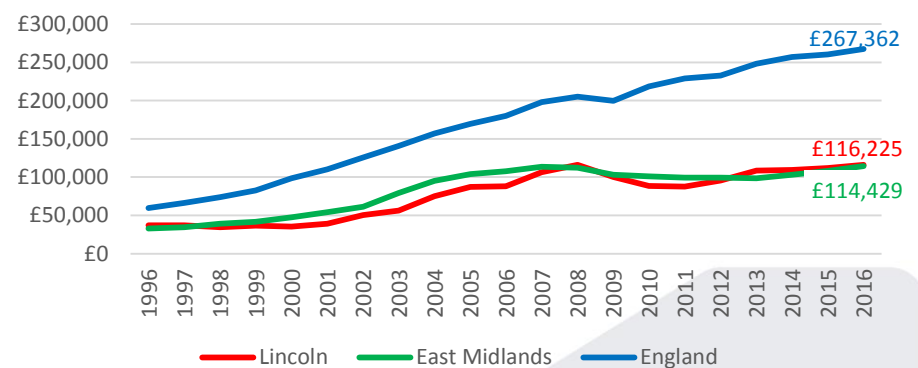
Average Price Paid for a Semi Detached House



Average Price Paid for a Terraced House



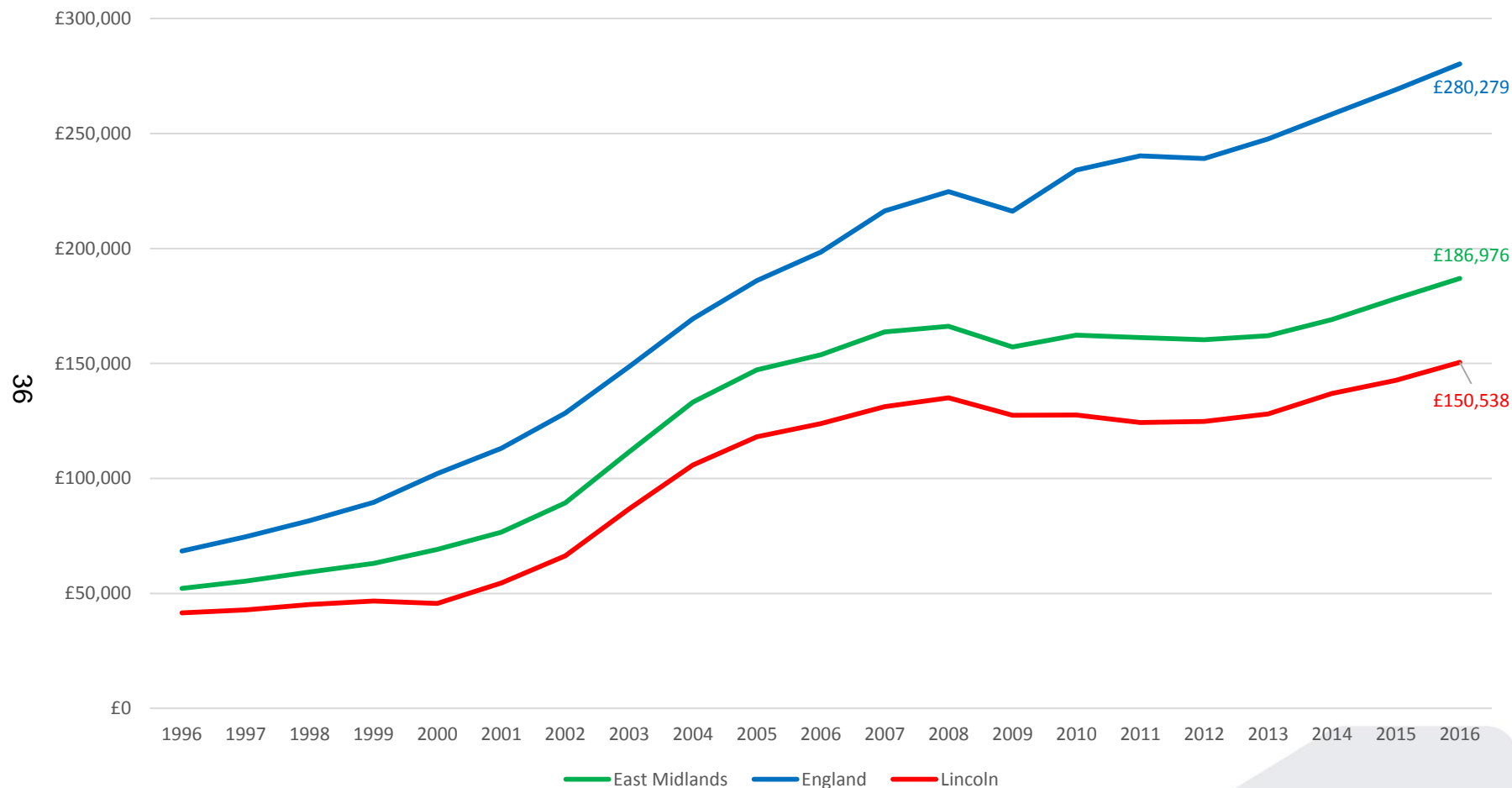
Average Price Paid for a Flat



Average House Price Paid Per Year for the year 1996-2016

(all property types)

Average Price Paid Per Year for the period 1996 - 2016



Source : ONS – 2017

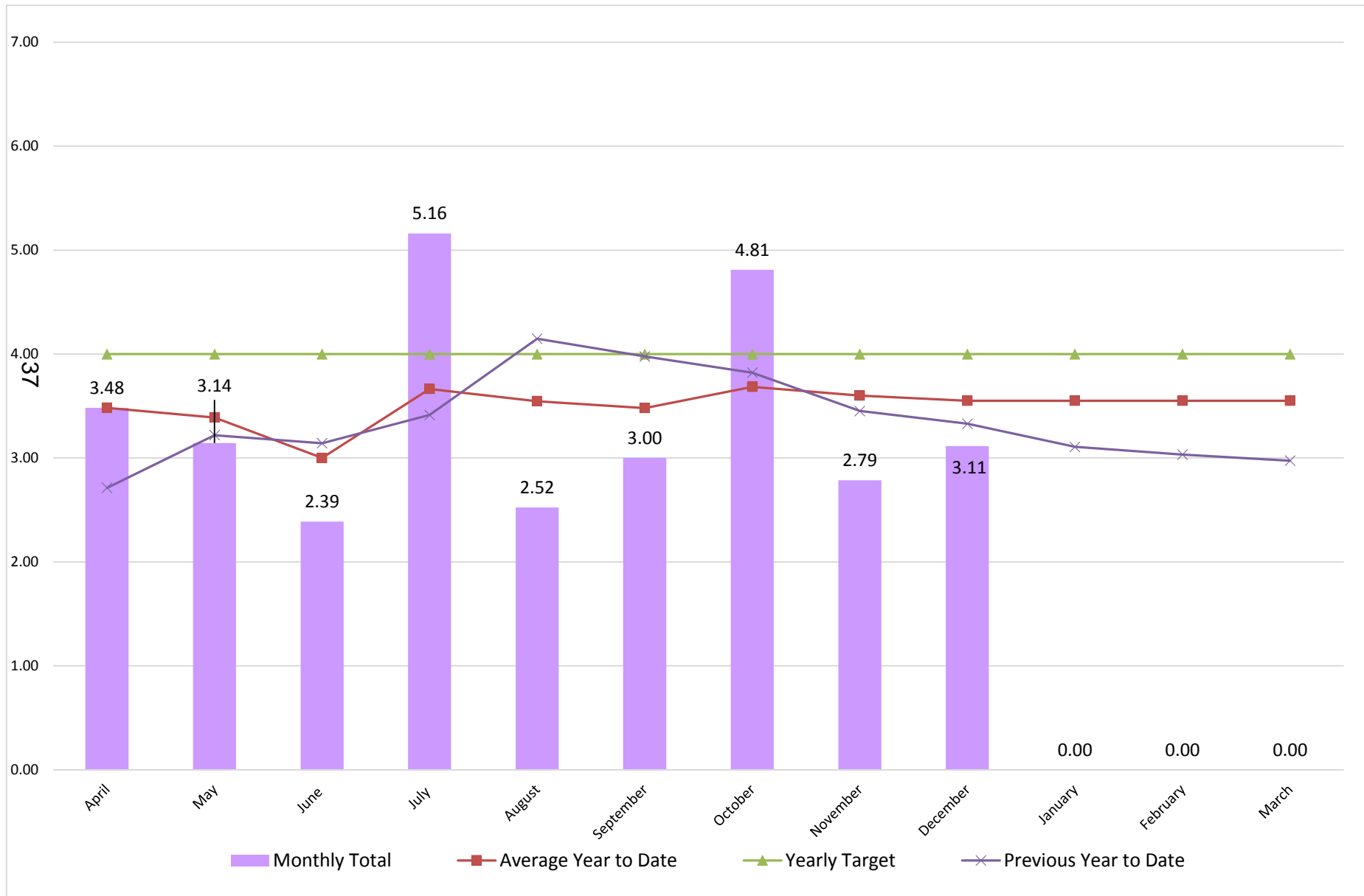


Together, let's deliver
Lincoln's ambitious future

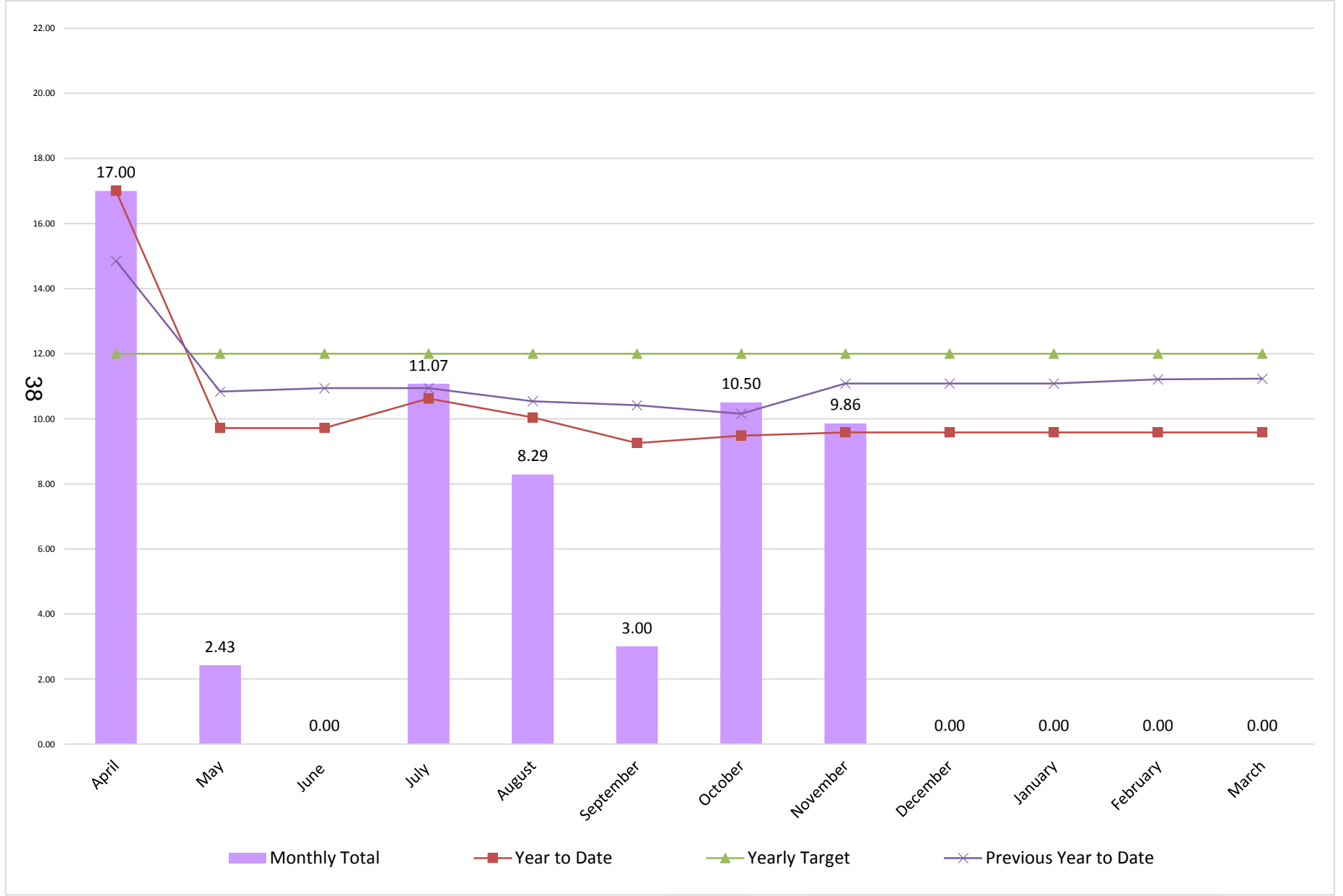


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Average time (weeks) spent in – Bed & Breakfast (2017/18 YTD)



Average time (weeks) spent in temporary accommodation (2017/18 YTD)



Key points to note:

- ▶ 2016/17 saw decreases across the board in average monthly private rental costs according to number of bedrooms.
- ▶ Houses in Council Tax bands A+B saw a tiny decrease of 0.04% in 2017 whilst bands C+D saw an increase of 0.13%.
- ▶ Lincoln still has the lowest average price paid for Detached, Semi-Detached and Terraced houses in comparison with the East Midlands and England averages.
- ▶ Lincoln flats remain on average slightly more expensive than the rest of the East Midlands.
- ▶ Up to November 2017, the average length of stay in Bed + Breakfast and other temporary accommodation are both under the 2017/18 target.



Key Strategic Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Trend	Q2/16/17	Q3/16/17	Q4/16/17	Q1/17/18	Q2/17/18	Status	Under Performing	Target	Last Target Status
<u>Housing Investment</u>	<u>HI 4 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)</u>	%	<u>Cumulative</u>	<u>Low is good</u>	<u>Seasonal</u>	0.36%	0.18%	0.04%	0.00%	0.00%	I			
<u>Housing Investment</u>	<u>HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)</u>	Number	<u>Quarterly</u>	<u>Low is good</u>	<u>Seasonal</u>	1	1	3	3	4	M			
<u>Housing Investment</u>	<u>HI 7 - Percentage of dwellings with a valid gas safety certificate</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Quarterly</u>	100.00%	99.98%	99.96%	99.95%	99.95%	M			
<u>Control Centre</u>	<u>CC 5 - Percentage of calls answered within 60 seconds</u>	%	<u>Quarterly</u>	<u>High is good</u>	<u>Quarterly</u>	98.36%	98.25%	98.30%	98.48%	98.37%	M			
<u>Rent Collection</u>	<u>RC 3 - Rent collected as a proportion of rent owed</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Seasonal</u>	97.53%	99.49%	99.25%	98.88%	98.21%	I	98.50%	100.0%	Below target
<u>Rent Collection</u>	<u>RC 4 - Current tenant arrears as a percentage of the annual rent debit</u>	%	<u>Cumulative</u>	<u>Low is good</u>	<u>Seasonal</u>	2.96%	2.15%	2.20%	2.41%	2.59%	I	2.40%	2.15%	Below target
<u>Housing Solutions</u>	<u>HS 3 - The number of people currently on the housing waiting list</u>	Number	<u>Cumulative</u>	<u>Low is good</u>	<u>Quarterly</u>	1,974	1,853	1,716	1,751	1,681	I			
<u>Housing Solutions</u>	<u>HS 4 - The number of Homelessness applications progressed within the Housing team</u>	Number	<u>Cumulative</u>	<u>Low is good</u>	<u>Seasonal</u>	129	164	216	53	127	M			
<u>Housing Solutions</u>	<u>HS 7 - % of households approaching the council considering themselves homeless or under threat of homelessness, where advice intervention resolved the situation.</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Seasonal</u>	46.37%	49.62%	46.57%	37.31%	30.87%	D	56.00%	65.00%	Below target
<u>Housing Voids</u>	<u>HV 7 - Percentage of rent lost through dwelling being vacant</u>	%	<u>Cumulative</u>	<u>Low is good</u>	<u>Quarterly</u>	0.83%	0.80%	0.84%	1.15%	1.06%	M			
<u>Housing Voids</u>	<u>HV 9 - Average re-let time calendar days for all dwellings (including major works)</u>	Days	<u>Cumulative</u>	<u>Low is good</u>	<u>Quarterly</u>	24.22	23.02	23.31	31.54	29.95	M	28.00	25.00	Below target
<u>Housing Maintenance</u>	<u>HM 3 - Percentage of reactive repairs completed within target time</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Quarterly</u>	97.10%	97.08%	97.36%	97.16%	96.52%	M	92.00%	95.00%	Above target
<u>Housing Maintenance</u>	<u>HM 4 - Percentage of repairs fixed first time</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Quarterly</u>	82.20%	84.30%	86.12%	86.94%	88.01%	I			
<u>Housing Maintenance</u>	<u>HM 5 - Appointments kept as a percentage of appointments made</u>	%	<u>Cumulative</u>	<u>High is good</u>	<u>Quarterly</u>	94.14%	95.04%	95.66%	96.52%	96.25%	M			

I = improving; M = maintaining; D = deteriorating

Local Deprivation Dashboard

Key Status Colours		Symbols		High/Low is good		CoLC Impact	
	Improving compared to the previous year	#	Data not available	↑	High is good	Full	CoLC can fully impact this
	No change compared to the previous year	*	Data quality is acceptable, but use with caution	↓	Low is good	Mod	CoLC can moderately impact this
	Deteriorating compared to the previous year			↑	Not relevant	Min	CoLC has minimum impact
	Volumetric Measure					Non	CoLC cannot impact on this

		2015/16		2016/2017							
Domain	Ref	Measure	Unit	High / Low is good	Lincoln Last Year	Lincoln This year	Status	East Midland this year	England this year	PF	CoLC Impact
House Rental (2016/17)	8.1	Number of people currently on the housing waiting list	N/A	↓	2399	1716		#	#	PW	Full
	8.2	Average rent: Private Room only	£ Month	↓	348	336		#	#	PW	Min
	8.3	Average monthly rent: Private Studio	£ Month	↓	339	304		#	#	PW	Min
	8.4	Average monthly rent: Private 1 Bedroom	£ Month	↓	444	433		#	#	PW	Min
	8.5	Average monthly rent: Private 2 bedroom	£ Month	↓	532	505		#	#	PW	Min
	8.6	Average monthly rent: Private 3 Bedroom	£ Month	↓	616	564		#	#	PW	Min
	8.7	Average monthly rent: Private 4+ Bedroom	£ Month	↓	814	783		#	#	PW	Min
House Prices (2016)	9.1	Mean price paid	£	↑	£142,675	£150,538		£178,165	£269,118	PW	Non
	9.2	Mean price paid: flats/maisonettes	£	↑	£111,854	£116,225		£107,987	£260,424	PW	Non
	9.3	Mean price paid: terraced houses	£	↑	£119,394	£127,387		£128,210	£226,411	PW	Non
	9.4	Mean price paid: semi-detached houses	£	↑	£141,988	£147,240		£150,331	£231,134	PW	Non
	9.5	Mean price paid: detached houses	£	↑	£201,861	£219,663		£253,356	£374,189	PW	Non

		Full year		Up to Q3							
Domain	Ref	Measure	Unit	High / Low is good	Lincoln Last Year 2016/17	Lincoln This year 2017/18	Status	East Midland this year	England this year	PF	CoLC Impact
Homelessness	4.1	Number of homelessness applications progressed within the housing team	N/A	↓	216	269		#	#	PW	Full
	4.2	Number of housing advice cases resulting in preventing homelessness	N/A	↑	723	522		#	#	PW	Full
	4.3	% of households approaching the council considering themselves homeless or under threat of homelessness, where advice intervention resolved the situation	%	↑	46.57%	30.37% ("Q2)		#	#	PW	Full
Landlord Monitoring	10.1	Unlicensed licensable HMO. Prosecution file.	N/A	↑	1	0		#	#	PW	Full
	10.2	Breach of HMO Management Regulations.	N/A	↑	43	2		#	#	PW	Full
	10.3	Breach of HMO Management regulations, potential prosecution file	N/A	↑	4	11		#	#	PW	Full
	10.4	Non return of section 235 information. Potential prosecution file	N/A	↑	13	5		#	#	PW	Full
	10.5	Prohibition Orders made	N/A	↑	7	11		#	#	PW	Full
	10.6	Improvement Notice served	N/A	↑	21	15		#	#	PW	Full
	10.7	Breach of Prohibition order or improvement Notice. Prosecution file	N/A	↑	2	#		#	#	PW	Full

Key points to note from the Key Strategic Measures

- ▶ HS3 – Following annual review, the number of people accepted on the housing waiting list has reduced again to 1681 (at Q2 this year)
- ▶ RC3+RC4 – Although rent collection (and therefore rent arrears) has improved on the same quarter last year, neither measure is yet reaching its 2017/18 target
- ▶ HS 7 - % of households approaching the council considering themselves homeless, where council advice intervention resolved the situation, has significantly reduced from 46.37% in Q2 last year to 30.87% in Q2 this year
- ▶ HM3+HM4 – Both the percentage of repairs completed within target and those fixed first time have improved and beaten their 2017/18 target



PERFORMANCE SCRUTINY COMMITTEE –

25 JANUARY 2018

REPORT TO PERFORMANCE SCRUTINY COMMITTEE BY COUNCILLOR PETE WEST, PORTFOLIO HOLDER FOR HOUSING

Thank you for the opportunity to present this annual report.

It is inevitable, but all matters relating to housing have been overshadowed by the horrific pictures of the Grenfell Towers fire and the tragic consequences. The ramifications from this will, I predict, last for many years and must include, at the very least, changes to the fire safety regulations as a whole but particularly as they relate to high rise buildings and their refurbishment.

Turning to the domestic field and initially the public sector.

There have been changes to the management structure with the appointment of Andrew McNeil as Assistant Director – Investment and Strategy. Andrew started at the beginning of the year and we hope it will be a long and fruitful relationship. This appointment will allow more focus on the delivery of our longer term programme.

Unfortunately, this appointment has been offset by the resignation, for personal reasons, of Karen Talbot. Thus we have to restart the search to fill the AD – Housing Management position. On a personal level I am very sorry to see Karen go, she has always been very supportive and helpful.

One of Karen's very successful pieces of work was to review and revamp our whole ASB procedures and then guide the Department through an assessment to achieve accreditation for the service. This came following a significant failure only two years previous.

On our programme to deliver more good quality housing we have made some real progress. In co-operation with Waterloo Housing alone we are in the process of delivering some 139 Council properties and 71 for the Housing Association across various site within the City. This rapid progress has been helped by the HA's ability to access some grant funding which would not be available to us. I have specifically mentioned Waterloo since their involvement is biggest but they are not the only ones we are engaged with on similar schemes.

The next major project is an ambitious scheme dubbed Queen Elizabeth Road but actually on the land to the rear of the Views on Ermine East. This is a scheme to deliver some 300+ properties of various types and tenures over a period of 4-5 years. This is very exciting but does present some challenges and is currently with the Planning Department for consideration.

On the other strand of our delivery methodology - the private housing company - the progress has been much slower but at long last there is some movement. The delay has been caused by the need to carry out due diligence on the legal and financial model proposed.

As previously reported, there has been a full viability assessment carried out at De Wint Court and it has been decided that it is no longer fit for purpose in the modern era. It was decided that to reconfigure the existing building was not viable and thus the decision was taken to demolish it. Since the building is now empty that will go ahead. The future proposal is to redevelop the site to include the Council's first Extra Care Facility, this will be a multi-million pound investment and may be done with some support from the County Council.

Following extensive consultations with the residents at the various sheltered units, work is ongoing to devise a scheme which is more responsive but tailored to their individual needs. It might also be a model which could be spread more widely across other groups with similar needs. One integral arm of any such scheme is likely to be our Emergency Call Centre. A further piece of good news on that front is that a consortium led by East Lindsey have been awarded the County contract for supporting people in their homes and as part of that it is proposed our call centre will be utilised. Turning to the more prosaic issue of performance figures - and there are plenty for this area – with the figures quoted being to the end of December.

A very challenging target of 2.15% was set for current tenant arrears. As is always the case there has been a significant drop in the arrears during December from 2.65% to 2.22%. It is thus anticipated that the year-end figure will not be too far from target. For tenants who suffer the bed-room tax the figure is somewhat higher at 3.07% but the rate is showing a general decline. The next major challenge is, of course, the effect full implementation of Universal Credit will have on these figures.

The re-let time for all voids during the month was 21.7 days with a year to date figure of 27.2 days against a target of 25 days. The figures excluding major works were 19.6 days and 21.5 days against a target of 20 days. We did have a problem in the early part of the year, partially due to issues with our then asbestos contractor, but the team have worked exceptionally hard to regain the position and November saw some of the best figures ever achieved - 18 days for all voids.

The repairs service continues to work well. All emergency repairs (some 750) and the reactive repairs (2390) were above target at 98.9% against the target of 97.5% with a running total for the year at 97.0%. The average time to taken for all reactive repairs in December was 5.4 days against a 8 day target and the right first time figure has exceeded the target of 90% for the last two months.

The number of homelessness applications is slightly down this month at 15 – this is perhaps to be expected – with a yearly total of 183. The numbers do seem to remain fairly stable except for the blip in September. The acceptance rate was significantly down this month at 45.8% but the figure for the year still runs at 72.7%. There were no cases in Bed and Breakfast during December and the average stay remains at 3.6 weeks against a target of 4 weeks for a family. Equally there were no cases in temporary accommodation and again the figure remains at 9.6 weeks against the 12 week target.

As mentioned previously, we achieved accreditation for our ASB system during the year. The figures continue to show that positive improvement with the percentage of cases resolved at over 99%, the time to resolve cases being within 62 days despite

this month's figure being above target and the percentage of cases being risk assessed being over target.

Allocations is, perhaps, the one area of some concern, there have been some staffing issues - even I have lost my 'go to' person. People have stepped up and done a valiant job but it still leaves that big gap and the loss of experience. Efforts are being taken to address this but getting appropriate experienced replacements is not always easy. In the short term the need to change some elements of the letting policy and the imminent introduction of new IT system will not help the position. The figure indicate there are 1653 live applications and the first time acceptance of offers is down to 75% for the year but the level of refusal due to the area or property not being suitable is surprising. The real difficulty is the registration of applications where only just over 25% are registered within the 10 day target and this is a good month and not typical of the year.

On the private sector front, we have seen the retirement of Alan Jones. He has been the mainstay of that department for many years and his experience will be sorely missed. Hannah Cann has taken over and she has a hard act to follow but will surely do that.

The Article 4 Directive for HMOs is through its self-registered stage and is now well into the implementation stage were all non-registered properties require planning permission. This has been handled well and efficiently despite some minor hiccups. Our Landlord Accreditation scheme is up and running but despite it being in its early stage the initial uptake has exceeded our expectations. We do realise that this is only likely to attract the better landlords to partake in the scheme.

At the other end of the spectrum, the Rogue Landlord initiative is now staffed up and will gather pace. As at the end of October there have been over 600 addresses visited and some 273 inspections – this is slightly down on expectations but may now be stepped up. The delay has been caused by the need to prepare paper for prosecutions. To date there has been 1 very successful prosecution with all the attendant publicity and there are others within the system.

We are also trialling a scheme with Gelders which could speed up the delivery of items required under Disabled Facilities Grants. There are still some teething issues but new are working together to overcome these. Even as I write this, we have received notification that we can use an underspend from the Better Care Fund to fit central heating systems for vulnerable persons within the private sector.

As most will know, this will be my last report and I thank members for their forbearance. Equally I would like to take this opportunity to thank all Officers, past and present, for their support and advice during my stewardship of this position.

Pete West
Portfolio Holder for Housing

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SUBJECT: CENTRAL MARKET REVIEW

DIRECTORATE: MAJOR DEVELOPMENTS/COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: KATE ELLIS – MAJOR DEVELOPMENTS DIRECTOR

1. Purpose of Report

1.1 To provide an update as requested by Committee covering the:

- Performance of the Central Market during the Transport Hub and Cornhill Quarter works; and
- Process for the further review of the Market, the wider market offer and the use of City Square and Cornhill as part of a wider market/retail strategy for improvement.

2. Executive Summary

- 2.1 Following a reduction in income target for the market to reflect the expected loss of income during the Transport Hub construction works, market occupancy has dropped as expected but has actually held well in the circumstances and is expected to slightly over-achieve against its revised target. There are also signs of occupancy increasing as the works near completion.
- 2.2 A range of improvements have been made to the market offer during 2017/18 to support traders and the wider Sincil Street area during the most intensive period of construction work to mitigate the impact of the substantial decline in footfall and financial loss.
- 2.3 The implementation of the Market Strategy will continue in 2018/19 with the development of the options for the unified markets offer both indoor and outdoor within the City Centre taking into account the retail assessment findings, the Business Improvement Group review and the next stages of the emerging regeneration plans for the area.

3. Background

- 3.1 The City Council owns and operates the Central Market situated on Sincil Street, adjacent to the river Witham. The market offer is seen as a key component of the city centre retail offer and features within the City Centre Masterplan. The development of a single strong and sustainable market offer for the City is one of the priority projects within the Council's Vision 2020.
- 3.2 A report on the implementation of the Central Market business case was last presented to Performance Scrutiny Committee on 16 February 2016 and was

briefly referred to in an overview update of the projects and initiatives forming part of the annual Economic Growth Vision Group report on 13 July 2017.

3.3 The report from February 2016 outlined the progress in implementing that business case and included:

- Development and implementation of a markets rights policy;
- Development and implementation of a lettings policy reflecting customer feedback on the key components and mix of a market offer;
- Decluttering of stalls within the Central Market area (through stall reduction and a revised layout) to create better sight lines, greater accessibility and sense of space and to create a better ambience within the Market hall;
- Efforts to incorporate market tenants from the Cornhill Market into alternative indoor and outdoor market space (utilising City Square) following its closure in Spring 2016; and
- The recent financial performance of the Market and the agreed reduction in income target given the changes to stall availability.

3.4 Since February 2016, substantial construction work has been taking place in the Sincil Street area, in terms of both the City Council led Transport Hub (work meant the relocation of the bus station to a temporary site on Tentercroft Street from August 2016 to January 2018) and the Cornhill Quarter redevelopment by Lincolnshire Co-operative which started in Easter 2016, with Phase 1 complete and the next phase underway). As a result of the planned work, the financial income budget for the Market was reduced to reflect the expected fall in stall income during this period. As expected, there has been a fall in income and the construction work has led to a significant reduction in footfall in the area and has financially hit the local businesses.

3.5 As reported to Committee in July 2017, proposals for City Square and the Central market building have been revised by a local architect following further discussions with planning and market traders.

4. Central Market

4.1 **Performance:** Financial performance of the Central Market as previously reported and updated. The reduced income target for 2017/18 is expected to be met following the additional stall lettings on City Square with the potential for a small surplus to offset the increased expenditure incurred as a result of a range of activity to support market traders and businesses in the area during the construction works on the Hub.

Year	Budget	Actual	Variance	Comments
2010/11	(259,830)	(261,860)	(2,030)	
2011/12	(260,130)	(247,700)	12,430	
2012/13	(267,710)	(263,080)	4,630	
2013/14	(256,250)	(254,080)	2,170	
2014/15	(256,250)	(240,470)	15,780	82% average occupancy
2015/16	(270,290)	(227,570)	42,720	New lettings closed whilst policies developed and stall layout/reduction undertaken 78% average occupancy

2016/17	(270,290)	(240,321)	29,969	81% average occupancy (based on the revised layout and reduced stall numbers)
2017/18	(230,000)	(235,000)*	(5,000)*	72% average occupancy but currently running at 79% *Based on projected actual income

4.2 **Current Position:** Of the 71 stall spaces within the Central Market area, 61 are currently let with 6 of these being new lettings in 2017/18. Occupancy is steadily increasing with no reductions expected in the forthcoming months. Based on current information the team expect occupancy to increase towards the mid-80% range. In addition, there are 4 traders who regularly trade between 1 and 3 days a week on City Square, with this increasing in Spring and Summer months with the warmer weather. Based on the current position, the Market is expected to slightly exceed its revised income target for 2017/18.

4.3 **2017/18 Improvements:** During the year the Market team have undertaken a range of activities/initiatives to support the Market traders and the wider Sincil Street area during the Hub construction works. These initiatives have arisen following regular monthly meetings with the traders and have included:

- Sponsorship of a Central Market/Sincil Street Knight as part of the BIG managed Knight's Trail;
- A November 2017 "Spring Cleaning" of the inside of the Market Hall including redecoration, high-level cleaning, decluttering, removal of aisle encroachments and stall reorganisation inside and outside to create a better ambience;
- Launch of a new and modern market website (lincolnmarkets.co.uk);
- Enabling BIG to utilise half of City Square to put on events/activities to increase footfall in the area;
- Organised the Easter Egg hunt;
- City Square as the new location for the Christmas Tree;
- Worked with County Council and businesses on the revised Traffic Regulation Order for the area;
- Promotion of the area and businesses as part of the Transport Hub communications, reminding the public to still shop in the area; and
- Supporting other initiatives as appropriate.

4.4 As a result of working with the traders and supporting the wider Sincil Street area, the impact of the range of construction work in and around the area has been partially mitigated. However, businesses in the area have experienced significant hardship and this is reflected in both Market occupancy and income.

4.5 **Update On Regeneration Works:** The Transport Hub which started with the relocation of the bus station to the temporary site on Tentercroft Street at the end of August 2016 is nearing completion, with the first phase of the new 1,000 space Central Lincoln Car Park opened on 17 November 2017, the new bus station is due to open on 28 January 2018 and the rest of the works being completed by Easter 2018. The new car park has already started to have a positive impact on footfall to the area and the return of a bigger and better bus station will further improve that position.

- 4.6 Phase 1 of the Cornhill Quarter redevelopment which started on site in April 2016, completed in October 2017 with the next phase of work to the mid-Sincil Street properties following on and currently on site. A planning application for a further phase in the Cornhill Pavements area was also submitted in December 2017. There will therefore be a further period of disruption whilst the regeneration of the area continues having been kick-started by the investment in the Transport Hub, but the main footfall disruption has now finished.
- 4.7 **Lincoln City Centre Public Realm Strategy:** During 2017 the City Centre Public Realm Strategy was also finalised and approved by the Council and partners. This sets out a vision for the city centre as a space with principles to guide the redevelopment and regeneration of a number of priority areas including Cornhill, City Square, the markets area as well as the High Street. This is an important document for encouraging quality and investment in Lincoln as a remarkable place.
- 4.8 **Next Stage of the Markets Strategy:** Architects plans have been revised following discussions with planners and market traders and these have been re-consulted upon. However, in order to progress with more detailed development of these plans through to implementation, some form of external funding would be required as there is not the economic viability within the market business plan to repay the investment required. The options for developing and funding a single and co-ordinated markets offer both indoor and outdoor within the city centre will be worked on through 2018/19 with partners and taking into account the following initiatives/considerations:
- The review of BIG (Business Improvement Group) business plan and deliverables. BIG currently run a range of outdoor markets throughout the year and activities within a range of public spaces. An agreement on a single, co-ordinated and joined-up approach to the markets offer and its delivery is still required in line with our jointly agreed strategy;
 - Retail assessment will be undertaken by the Council in line with our stated Vision 2020 objectives and that will review the requirements/nature of the market offer within that wider retail offer;
 - Delivery of events activity and the use of the public spaces is also being reviewed as a result of the Public Realm Strategy, BIG review and the City Centre Masterplan refresh; and
 - Further plans for the regeneration of the area need to be considered. Now that the Hub is nearing completion and the Cornhill Quarter plan is being implemented with future phases emerging, there is physical clarity as to what the area will look like moving forward and what the market will contribute to that.

2018/19 will therefore be the year in which the retail assessment, the outcome from the BIG review and the options for the market within that will be explored, funding options investigated and a decision on a way forward agreed following consultation.

- 4.9 This project reports to and is monitored monthly by the Economic Growth Vision Group, CMT and at Portfolio Holder briefing meetings.

5. Recommendation

5.1 Views and input from Performance Scrutiny Committee would be welcomed.

List of Background Papers: None

Lead Officer: Kate Ellis, Major Developments Director
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SUBJECT: VISION 2020 – QUALITY HOUSING PROGRESS REPORT

DIRECTORATE: HOUSING AND REGENERATION

REPORT AUTHOR: BOB LEDGER, STRATEGIC DIRECTOR, HOUSING

1. Purpose of Report

- 1.1 To provide Performance Scrutiny Committee with an update on progress towards the Let's Deliver Quality Housing priority contained in Vision 2020.

2. Executive Summary

- 2.1 This report focuses on progress made towards delivering the quality housing priority and covers both those projects being progressed in year one, along with the 'day to day' service activities that happen across the council that are vital to the delivery of this priority.

3. Background

- 3.1 Vision 2020 was published in January 2017, and contains four strategic priorities (Reduce Inequality; Economic Growth; Quality Housing; and Remarkable Place), along with an important strand of work focusing on High Performing Services.
- 3.2 As part of the arrangements for managing and monitoring progress of Vision 2020, the council established four Vision Groups along with a High Performing Services Board, each with a Corporate Management Team lead.
- 3.3 It has been agreed Performance Scrutiny Committee will receive a report each quarter from one of these Vision Groups to enable them to look in more detail at the progress of that Vision Group's work programme. This report is the third of these reports and focuses on the work of the Quality Housing Vision Group.
- 3.4 The Quality Housing Vision Group is leading on delivering the following council aspirations under this priority:
- Let's provide housing which meets the varied needs of our residents
 - Let's work together to help the homeless in Lincoln
 - Let's improve housing conditions for all
 - Let's build thriving communities
 - Let's help people have a sense of belonging
- 3.5 In addition to all the 'day to day' services the council offers which is central to the delivery of these aspirations, a programme of projects and initiatives has been developed for 2017/18 to ensure the delivery of this strategic priority.

4. Position Statement (Appendix A)

- 4.1 The Position Statement is attached to this report as Appendix A. It captures the 'day to day' work by the council that is integral to delivering this strategic priority. This was captured to ensure we understand what our current baseline is for delivering this priority, and to recognise how all staff across the authority have a role in delivering Vision 2020.

5. Project Monitoring Table (Appendix B)

- 5.1 The Project Monitoring Table provides an overview of the year one projects for this strategic priority, and is attached to this report as Appendix B.
- 5.2 There are 20 projects in the year one programme for Delivering Quality Housing.
- 5.3 Of these, 5 projects have been completed and the remaining 13 projects are on track for delivery, of which all have achieved all their milestones on time. 2 projects are delayed due to missing milestones but are still expected to meet the deadline for completion. Additionally, despite the council only being within the first year of Vision 2020, this strategic priority has seen some notable successes:
- City of Lincoln Council (COLC) has successfully applied to the Controlling Migration Fund to extend the Rogue Landlord scheme for a further 2 years.
 - A minimum standard for affordable housing has been introduced. The Lincoln standard was adopted and has been embedded into improvement works schedule.
 - Secured £0.99 million grant from Homes England for 33 shared ownership units.
 - Building has commenced for over 200 affordable units. Completions and 'handovers' commence in March 2018.
 - Secured £3.22 million grant from Homes England to build De Wint Court which will provide 70 extra care units.

6. Emerging Performance Indicators (Appendix C)

- 6.1 As part of the development of the year one work programme for this strategic priority, project briefs for each of the projects were developed. This includes development of a set of performance indicators to monitor the outcomes of these projects once they are completed.
- 6.2 Due to the fact it is still early days and many of the projects are yet to be completed, it is too early to collect many of the indicators. Therefore, performance of this strategic priority at this stage is largely monitored through the delivery of milestones.
- 6.3 Nevertheless, Appendix C does show the indicators allocated to some projects, and for those where data can start to be collected, this has been populated.
- 6.4 Over time, as more projects are completed, more performance data will be added to the table to ensure the full range of indicators can be considered by Performance Scrutiny Committee in future Quality Housing Progress Reports.

7. Recommendation

7.1 Performance Scrutiny Committee to consider the progress report of the Quality Housing Vision Group.

7.2 Performance Scrutiny Committee to refer to Executive for information.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? Three

List of Background Papers: None

Lead Officer: Bob Ledger, Director of Housing and Regeneration
Telephone (01522) 873200

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Deliver Quality Housing – our position statement

Did you know the Quality Housing Vision Group meets regularly to deliver this important strategic priority? Some of the projects we are currently working on include;

- Delivering at least 400 new homes
- Building new, modern, supported housing at De Wint Court.
- Improving the quality of homes in the private rented sector
- Promoting the trusted landlord scheme
- Continuing the rogue landlords' scheme
- Refreshing the fuel poverty needs assessment
- Improving energy efficiency to tackle fuel poverty
- Delivering an environmental improvement programme for public housing
- Bringing empty homes back into use
- Working with the private sector to deliver more housing.

But delivering this strategic priority is much more than delivering projects. The day-to-day work of everyone at the council has an enormous impact, either directly or indirectly. This includes;

- ✓ **Preventing homelessness** by offering advice and support to enable people to stay in their homes
- ✓ **Redistributing abandoned furniture** to people who need it through our partners
- ✓ **Retaining good quality flooring** in council houses to reduce costs to new tenants
- ✓ **Signposting new tenants** to our own advice along with other support agencies
- ✓ Providing Lincare remote monitoring: a low-cost rental service to **support vulnerable or disabled people living at home**
- ✓ **Maintaining** in the region of **7800 council properties**

All service areas

- ✓ Delivering an equality action plan to ensure our services are **accessible** to everyone

Have we missed something off? It's not intentional. Let us know by posting on the Engine Room what you or your team does, directly or indirectly, to reduce inequality in our city.

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CMT Champion: Bob Ledger

CMT Update Report: December 2017

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
Deliver and facilitate at least 400 new homes by 2020	2017/18	Bob Ledger	Mar 2018: build 75 HRA properties for rent Dec 2018: Deliver 200 units (cumulative) Dec 2020: Deliver 400 new units (cumulative)	Overall on track	Green	Breakdown of Budget and spend to date:	Let's provide housing that meets the varied needs of our residents
			<u>Blankney Crescent – affordable</u> Mar 2017: Sell land to Waterloo Housing Group Mar 2017: Geda Construction commence on site Jul 2017: Exec approval of Waterloo Housing Group arrangement Oct 2017: Executive approval for buy back Oct 2017: Provide notice of intention to buy back Mar 2018: Completion	16 units in total, with a purchase option on 12 (or nothing). SPIT approved. Geda Construction commenced on site Mar 2017. Exec approval for buy back 16 Oct 2017. Site on progress for completion Mar 2018. Signed licence agreement for the use of Riseholme Allotment received from Geda.		£1,186,320	
			<u>Ingleby Crescent – affordable</u> Mar 2017: Sell land to Waterloo Housing Group Mar 2017: Lindum Construction commence on site Jul 2017: Exec approval of Waterloo Housing Group arrangement	88 units in total, with a purchase option on 74 units (or nothing but could be phased). Notice of intention to buy back required subject to confirmation of handover dates. SPIT approved.		£6,863,431	

			<p>Oct 2017: Executive approval for buy back</p> <p>Oct 2017: Provide notice of intention to buy back</p>				
			<p><u>Moorland School – affordable</u></p> <p>Mar 2017: Land sold to Waterloo Housing Group</p> <p>Mar 2017: Lindum Construction commence on site</p> <p>Oct 2017: Executive approval for buy back</p> <p>Oct 2017: Provide notice of intention to buy back</p> <p>Oct 2018: Completion</p>	<p>60 units in total, with a purchase option of 46 (or nothing but could be phased).</p> <p>Completion milestone moved to Oct 2018 due to delays in programme delivery as a result of technical agreements with Anglian Water.</p>		£4,433,270	
			<p><u>Monks Road</u></p> <p>Mar 2017: COLC purchase of site</p> <p>Apr 2017: Sign JCT Design and Build contract for 45 units</p> <p>Jun 2018: Completion</p>	<p>SPIT approved, and Executive has approved the Waterloo Housing Group arrangement. Ongoing meetings are taking place.</p> <p>Employers Agent for COLC via EEM Framework is Robinson Low Francis.</p> <p>Project currently on target to complete 45 units by June 2018</p>		£4,202,240	
			<p><u>Ermine School</u></p> <p>Feb 2017: Full planning approval for it to no longer be a school</p> <p>Apr 2017: Government office approval sections 77 & 1 for it to change use</p>	<p>39 units in total, with no ownership of units for COLC.</p> <p>Purchase and subsequent sale agreed between Lincolnshire County Council, CoLC and Waterloo.</p> <p>CoLC in strategic facilitating role.</p>		N/A	No direct delivery for COLC

			<u>Lytton Street – affordable</u> Sep 2017: Sale of land Nov 2017: Planning application Nov 2017: Contractors start on site Dec 2018: Completion	Waterloo Housing Group has provided a design for the site for seven houses. All in build cost is £694,166 which is subject to a land sale price to Waterloo Housing Group of £14,000. This offer is low mainly due to the amount of abnormals which has been estimated at £85,000. Lindum have been contracted to complete construction work		£694,166	
			<u>Markham House – TBC</u>	Four design options have been provided by HLP Architects.		Estimated cost on options to be provided	
			<u>Searby Road – affordable</u> Feb 2018: Executive report Feb 2018: Full planning application programmed for submission Apr 2018: Start on site	The housing mix is to be confirmed, but the expectation is for approximately 50 units. Architects (BM3) are working towards a full planning application in due course, which is subject to executive approval.		TBC once final scheme is agreed	
			<u>Rookery Lane</u> Feb 2018: Executive report Feb 2018: Full planning application programmed for submission Apr 2018: Start on site	The housing mix is to be confirmed, but the expectation is for approximately 43 units. Concept site layouts have been provided by HLP Architects, and reports are being prepared to support a full planning application in due course subject to Executive.		TBC once final scheme is agreed	
			<u>Queen Elizabeth Road</u> Jun 2017: Agree draft sale Sep 2017: Public consultation Nov 2017: Full planning application	Full planning application submitted for 325 units on the 24/11/2017. HCA bid drafted. Expenditure to commence		TBC	

			<p>to committee</p> <p>Jan 2018: Bid for HCA infrastructure funding</p> <p>March 2018: Planning decision</p> <p>Mar 2018: Purchase of second piece of land</p> <p>Apr 2018: Start on site</p>	by Jan 2019 by the latest.			
			<p><u>Spa Road</u></p> <p>Sep 2017: Review HCA infrastructure bid proposal with Westleigh</p> <p>Sep 2017: Bid for HCA infrastructure funding</p> <p>Jan 2018: HCA to assess application. Response date TBC. Receiving this money is required to deliver this project.</p>	An application has been submitted to the HCA Housing Infrastructure Fund for £2.8m which will provide the gap funding required to address the abnormal on site and enable 312 houses to be built.		£2,810,223 of HCA funding has been bid for	

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
H2 Set up the Lincoln Quality Homes' Housing company	2017/18	Bob Ledger	Dec 2016: CMT instructed changes to scale of Business Plan and then proceed to due diligence for General Fund.	Original milestones re business plan achieved in 2016. A report to Policy Scrutiny Committee on 30 Nov 2017 and	Green	No additional cost, managed within	Let's provide housing that meets the varied

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Mar 2017: Due diligence completed Dec 2017: Amended Business plan to CMT – then SRG, Policy Scrutiny and Executive Apr 2018: Lincoln Quality Homes to be set up	Executive on 18 Dec 2017 was approved		current service	needs of our residents.
H3 Deliver housing development of brownfield sites	2017/18	Toby Forbes Turner	Sep 2017: Identify and map current Brownfield Sites Oct: Identify brownfield sites for register Nov: Register to be approved by Planning Committee Dec 2017: Prepare a brownfield site register to be published online Now that the register has been published, COLC will work with the private sector to influence development on brownfield sites. This will take part through the brokerage model referenced H19.	Scoping exercise completed for Part 1 of the Brownfield Land Register 14 sites identified. Awaiting approval Brownfield register published on the 8 th December. https://www.lincoln.gov.uk/living-in-lincoln/planning-and-building/brownfield-land-register/	Green	No additional cost, managed within current service	Let's provide housing that meets the varied needs of our residents.
H4 Deliver new modern supported housing for older	2017/18	Clive Pridgeon	22 May 2017: Executive approval to demolish and rebuild DeWint Court	Currently on track to submit planning application to build 70	Green	No additional cost, managed	Let's provide housing that meets the

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
people with all levels of support needs			Jun 2017: Report to SRG/CMT 17 Jul 2017: Deliver seminar to members Sep 2017: Complete design consultation materials. Oct 2017: Consultation with residents End of Dec 2017: Rehouse all residents Feb 2018: Submission of Planning Mar 2018: Review the service model and implementation of approved model to deliver a modern, efficient service to our tenants	extra care units at De Wint Court in Feb 18.		within current service	varied needs of our residents.
H5 Scope out homelessness prevention and a private sector housing partnership	2017/18	Alison Timmins	Jun 2017: Housing Services and Private Sector Housing to scope out increasing private sector usage Aug 2017: Scoping report to be presented to Quality Housing Vision 2020 group.	Meeting held between Housing services and Private Sector Housing to consider scope. Scoping report completed.	Blue (complete)	No additional cost, managed within current service	Let's work together to help the homeless in Lincoln.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Dec 2017: Increase homeless preventions by refocussing on the council's Property Shop service.	Progress is being monitored			
H6 Improve the quality of homes available in the private rented sector	2017/18	Sara Boothright	<p>Apr 2017: Set up Emergency Winter Housing grant set for those most in need.</p> <p>Aug 2017: Launch Rogue Landlord Scheme</p> <p>Nov 2017: Reapply for internal grant for Winter 17/18 to provide grant of up to £2000 per household</p> <p>Oct 2018: Reapply for internal grant for Winter 18/19 to provide grant of up to £2000 per household</p> <p>Apr 2019: Completion of the Rogue Landlord Scheme</p>	<p>Set up on an annual basis</p> <p>Scheme launched</p> <p>Exec approved the grant scheme in November, but reduced the grant from £20 000 to £10 000</p>	Green	£10 000 for grant scheme	Let's improve housing conditions for all.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
H7 De Wint Court options appraisal	2017/18	Clive Pridgeon	27 Apr 2017: Present proposal to SPIT Sep 2017: Complete Stock Option Appraisal	Done Architect appointed, options appraisal completed. Decision approved for new build supported housing at De Wint Court	Blue	@£12m total spend £3.2m HCA grant secured.	Let's improve housing conditions for all.
H8 Trusted Landlord	2017/18	Sara Boothright	Mar 2017: Trusted Landlord scheme launched Ongoing: Promotion of the scheme Mar 2018: Reach target of 482 rented properties on scheme by the end of year 1	Scheme In place Nov 17 147 rented properties are covered by the scheme, with 17 landlord's applications submitted awaiting approval. On target for year 1	Green	No additional cost, managed within current service	Let's improve housing conditions for all.
H9 Continuation of rogue landlords' scheme	2017/18	Sara Boothright	Apr 2017: Grant approved Jul 2017: Complete Project Plan Aug 2017: Launch new scheme Mar 2019 3000 inspections completed (2000 private rented, 600 HMOs)	Grant received 9th June. Scheme launched on 7 th Aug Since Dec 17 594 properties have been inspected. On target to meet milestone.	Green	£440 846 grant secured from Migration Fund	Let's improve housing conditions for all.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
H10 Refresh Fuel Poverty Needs Assessment (Formerly Action Plan which is contained within Housing Strategy 2017-2022)	2017/18	Dave Bowskill	June 2017 Prepare a position statement for fuel poverty Aug 17 Approval of position statement	Position statement complete. Affordable warmth needs assessment complete. Fuel poverty needs assessment	Blue	No additional cost, managed within current service	Let's improve housing conditions for all.
H11 Improve energy efficiency to tackle fuel poverty (delivery element of Housing Strategy 2017-2022)	2017/18	Dave Bowskill	Apr 2017: Set up Quality Housing Vision Group Apr 2017: Complete and publish Home Energy Conservation report 2017/18 Aug 2017: Identify, survey and prepare action plan to improve all council owned properties with a SAP of 38 or less. Apr 18 - HELP to submit a bid to the Warm homes fund round 2 in Jan 18 for £1m across Lincolnshire for district heating network, air source heat pumps, park homes insulation, energy advice.	Complete Complete 12 properties with SAP below re assessed. August 2017 - work completed, SAP data refreshed and currently 7 properties with a SAP of under 38. September 2017 - Planned work to improve 2 properties completed. Work commenced to prepare a database of properties in the city to identify cold homes/fuel poor to target for potential grants and funding.	Green	Identified heating installation work will be funded within the 2017-18 Central Heating budget £642,060	Let's improve housing conditions for all.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Apr 18 Role out central heating installations	CoLC to submit separate bid to the warm homes grant due to the different needs for homes in an urban area. Funding secured through the Health and wellbeing board to install 40-60 gas boilers in homes of people suffering poor health and currently without central heating.			
H12 Derick Miller Court options appraisal	2017/18	Clive Pridgeon	May 2017: Appoint Architect Aug 2017: Outline options appraisal Apr 2018: Completion of options appraisal TBC: Executive decision on options appraisal	Architect appointed Awaiting options appraisal – still pending	Amber	No Budget allocated at yet.	Let's improve housing conditions for all.
H13 Ensure sufficient numbers of good quality temporary accommodation	2017/18	Alison Timmins	May 2017 – renew contract with NACRO Monitor monthly performance.	Renewed contract with NACRO to provide temp accommodation. November performance, average length of stay in B&B, all households 3.48 weeks. To be split into families & singles for future reporting	Blue	£70,000 Committed budget and spend.	Let's work together to help the homeless in Lincoln.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
H14 Maintain the quality of all council homes -	2017/18	Bob Ledger / Karen Talbot	Mar 2018 - Deliver the investment programme to maintain the existing stock within the financial limits of the 30 year business plan	Year 2 of shower installation programme on site (800 properties). Safety flooring installation to commence on site during 2017-18 programme of work.	Green	Lincoln Standard budget for the year 2017/18 is currently £1,207,652 The “decent homes” budget for 2017-18 is £5,173,422	Let's improve housing conditions for all.
H15 Agree a minimum standard for affordable housing	2017/18	Bob Ledger / Karen Talbot	Lincoln standard adopted in 2016 and embedded into improvement works schedule	Achieved.	Blue	No additional cost, managed within current service	Let's improve housing conditions for all.
H16 Complete an environmental improvement programme for public housing by 2020	2017/18	Bob Ledger / Karen Talbot	Mar 2017 Commence delivery of the first year of estate improvements	A programme of planned works is underway to ensure council properties meet the enhanced Lincoln Property Standard. Energy efficient heating system – boilers replaced every 15 years.	Green	To be included in the decent homes and Lincoln standard budgets	Let's improve housing conditions for all.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Mar 2018 – Commence deliver a second year of estate improvements Apr 2018 - Option appraisal on all non-traditional stock to be undertaken Dec 2020: Completion of environmental improvement programme	£10m to be invested in external works, - fencing, outdoor areas Cladding and insulation on nontraditional homes			
H17 Bring empty properties into use (links to Empty Homes Strategy)	2017/18	Sara Boothright	July 2017 Complete the empty homes strategy Sep 2017 Empty homes strategy consultation Dec 17 Report to CMT, policy and scrutiny, Feb 2017 Seek approval from Executive Mar 2018 Secure capital budget to deliver in 2018	The Portfolio holder for Housing has been consulted on the main aims of the strategy. Report to DMT/CMT early December. Exec report due on the 25 th of February	Green	£0 (capital budget will be required)	Let's improve housing conditions for all.
H18 Create a new operating protocol with partners for homelessness	2017/18	Alison Timmins	Mar 2017 – Lincolnshire Homelessness strategy group secured Social Impact Bond funding from DCLG to deliver the ACTION Lincs project over the next 4 years.	Programme underway	Green	No additional cost, managed within	Let's work together to help the homeless in Lincoln.

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			<p>June 2017 – Agree an operating protocol for supported housing</p> <p>Oct 2017 'Map' of access to service provision to be shared amongst all providers.</p> <p>Apr 2018 - Agree a pathway to meet the support and accommodation needs of homeless people in the city</p>	<p>Complete</p> <p>Homelessness provision leaflet produced and shared amongst providers.</p> <p>Complete</p>		<p>current service</p> <p>(£1.3m secured for ACTION Lincs)</p>	
H19 Work with the private sector to deliver more housing. This project links to H3.	2017/18	Bob Ledger	<p>January 17 – Present to Lincoln Developers forum</p> <p>Feb 2017 – CoLC to host consultation Housing Strategy event.</p> <p>May 2017 – CoLC Strategic Housing team to work with developers to identify opportunities for building housing on council owned land.</p> <p>May 2017- Publish final version of Housing Strategy 2017 - 2022 on CoLC website</p>	<p>Complete</p> <p>Complete</p> <p>Ongoing</p>	Green	No additional cost, managed within current service	Let's build thriving communities

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Jul 2017 – Compile a list of potential development sites and circulate to developers. Dec 2017 – Publish register of brownfield sites on CoLC website Date TBC – Lincoln Growth Conference Mar 2018 CoLC to organise Lincoln Developer Forum	Complete Complete Conference date arranged for the 6 th Feb at the Isaac Newton building.			
H20 Create a shared supported housing strategy with our partners	2017/18	Bob Ledger	Mar 2017 Set up Housing Sub Group June 17 Map supported housing pathway Aug 17 Draft supported housing protocol to be prepared. Sept 17 Undertake consultation on draft process map with partners ready for implementation. Oct 17 – Health and Well-being subgroup to meet and agree final strategy	Done Complete Complete Progress delayed, due to complete strategy by March 18	Amber	No additional cost, managed within current service	Let's build thriving communities

Project name	Start date	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspiration
			Apr 18 Shared supported Housing Strategy approved				

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Appendix C – Emerging Performance Indicators

Owner	Projects	Indicators	16/17	17/18	Comments
Bob Ledger	Deliver and facilitate at least 400 new homes by 2020	Number of homes built as part of the CoLC new build programme	20	12	196 commenced on site
Bob Ledger	Set up the Lincoln Quality Homes' Housing company	Number of Houses built by the housing company	0	0	Data to be added once the company has been set up
Toby Forbes Turner	Deliver housing development of brownfield sites	No of sites on the brownfield site register.	0	14	Brownfield register part 1 published on CoLC website
Clive Pridgeon	Deliver new modern supported housing for older people with all levels of support needs	No of extra care units	0	0	70 extra care units currently planned to commence in 18/19
Sara Boothright	Improve the quality of homes available in the private rented sector	No of rogue landlord inspections completed	893 over 15/17 and 16/17	320 to date	On target
		No of enforcement actions	14	5	
		No of properties in receipt of emergency Winter Housing grant	10	6	Budget for 17/18 approved in Nov
Sara Boothright	Trusted Landlord	No of rented properties covered by the scheme		146 to date	On target
Sara Boothright	Bring empty properties into use (links to Empty Homes Strategy)	No of empty homes - No of properties brought back into use	13	16 to date	

Owner	Projects	Indicators	16/17	17/18	Comments
Bob Ledger	Maintain the quality of all council homes	No of shower installations No of safety floor installations	581 0	685 31	3425 showers fitted (44.5% of all Gen Needs Stock) 363 refused
Bob Ledger	Complete an environmental improvement programme for public housing by 2020	Projects completed and value.	35 projects with a value of £785 867	18 completed (to date) 10 projects with a value of £103 305	Data available at end of 17/18
Bob Ledger	Work with the private sector to deliver more housing	No of planning permissions granted No of housing starts on site No of housing completions	389 112 188	tbc	Annual completions figure for 17/18 will be available in Oct 2018
Bob Ledger	Scope out homelessness prevention and a private sector housing partnership	No of households living in temporary accommodation Average length of stay in temp accommodation. Average stay in B&B accommodation No of housing advice cases resulting in preventing homelessness	246 11.23 weeks 2.97 weeks 251	181 (to date) 9.85 weeks Family 2.26 wks Other 4.39 wks Total 3.55 wks 122 (to date)	Data is now split between 'family' cases and 'other cases' Total no of preventions excluding DHPs)

PEFORMANCE SCRUTINY COMMITTEE**25 JANUARY 2018**

SUBJECT: WORK PROGRAMME FOR 2017/18

REPORT BY: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: WENDY GREENWELL, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2017/18 (Appendix A).

2. Background

- 2.1 The work programme for the Performance Scrutiny Committee is put forward annually for approval by Council. The work programme is then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its chair.
- 2.2 Items have been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information can be reported to the committee.
- 2.3 The work programme includes the list of portfolio holders under scrutiny.

3. Recommendation

- 3.1 That members offer any relevant comments or changes on the proposed work programme.

Access to Information:

Does the report contain exempt information, which would prejudice the public interest requirement if it was publicised?

No

Key Decision

No

Do the Exempt Information Categories Apply

No

Call In and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?

No

Does the report contain Appendices?

Yes

If Yes, how many Appendices?

1

Lead Officer:

Wendy Greenwell, Democratic Services Officer
Telephone 873619

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15 June 2017 (*Monitoring Overview*)

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Members	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 – Update	Democratic Services	Regular Report
Identify subject item for next Thematic Review (HR Corporate Performance Statistics – agreed at meeting held on 16 Feb 2017)	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed): Outturn 2016/17 Quarter 4	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Monitoring Outturn 2016/17	Pat Jukes	Quarterly Report-Professional High Performing Services
Vision 2020 Performance Reporting Infrastructure	Jay Wilkinson	New Report-Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2016/17 (Outturn)	Rob Baxter	Six Monthly Report Professional High Performing Services
Strategic Plan Progress Quarter 4 2016-17	Rob Baxter	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report	Rob Baxter	Quarterly Report Professional High Performing Services
Central Lincolnshire Local Plan Annual Report 2016/17	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

13 July 2017 (Thematic Review)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Professional High Performing Services
Portfolio Under Scrutiny Session – Corporate Management and Customer Services	Portfolio Holder	Annual Session Professional High Performing Services
Economic Growth Report	Kate Ellis	Regular Report Lets Drive Economic Growth
Thematic Review		
HR Corporate Performance Statistics	Claire Burroughs	Thematic Review Professional High Performing Services
Monitoring Item(s)		
Christmas Market Outturn Report 2016	Simon Colburn	Annual Report Lets Drive Economic Growth

17 August 2017 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18	Democratic Services	Regular Report
City of Lincoln Council Annual Report 2017	James Wilkinson	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Projects Implementation: Quarterly Monitoring: Quarter 1	Rob Baxter	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Revenues and Benefits Shared Service Update'	Claire Moses	Quarterly Report Professional High Performing Services
Income/Arrears Monitoring report	Claire Moses	Annual Report Professional High Performing Services

5 Oct 2017 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Drive Economic Growth
Portfolio Under Scrutiny Session – (Planning and Regeneration)	Portfolio Holder	Annual Session Lets Drive Economic Growth
Reduce Inequality Report	Angela Andrews	Regular Report Lets Reduce Inequality
Monitoring Items		
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
City of Lincoln Profile	Pat Jukes	Annual Report Lets Reduce Inequality
Other Item(s)		
Bus Station Costs	Simon Walters	Requested at Committee–17 Aug 2017 Lets Deliver Quality Housing

23 November 2017 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Serv	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 – Update	Democratic Serv	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Reduce Inequality
Portfolio Under Scrutiny - Social Inclusion & Community Cohesion	Portfolio Holder	Annual Session Lets Reduce Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Projects Implementation: Quarterly Monitoring: Quarter 2	Rob Baxter	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Rob Baxter	Quarterly Report Professional High Performing Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Rob Baxter	Half Yearly Report Professional High Performing Services
Performance Report-HRS Deferred to Jan 2018	Paula Burton	Annual Report Lets Deliver Quality Housing
Other item(s)		
Budget Theme Group – Nominees-	Jaclyn Gibson	Annual Appointment Professional High Performing Services
Christmas Market Stalls/Budget – Brief pre event report	Simon Colburn	Requested Lets Drive Economic Growth
Action Plan- Housing Benefits Overpayment	Martin Walmsley	Requested 17 Aug 2017 Professional High Performing Services

25 January 2018 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Deliver Quality Housing
Portfolio Under Scrutiny Session – Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Quality Housing Report	Bob Ledger	Regular Report Lets Deliver Quality Housing
Thematic Review		
Central Market Review	Kate Ellis	Requested 17 Aug Ctte Lets Drive Economic Growth
Monitoring Item(s)		
Christmas Market Outturn 2017- Update	Simon Colburn	Pre Annual Report Lets Drive Economic Growth
Performance Report-HRS Deferred from Nov 2017	Matt Hillman/Paula Burton	Annual Report Lets Deliver Quality Housing

22 February 2018 (*Monitoring Overview*)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2017-18 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny Session – (Recreational Services and Health)	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Projects Implementation: Quarterly Monitoring: Quarter 3	Rob Baxter	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Rob Baxter	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Jaclyn Gibson	Annual Report Professional High Performing Services

29 March 2018 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2018/19	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Environmental Services and Public Protection	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Remarkable Place Report	Simon Walters	Regular Report Lets Enhance Our Remarkable Place
Other item(s)		
Draft Community Cohesion and Social Inclusion performance measures.	Heather Grover	
Christmas Market 2017 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth
High Performing Services Annual Update	Angela Andrews	Annual Progress Report Professional High Performing Services

Portfolio Under Scrutiny Sessions

Date	Portfolio
13 July 2017	Corporate Management and Customer Services
5 October 2017	Planning Policy and Economic Regeneration
23 November 2017	Social Inclusion and Community Cohesion
25 January 2018	Housing
22 February 2018	Recreational Services and Health
29 March 2018	Environmental Services and Public Protection

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