

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 22 February 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, Pat Jukes, Daren Turner, Rob Baxter and Nicola Collins

A G E N D A

SECTION A	Page(s)
1. Confirmation of Minutes - 25 January 2018	3 - 10
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Portfolio Holder under Scrutiny	11 - 12
(a) Portfolio Performance Overview: Recreational Services and Health	13 - 26
(b) Report by Councillor D Nannestad: Recreational Services and Health	27 - 58
4. Performance Quarterly Monitoring: Quarter 3	59 - 76
5. Financial Performance Monitoring: Quarter 3	77 - 102
6. Strategic Projects Implementation: Quarter 3	103 - 110
7. Strategic Risk Register - Quarter 3	111 - 124
8. Feedback from Budget Review Group	125 - 130
9. Section 106 Contributions Update	131 - 134
10. Performance Scrutiny Work Programme 2017-18	135 - 146

Present: Councillor Gary Hewson (*in the Chair*),
Councillor Tony Speakman, Councillor Thomas Dyer,
Councillor Ronald Hills, Councillor Helena Mair,
Councillor Liz Maxwell, Councillor Pat Vaughan,
Councillor Loraine Woolley and Councillor Paul Gowen

Apologies for Absence: Councillor Lucinda Preston

57. Confirmation of Minutes - 23 November 2017

RESOLVED that the minutes of the meeting held on 23 November 2017 be confirmed.

58. Change to order of Business

RESOLVED that item number 7 on the agenda in respect of Christmas Market Outturn 2017 be considered as the last item of the evening as a Section B restricted item.

59. To Receive Minutes of Housing Scrutiny Sub Committee - 6 November 2017

The minutes of the Housing Scrutiny Sub Committee meeting held on 6 November 2017 were received.

60. Declarations of Interest

Councillor Liz Maxwell declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Report by Councillor P West: Portfolio Holder for Housing'. Reason: She was a landlord of property in the city, should any pertinent issues be discussed under this item she would withdraw from the room at that stage. No such discussion took place, therefore she remained in the meeting.

Councillor Helena Mair declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Central Market Review'. Reason: Her husband worked as a local architect and was involved in the Transport Hub Scheme and the Central Market refurbishment. In the event that any discussion on these matters took place during the course of the meeting she would withdraw from the room at that stage.

She left the room during the discussion of the Central Market Review.

Councillor Liz Maxwell declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Vision 2020 - Quality Housing Progress Report'. Reason: She was a landlord of property in the city, Reason: She was a landlord of property in the city, should any pertinent issues be discussed under this item she would withdraw from the room at that stage.

No such discussion took place, therefore she remained in the meeting.

61. Performance Report - Housing Repairs Service

Bob Ledger, Director of Housing and Regeneration:

- a. presented a report to update the committee on the financial and performance position of the Housing Repairs Service (HRS) at the end of the 2016/17 financial year
- b. highlighted that there continued to be a strong commitment to improving the quality and efficiency of the service and that this was a key aim in the 2017/18 financial year
- c. requested feedback from members on the content of the report.

Members discussed the content of report, made comments, raised questions and received relevant responses from officers as follows:

Comment: Members thanked the Director of Housing and his team for the contents of an excellent report.

Response: There had been difficult times but the hard work was now bringing positive results.

Question: How was there an underspend in sub-contractors without an overspend in-house?

Response: The team had been more efficient than in previous years, more money had been spent on supplies with an internal store being brought back in house. Repairs were completed in a timelier manner.

Question: There was a significant variance in the supplies and services budget/actuals – was there a reason for this?

Response: The suppliers were providing stores at Hamilton House and all the vans had basic stocks on board which were regularly replenished. When a certain part was needed for a job, the repairs team now stayed at the job while the part was sourced and brought out to them. This was more satisfying to the resident and increased efficiency resulting in better value for money.

Question: The efficiencies were very welcome and performance in the majority had improved. Would there be a lower charge for repairs next year?

Response: The number of repairs remained at a constant level year on year. Productivity had increased as staff were working smarter. However a trend would like to be seen before repair costs could go down and this could be a matter of years.

Members thanked officers for the concise report along with thanks to the housing repairs service for their achievements recorded in the report.

RESOLVED that the content of the report be noted.

62. Portfolio Holder under Scrutiny
63. Portfolio Performance Overview: Housing

Pat Jukes, Corporate Policy Business Manager:

- a. presented a portfolio performance overview of Housing covering the following main areas:
 - The city view: a contextual look at relevant information from the Lincoln Housing Market Report

- Performance measures covered in the basket of strategic measures
- The Lincoln Local Area Dashboard

b. members were asked for their comments and questions on the content of the presentation.

Members discussed the presentation in further detail and asked the following questions:

Question: Did we know how many empty properties were in the city and how many were second homes?

Response: This information was not to hand at the moment, however, the figures would be sought from the Council Tax section and sent out to members under separate cover.

Question: A member of the Committee knew of a house that had been empty for 20 years but there was furniture in the property and the owner rented a property around the corner from the empty one. What was happening with empty properties?

Response: The empty homes strategy was with CMT and this might assist with these issues.

RESOLVED that:

1. The following information be provided to members under separate cover:

- The number of privately owned empty homes in the City

2. The contents of the report be noted.

64. Report by Councillor P West: Portfolio Holder for Housing

The Portfolio Holder for Housing, Councillor Pete West:

a) presented his report regarding activity and achievements within his portfolio

b) reported on several achievements of note during the year as follows:

- Accreditation for the Anti-Social Behaviour Team in Tenancy Services
- In co-operation with Waterloo Housing the Council were delivering 139 houses as Council properties with 71 for the housing association
- The landlord accreditation scheme was now up and running
- The rogue landlord initiative was now staffed and to date there had been one very successful prosecution with others ongoing within the system

c) reported on improved performance in relation to rent arrears, void properties and repairs in the city

d) commended officers throughout the housing department for their efficient work throughout the year

- e) stated that this would be the last report from him and took this opportunity to thank all officers past and present for their support and advice over the years.

Members thanked Councillor West for his hard work and commitment over the time he had been Portfolio Holder.

Comment: The Central Heating Scheme had not been publicised over all the wards but seemed to be confined to the usual 3 wards.

Response: There was a need to commit to areas where there was thought to be poverty deprivation.

Comment: This was not good enough - there were needs in all areas and should not be bound by geography but by need.

Response: It was agreed that there was a requirement for assistance in all areas however this was a pilot scheme with only £200k to spend. This amount would only cover between 40 – 45 properties and the Council did not want to raise expectations and then not be able to deliver. As it was a pilot scheme this would be monitored carefully with an aspiration to grow the scheme and should there be no take up then the offer would be opened up to other areas.

Question: The Committee had been waiting a long time for a report on Homelessness, how many people were on the homelessness register and was any progress being made on this issue?

Response: The section had suffered staff vacancies and there were 3 other significant reasons for the report being delayed. These were as follows:

- Replacement of the IT system with a market product rather than a bespoke one, along with issues with the supplier.
- Policy changes – Allocation policy
- Preparation for the Homelessness Act coming in during April 2018.

The report was now scheduled for June as it would contain more meaningful targets and take into account any changes brought about by the implementation of the Homelessness Act. The Council was endeavouring to work closely with partners to achieve a more joined up approach.

Question: Did officers know what impact Universal Credit would have on homelessness?

Response: This was a challenge and the effects were not known at the moment. However a considerable amount of work had been going on in the background in preparation for this time. An increase in rent arrears was expected. The Council considered eviction as a very last resort when all other avenues of help had been exhausted and a structured tenant support team would be available to help residents.

RESOLVED that the content of the Portfolio Performance Overview of Housing be noted.

65. Central Market Review

(Councillor Mair left the room during the discussion of this item, having declared a disclosable pecuniary interest in the matter to be discussed.)

Kate Ellis, Director of Major Developments

- a. presented a report at the request of Performance Scrutiny Committee to provide members with an update on the current position with regards to the Central Market
- b. advised that substantial construction work had taken place in the Sincil Street area for the Transport Hub and redevelopment by the Lincolnshire Co-operative Society in the Cornhill Quarter
- c. confirmed that a reduced income target for 2017/18, was expected to be met following additional stall lettings in City Square with the potential of 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, as detailed at paragraph 4.3 of the report
- d. stated that:
 - Out of 71 interior stalls, 61 were let.
 - The outside area was more problematic and monthly meetings were held with the traders and Lincoln BIG. Market activity and event activity was discussed at these meetings and it was agreed that nationally indoor markets tended to be at the higher end of food and drink suppliers and intended to attract tourists.
 - Traditional traders were focused outside.
 - Market towns found it hard to cope with the larger supermarkets and the Lidl/Aldi groups
- e. explained that 2018/19 would be the year in which the retail assessment, the outcome from the BIG review and the options for the market within that would be explored and funding options investigated
- f. concluded by asking members for comments or questions.

The Committee thanked the Director of Major Developments for the report and proceeded to ask the following questions:

Question: With regards to the Market Charter was it known what the rights and privileges were? The market currently seems to be unpopular with traders and the public.

Response: As there has been a considerable amount of construction and disruption it was understood that traders and the public were not happy with the situation. However now that the bus station and car park were open hopefully trade would increase in the market and Cornhill area. With regards to the Market Charter as this was quite complicated legal advice always had to be sought. The charter incorporated the showground and an area of 6.25 miles from the market.

Question: At the monthly meetings did all the stallholders attend or just representatives? Were the fruit and vegetable stalls a high priority as they were high priority for members of the public?

Response: The meetings were facilitated by Lincoln BIG who were currently undergoing a review. The stallholder group had encountered issues over the years however they were now coming together to form a committee. Fruit and vegetable stalls were better accommodated outside and semi-permanent structures were more beneficial. A solution was being sought in terms of Heritage

Conservation but semi-permanent constructions were costly. Continued discussions would take place with Lincoln BIG and the stallholders and an agreement on a single, co-ordinated and joined up approach to the markets offer and its delivery was still required in line with the Council's jointly agreed strategy.

RESOLVED that the contents of the report and comments from members be noted.

66. Vision 2020 - Quality Housing Progress Report

(Councillor Helena Mair re-joined the meeting at this stage.)

Bob Ledger, Director of Housing and Regeneration:

- a. presented a report which focused on the progress made towards delivering the quality housing priority
- b. identified that there were 20 projects in year one programme for delivering quality housing and of these 5 had been completed, 2 projects were delayed and the remaining 13 were on track for delivery
- c. explained that even though this was the first year of Vision 2020 there were some notable successes already which included:
 - Extension of the Rogue Landlord Scheme for a further 2 years
 - A minimum standard for affordable housing was introduced
 - A £0.99 million grant from Homes England secured for 33 shared ownership units
 - Building has commenced for over 200 affordable units
 - A £3.33 million grant from Homes England secured to build De Wint Court which would provide 70 extra care units.
- d. advised of and explained the emerging Performance Indicators at Appendix C of the report and asked for Members comments and questions.

Members discussed the report in further detail, making observations and asking questions as follows:

Question: The £0.99 million grant for 33 properties were these going to be shoeboxes or flats?

Response: Neither, they were going to be quality houses.

Question: With regards to Lytton Street would these properties be coming back to the Council?

Response: The intention was that the properties should come back to the Council but at that point in the exercise procurement rules would have to be adhered to.

Comment: It would be useful to show as an objective the target of 50 houses per year.

Response: This comment was noted.

Question: At page 66, Appendix B of the agenda papers it stated that since December 2017 594 properties had been inspected under the Rogue Landlord Scheme. Was this figure correct?

Response: The officer would investigate this matter further and respond to members after the meeting under separate cover.

Question: On page 67 of the agenda papers what did the acronym SAP stand for?

Response: The officer would investigate this further and respond to members under separate cover.

Question: Why was homelessness recorded as being complete on the report?

Response: The completed statement refers to the scoping out of homelessness prevention and a private sector housing partnership which was the original piece of work. It was the scoping out that had been completed.

Question: Members were still very concerned about empty properties, could officers provide more information on this issue?

Response: Part of addressing this issue was included in the empty homes strategy which would be presented to Policy Scrutiny in March or April 2018. Capital money was required to be able to enforce compulsory purchase orders and very often the properties were empty for very good, complex reasons. First and foremost it had to be understood why the properties were empty. The processes for compulsory purchase orders were lengthy, slow and bureaucratic due to legislation.

Members thanked officers for the report and their comments and responses and emphasised the importance of information being provided in an understandable manner.

RESOLVED that:

1. The following information be provided to members under separate cover:
 - The number of properties inspected under the Rogue Landlords Scheme since December 2017
 - The definition of the acronym SAP used within the report.
2. The contents of the report be noted and that comments be referred to Executive for information.

67. Performance Scrutiny Work Programme 2017 -18

The Democratic Services Officer:

- a. presented the draft work programme for 2017/18 as detailed at Appendix A of the report
- b. advised that the work programme for Performance Scrutiny Committee was put forward annually for approval by Council; then regularly updated throughout the year in consultation with Performance Scrutiny Committee and its chair
- c. reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which

the most up-to-date information could be reported to the committee; the work programme also included the list of Portfolio Holders under scrutiny

- d. requested any relevant comments or changes to the proposed work programme for 2017/18
- e. agreed that any deferred items for the following year would be kept on the current work programme to ensure that this item was not overlooked.

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

68. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was 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.

69. Christmas Market Outturn 2017- Update

Simon Colburn, Assistant Director Health and Environmental Services gave a verbal update on the Christmas Market Financial Outturn for 2017.

Members discussed and commented on the contents of his verbal report.

RESOLVED that the verbal update be noted.

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

Portfolio Performance overview

Recreation Services and
Health - February 2018

Pat Jukes, Business Manager
- Corporate Policy

Together, let's deliver
Lincoln's ambitious future



Recreation Services and Health

This overview will cover:



Contextual information on Health and Recreation in Lincoln



Performance measures from the key basket of strategic measures



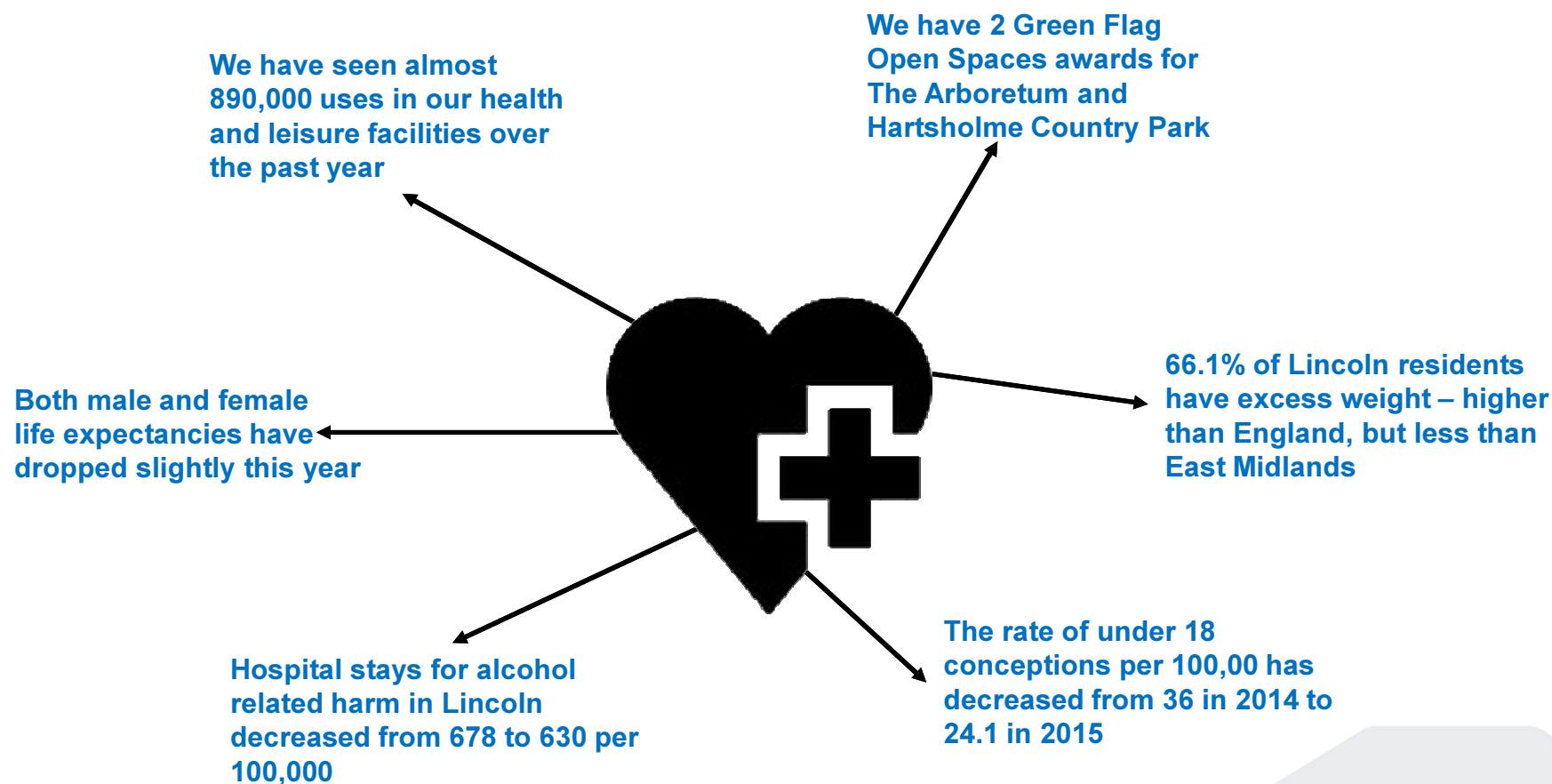
CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



www.lincoln.gov.uk

Contextual information on the Health and recreation for Lincoln



Worst and best aspects of Lincoln's overall health

Extract from Public Health Profile - 2017	Lincoln value	England value	Better or worse than last year?
Significantly worse than Englands average			
Obese children (year 6)	22.8	19.8	Worse
Hospital stays for self harm	237.1	196.5	Better
Life expectancy at birth (Male)	77.6	79.5	Worse
Life expectancy at birth (Female)	81.9	83.1	Worse
Under 75 mortality rate - cardio-vascular	105.6	74.6	Worse
Under 75 mortality rate - cancer	161	138.8	Worse
Excess winter deaths	36	19.6	Worse
Significantly better than Englands average			
Admission episodes for alcohol specific conditions	18.5	37.4	New measure
Incidence of TB	4.2	12	Better



CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



Data is from the latest Public Health Profile and is for 2013-15

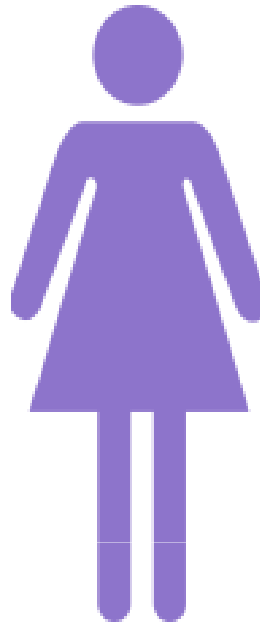
www.lincoln.gov.uk

Life expectancy

In 2013 – 2015 the **male** life expectancy in Lincoln was **77.6** years.

Which was a decrease of **0.6** years

In 2012 – 2014 the **male** life expectancy in England was **78.2** years.



In 2013 – 2015 the **female** life expectancy in Lincoln was **81.9** years.

Which was a decrease of **0.2** years

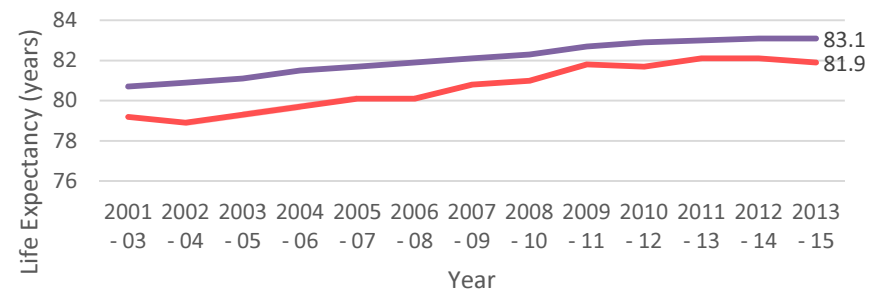
In 2012 – 2014 the **female** life expectancy in England was **82.1** years.

Male life expectancy for Lincoln and England



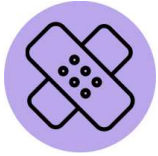
— Lincoln — England

Female life expectancy for Lincoln and England

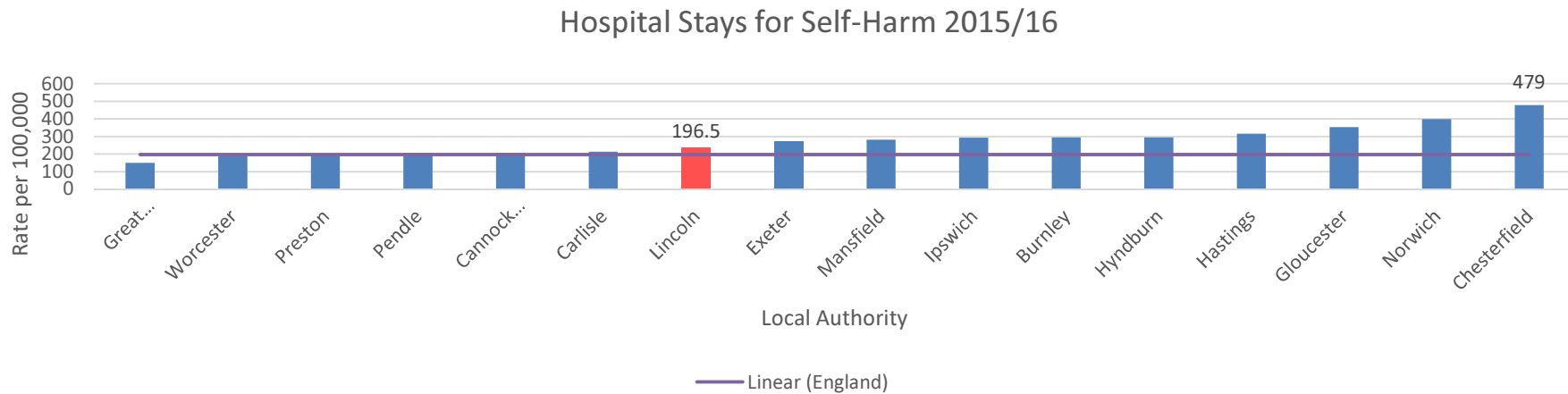
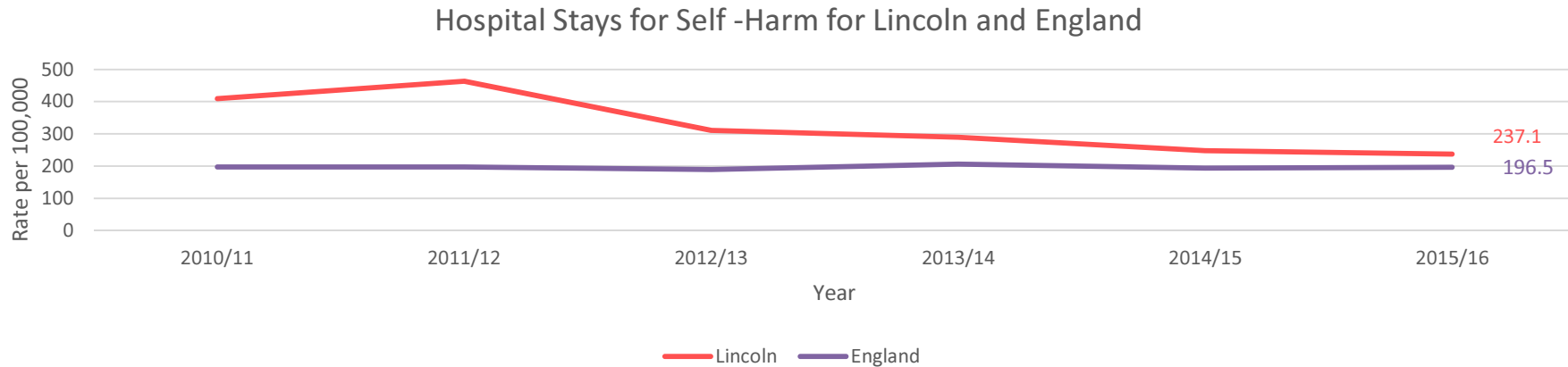


— Lincoln — England

Data is from the latest Public Health Profile and is for 2013-15



Hospital stays for self-harm for Lincoln and England per 100,000



Together, let's deliver
Lincoln's ambitious future



Data is from the latest Public Health Profile and is for 2013-15

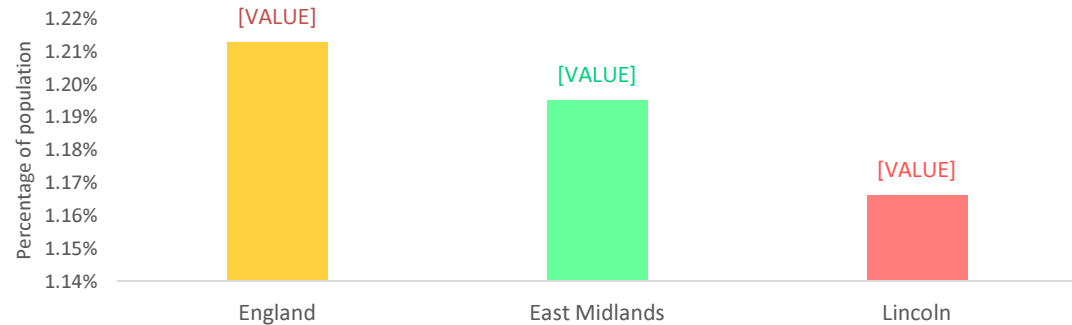
www.lincoln.gov.uk

Adults who are underweight

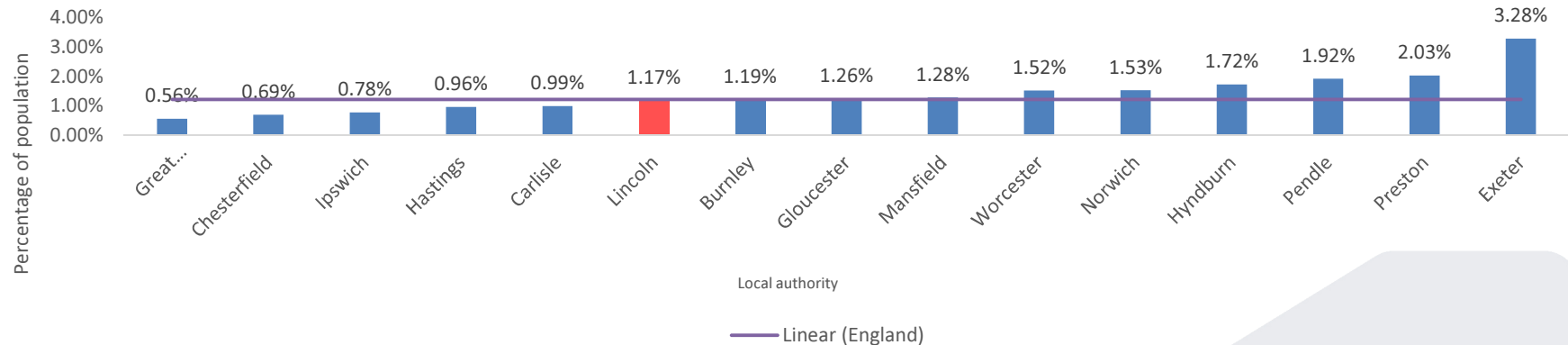


When compared to its nearest neighbours, Lincoln had the 6th lowest percentage of underweight people.

Percentage of the adult population who are underweight 2013-2015



Percentage of the adult population who are underweight 2013-2015 for Lincoln and its nearest neighbours



Together, let's deliver
Lincoln's ambitious future



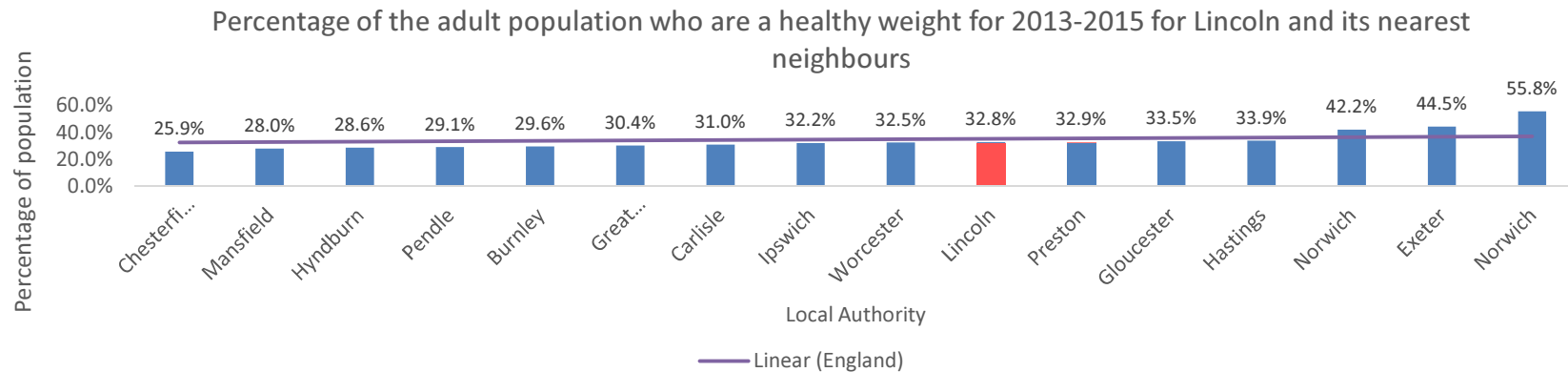
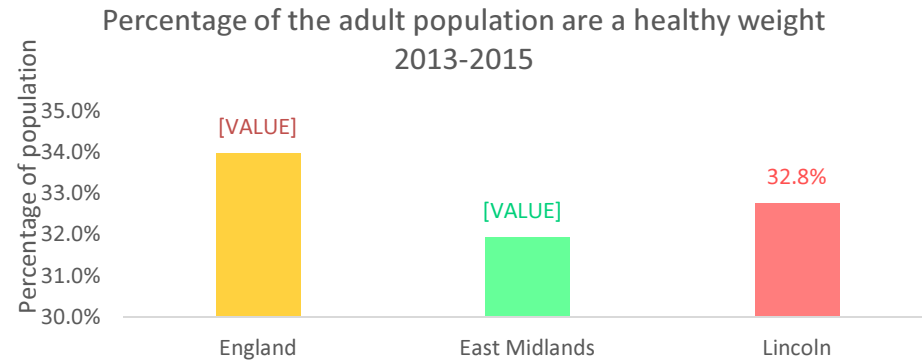
Data is from the latest Public Health Profile and is for 2013-15

www.lincoln.gov.uk

Adults who are a healthy weight



When compared to its nearest neighbours, Lincoln had the 7th highest percentage of people who are at a healthy weight.



Together, let's deliver
Lincoln's ambitious future



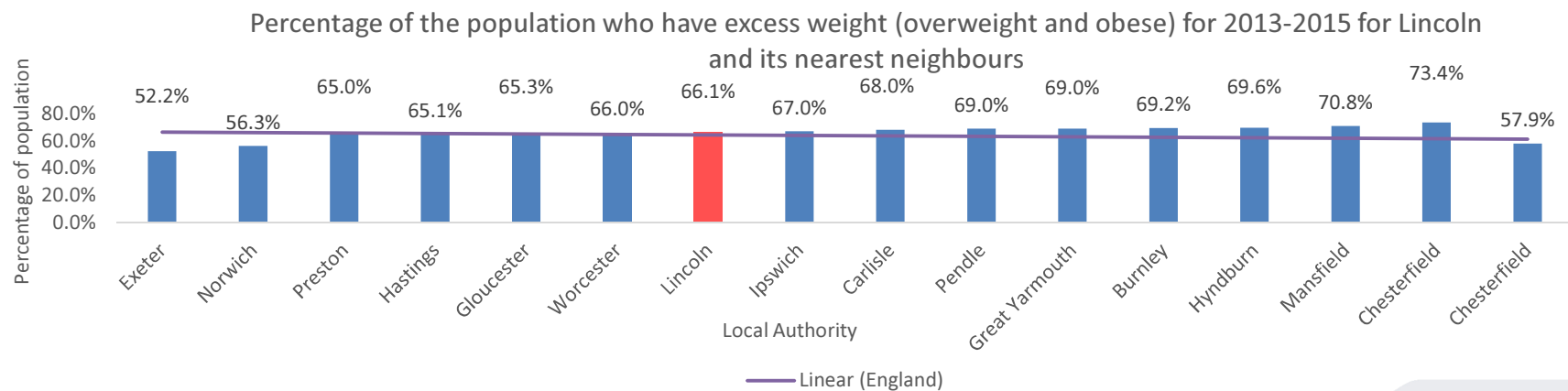
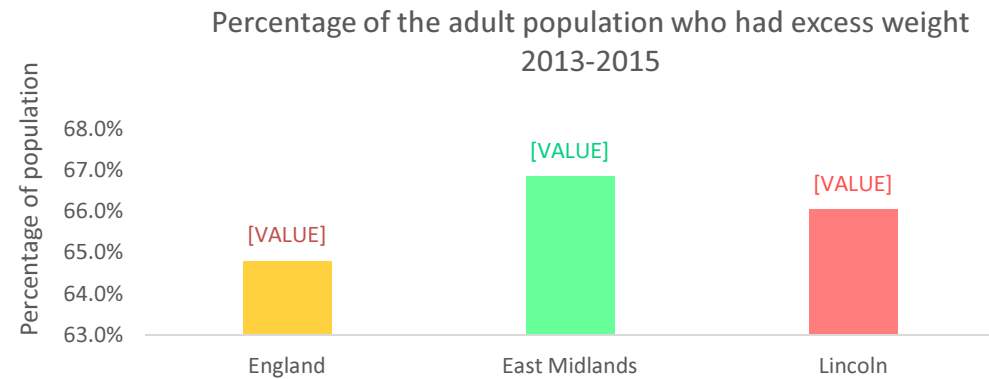
Data is from the latest Public Health Profile and is for 2013-15

www.lincoln.gov.uk

Adults that have excess weight (obese/overweight)



When compared to its nearest neighbours, Lincoln had the 7th lowest percentage of adults who were at a healthy weight.

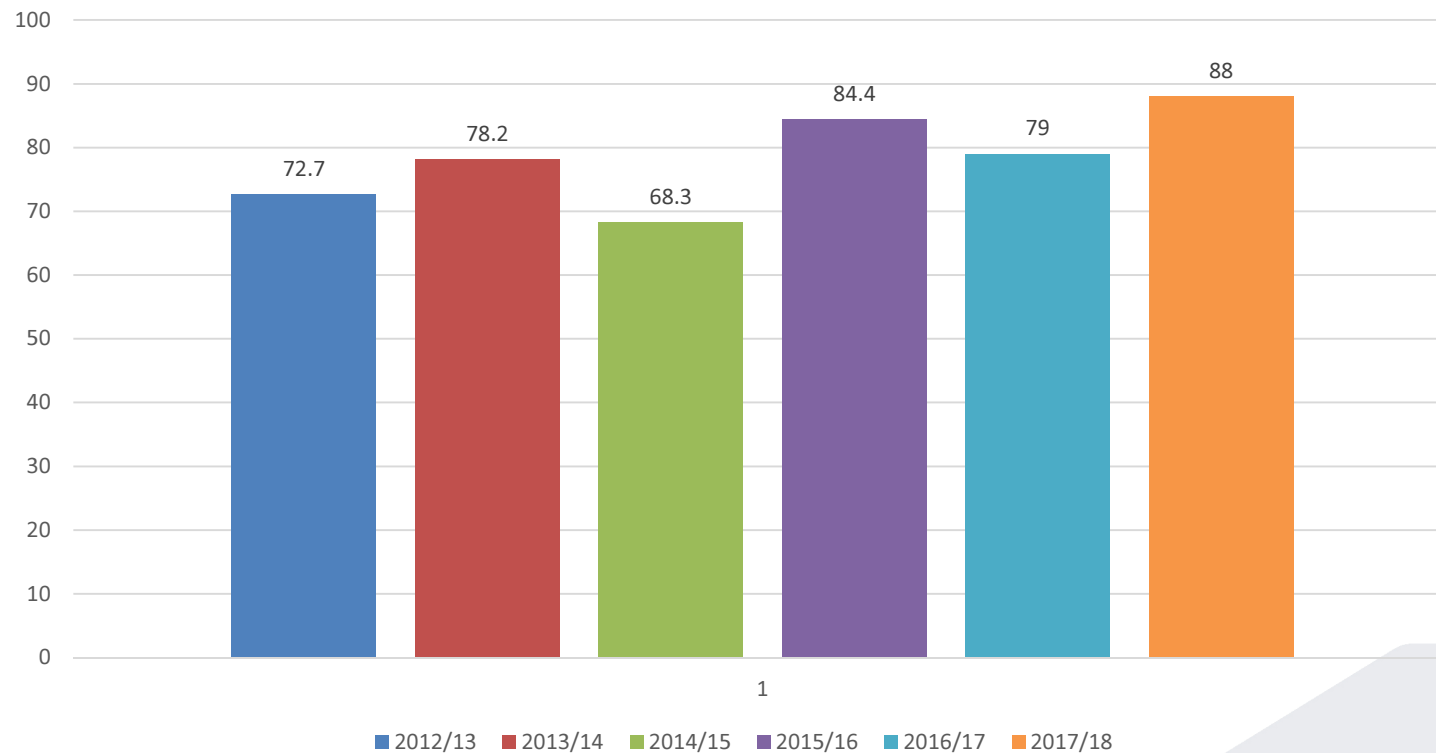


Strategic measures as of Q3 2017

Service	Measure	Description	2016	2017	Status
Recreation and Leisure	RES 17	Total number of users of our Health & Recreation facilities per quarter	Q4 223,034 Q1 228,124 Q2 217,209 Q3 200,660 Total 869,027	Q4 226,582 Q1 228,684 Q2 209 284 Total 664,550	Q3 data not yet available
Recreation and Leisure	RES 18	% of people (in Lincoln) over 16 actively participating in physical activity for 3 or more 30 minute sessions per week	23.90%	37.2% *	Improving
Recreation and Leisure	SP 10	Satisfaction with the standard of service provided by Yarborough Leisure Centre	79%	88%	Improving
Recreation and Leisure	SP 11	Satisfaction with the standard of service provided by Birchwood Leisure Centre	71%	41%	Deteriorating

Improvements at Yarborough Leisure Centre show in annual satisfaction trends

Percentage satisfaction levels of service at Yarborough Leisure Centre over time



Key Points

- Of the 24 direct health related measures, Lincoln is **worse** than England in seven, **better** in two and **not significantly different** in the remaining fifteen
- Life expectancy has **decreased** slightly for both men (-0.6 years) and women (-0.2 years) from the 2017 Health Profile
- Hospital stays for self-harm has **dropped** from 248.9 to 237.1 per 100,000 but is still worse than the England average. This represents 254 stays per year
- In 'Year 6', 22.8% (204) of children are classified as obese, **worse** than the average for England
- 88% of people on the Citizens panel using YLC expressed **satisfaction** with services provided



Our four strategic priorities

Let's drive
economic
growth

Let's reduce
inequality

Let's deliver
quality
housing

Let's enhance
our remarkable
place



CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



www.lincoln.gov.uk

This page is intentionally blank.

PERFORMANCE SCRUTINY COMMITTEE

22 FEBRUARY 2018

REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES

Report by Councillor Donald Nannestad, Portfolio Holder for Recreational Services and Health

The purpose of this report is to provide an update on the Council's performances in relation to recreation and health. The report has to be viewed in the context of the challenging financial position this council and other local authorities find themselves in. A significant amount of the service areas within this portfolio are non-statutory duties or the main remit falls within another authority (eg public health is the responsibility of Lincolnshire County Council).

The report covers a number of different service areas as set out below. Recreation and sport are very much integral to both the physical and mental wellbeing of the population.

There are significant health inequalities not only between Lincoln and other districts but within Lincoln. Economic poverty is a key factor in this and the antipoverty work being carried out by the council plays a role in improving the health of our residents and in particular those in the most deprived areas of Lincoln.

There have been two major projects under this portfolio area. Work on the regeneration of Boultham Park, funded mainly by the Heritage Lottery Fund (HLF), has been completed. This project was the biggest being undertaken by the City Council aside of the Transport Hub. A second HLF bid is being put together for the regeneration of the lake within the park.

The second major project is the re-development of Birchwood Leisure Centre. The first stage of this work is anticipated to be completed before this performance management meeting. However the outside advertising and cladding is currently still under consultation with planning and this is likely to take some weeks to conclude. The second phase of the work is to improve the car park. This is anticipated to take another month. There have been delays due to entirely unpredictable events and a considerable amount of work has been undertaken by our officers and by Active Nation to ensure this is completed.

Usage figures at Yarborough Leisure Centre continue to increase although the usage of Birchwood Leisure Centre has been affected by the work that has been taking place. Physical activity figures are positive for Lincoln compared to other districts within the county. However the Health Profile for Lincoln produced by Public Health England (see Appendix A) shows areas of concern. It should be noted that some of the data included in the Profile are historical.

Sport

Yarborough Leisure Centre

Quarterly Usage (SP5)

Q1 (16/17) 175,197 Q1 (17/18) 178,857
Q2 (16/17) 172,245 Q2 (17/18) 176,421
Q3 (16/17) 156,469 Q3 (17/18) 158,419
Q4 (16/17) 175,549

Cost to the Council p/visit (SP3)

Q1 (16/17) 0.33 Q1 (17/18) 0.22
Q2 (16/17) 0.34 Q2 (17/18) 0.23
Q3 (16/17) 0.38 Q3 (17/18) 0.25
Q4 (16/17) 0.33

Swimming Figures (1 Jan to 31 Dec)

2015 267,285
2016 293,858
2017 290,487

Birchwood Leisure Centre

Quarterly Usage (SP6)

Q1 (16/17) 24,921 Q1 (17/18) 23,949
Q2 (16/17) 25,417 Q2 (17/18) 14,349*
Q3 (16/17) 23,433 Q3 (17/18) 12,177*
Q4 (16/17) 27,409

* Refurbishment work taking place during Q2 and Q3

Cost to the Council p/visit (SP4)

Q1 (16/17) 1.57 Q1 (17/18) 1.15
Q2 (16/17) 1.54 Q2 (17/18) 1.27
Q3 (16/17) 1.67 Q3 (17/18) 0.00
Q4 (16/17) 1.43

The 2017 Lincoln 10K was again operated the not for profit organisation Run For All and continued to be a success. This event as an outsourced service operates with the only costs to the City Council now being incidental costs. The 2018 event is to be held on Sunday 18 March.

10K entries

2015 - 4,995 adults
2016 - 4,682 finishers
2017 - 4,802 finishers

2014 Juniors and Minis – 443 entries

2015 Juniors and Minis – 349 entries

2016 Juniors and Minis – Races cancelled due to poor weather

2017 Juniors and Minis – 642 finishers

We continued to be a sponsor for the 2017 Lincoln Cycling Grand Prix which is the leading one-day cycle event in the UK. The weekend of events surrounding this includes not only the elite men's and women's races but a city centre criterion, the uphill dash up Michaelgate and a Sportive event which has a capacity of 2,000 entries.

Health

The 2017 Health Profile for Lincoln produced by Public Health England is included at Appendix A of this report. It should be noted that although this profile was published in July 2017 some of the data is historic.

The difference in life expectancy for men between those in the most deprived wards within the city is 8.6 years compared to 7.4 years in the 2016 report. This may seem an alarming difference but the 2017 figure is very similar to that of 2015 where the difference was 8.7 years.

The equivalent data for women in 2017 is 7.5 years which, although again a significant change from 2016 (when the figure was 8.2 years) brings it to a similar level to 2015 which was a 7.7 years differential.

Hospital stays for alcohol related harm have decline for the second consecutive year with the figure being 630 per 100,000 population (678 in 2016 and 734 in 2015).

Low income and poor housing are key factors in poor health. The report notes that about 23% (3,900) children live in low income families within the city.

A new item included in this year's profile is the figure for excessive winter deaths which again is of significance to Lincoln. This is data produced for the period August 2012 to July 2015 and is the ratio of excess winter deaths to average non-winter deaths over a three year period. The figure for Lincoln is 36.0 compared to the England average of 19.6 and Lincoln is the worst figure for England. It equates to 274 extra deaths over the three years.

The City Council's anti-poverty strategy is one of the keys to improving these statistics. Increasing the income of local residents will improve both the physical and mental health of our residents.

Physical Activity

The data produced by Sport England relating to physical activity is now produced using different criteria with the Active Lives Survey replacing Active People. This is in line with its remit to concentrate on physical activity rather than purely sporting activity. There are a number of new key performance indicators and in particular KPI 2 which measures inactivity as opposed to activity. The new indicators have been set by the Government's Sporting Future document. The survey which provides the Active Lives data is carried out by IPSOS-MORI and measures the number of people aged 16 and over who take part in sport and physical activity by demographic group, where people live and activity type. Sport England is due to produce a new set of data in March 2018 and acknowledges that some of the information it produced for 2017 was inaccurate due to the way the data was gathered. Active Lives not only includes the usual sporting

activities but also physical activity including gardening. Some of this data is included in Appendix B of this report.

The data produced in the Active Lives survey covering the period November 2015 to November 2016 which includes gardening gives a positive outcome for Lincoln. The level of the adult population aged 16+ counted as “active” is 70% in Lincoln which is the highest of any district in Lincolnshire. It compares with the average for Lincolnshire of 65.1% with the lowest district in Lincolnshire being Boston with 57.5%. Additional figures for Lincoln are 10.3% “fairly active” and 19.7% “inactive”. In terms of numbers for Lincoln this equates to 15,387 inactive people. However Lincoln comes out less favourably in data referred to by Sport England as “the inequality gap” which is the difference between activity levels of the 16-34 age group and those of the 55+ age group. 80.5% of the 16-34 age group is active (the highest for this age group in the county and well above the England average of 72.6%) but for the 55+ group the figure is 61.4% giving a gap of 19.2% which is worse than both the England and Lincolnshire average. Because of the demographic make-up of the City the overall total of 55+ people being inactive is 6,381 which is the lowest total (as opposed to %) within the county.

The Health & Wellbeing Strategy currently being developed for the county will include a physical activity theme the strategy for which is to be produced by Active Lincolnshire.

Parks

The work to complete the Heritage Lottery funded regeneration of Boultham Park is finally coming to its conclusion with some minor snagging all that is left to be sorted. This work is an innovative scheme in partnership with Linkage Trust which is one of the reasons that the HLF agreed to grant such a significant amount of funding.

Key improvements include a café and toilets, a restored stable block (with a room that can be booked by community groups and a Changing places toilet), a glass house, the footprint of the old hall marked out, new path surfaces, a restored ‘fountain’ and crazy paving, a restored bandstand, bridges repaired, CCTV installed, and some new sign posts, litter bins and benches. An archive of Boultham Park and its surroundings is currently in development.

A celebration of the end of this phase of the park’s restoration is to be held this spring. This will be on Saturday 19 May.

The overall project concludes in the autumn, when the community development programme also comes to an end, and the work that these staff have put in to host community development activities and events, and work with volunteers, will stop. Our challenge now is to make sure that we have arrangements and support in place to ensure that the positive outcomes of their work continue as seamlessly as possible.

The project has received support from, a number of regular volunteers, most notably Lindsay Johnson, who has given thousands of pounds-worth of her time to the project,

focusing on the Centenary Garden but also the interpretation board and the sundial design.

One of the disappointments of this project was the fact that the funding did not extend to improving the lake. The Council remains committed to finding a way to carry out this work and currently we are drafting a further bid to the HLF for the funding of this. However this will require significant match funding and at the time of drafting this report it is not possible to say if we will be able to find the required level of support for a bid in this round.

The Arboretum has seen the cafe reopen. This provides an excellent facility both for visitors to the park and for local residents.

The camp site at Hartsholme had a good year, with more visitor bookings than ever before, with each month other than October being higher than any previous year. The result was an increase of 393 nights booked on the previous year. Further upgrading means that all pitches can now offer electrical hook-ups.

Use of the trialled camping pod was down a little this year when compared to its first year. However the pod is showing signs of being a profitable element of the site, and adding to the offer. As such staff are exploring ways to identify funding for an additional unit for 2019. The annual report on Hartsholme Country Park is included at Appendix C. The Council's Vision 20:20 includes the production of a master plan to regenerate the park following on the excellent work in regenerating both the Arboretum and Boultham Park.

The City Council again achieved the external accreditation of Green Flag Awards for Hartsholme Country Park and the Arboretum, which provides independent evidence that both parks continue to be well managed and run. These awards require considerable work by the staff and I thank both the operational staff and volunteers for their dedication to ensure high standards.

Finally in this section, I remain grateful to the various Park Advisory Groups' members for their guidance and engagement in the management of our parks, and the Commons Advisory Panel for its continued work in the protection of our three commons.

Volunteers

Although the city has some long standing volunteers aiding care of its open spaces in Hartsholme Park, and more latterly in Boultham Park, for which we continue to be most appreciative, members will recall that following a service review last year it was determined that we should try to encourage a greater level of volunteering on a wider basis. Working with our grounds maintenance contractors, Continental Landscapes, we have been able to begin a trial post to coordinate and encourage volunteering. This work has been slow to get started but we can now see tangible work on the ground at places such as South Common and Birchwood Nature Park. As well as delivering

practical improvements this work has delivered against two strands of the Vision 20:20 plan, these of improving biodiversity and encouraging and offering greater community engagement opportunities.

Citizen Panel Surveys

The 2017 Citizens Panel survey continued to reflect good satisfaction levels amongst users, although not as high as in previous years.

Open spaces overall returned a 'Very or fairly satisfied' result of 86%

Grass cutting in the city returned a 'Very or fairly satisfied' result of 77% (83.5% in 2016 and 91.5% in 2015).

Parks returned a 'Very or fairly satisfied' result of 84%(95.9% in 2016 and 96.9% in 2015).

Commons returned a 'Very or fairly satisfied' result of 77% (92% in 2016 93.2% in the 2015)

It is important to note that there has been no reduction in budgets or work in these areas, or changes in staffing prior to the surveys in July. To a large extent the outcomes, being down on previous years are therefore inexplicable, other than to suggest that the levels of publicity about cuts may mean that the public are expecting to see service reductions thus influencing their views. This will be kept under observation.

One area of note is the feedback on safety in parks. Responses on this issue from those who actually use parks show:

"I always/usually feel safe in parks in the day"88.9% (89.8% 2016 and 92.3% in 2015).

"I always/usually feel safe in parks after dark" 41% (49.5% 2016 and 58.06% in 2015)

Whilst this slightly worsening picture mirrors the general reductions, it should be noted that this is in contrast to a similar question regarding use of the High Street at night, which shows 37% as "always or usually feel safe at night". If this is used as a benchmark then, comparatively, Lincoln's parks are considered to be relatively safe places.

Finally I thank all those members of staff who have contributed to these performance figures and in particular Simon Walters (the director who covers this portfolio area) and the assistant directors Steve Bird and Simon Colburn. These continue to be difficult times for local authority staff, particularly those working in non-statutory areas such as the service areas covered by this portfolio, and the dedication to their work of all staff whose work covers recreation and health has continued to be excellent over the last year.

Appendix A – Lincoln Health Profile 2017

Appendix B – Active Lives Survey data (from presentation to Active Lincs AGM)

Appendix C – Hartsholme Country Park annual report

Donald Nannestad

Portfolio Holder for Recreational Services and Health

This page is intentionally blank.



Lincoln

District

This profile was published on 4th July 2017



Health Profile 2017

Health in summary

The health of people in Lincoln is varied compared with the England average. Lincoln is one of the 20% most deprived districts/unitary authorities in England and about 23% (3,900) of children live in low income families. Life expectancy for both men and women is lower than the England average.

Health inequalities

Life expectancy is 8.6 years lower for men and 7.5 years lower for women in the most deprived areas of Lincoln than in the least deprived areas.

Child health

In Year 6, 22.8% (204) of children are classified as obese, worse than the average for England. The rate of alcohol-specific hospital stays among those under 18 is 19*, better than the average for England. This represents 3 stays per year. Levels of GCSE attainment are worse than the England average.

Adult health

The rate of alcohol-related harm hospital stays is 630*. This represents 546 stays per year. The rate of self-harm hospital stays is 237*, worse than the average for England. This represents 254 stays per year. The rate of TB is better than average.

Local priorities

Priorities in Lincoln include reducing alcohol misuse, smoking and obesity. For more information see <http://www.research-lincs.org.uk> and <http://www.lincolnshire.gov.uk>

* rate per 100,000 population



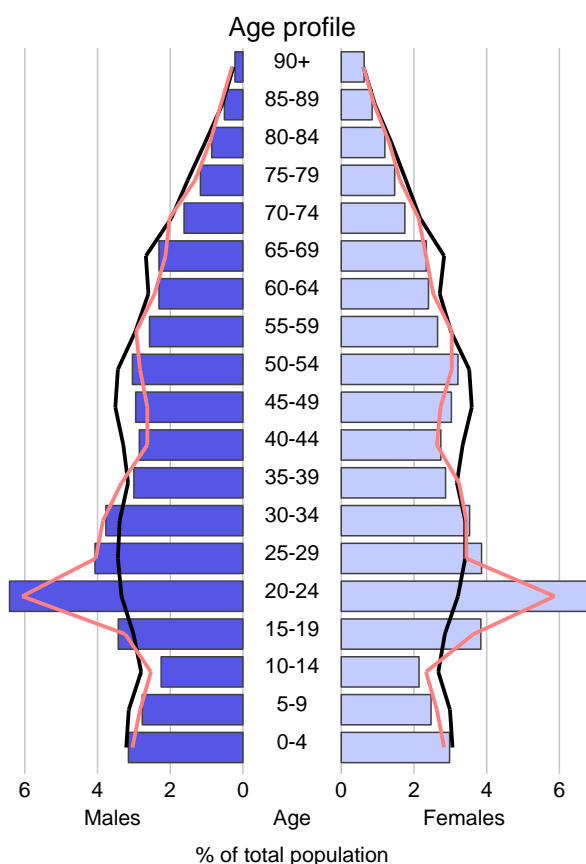
Contains National Statistics data © Crown copyright and database right 2017
Contains OS data © Crown copyright and database right 2017

This profile gives a picture of people's health in Lincoln. It is designed to help local government and health services understand their community's needs, so that they can work together to improve people's health and reduce health inequalities.

Visit www.healthprofiles.info for more profiles, more information and interactive maps and tools.

Follow [@PHE_uk](https://twitter.com/PHE_uk) on Twitter

Population: summary characteristics



	Males	Females	Persons
Lincoln (population in thousands)			
Population (2015):	48	49	97
Projected population (2020):	49	50	99
% people from an ethnic minority group:	4.1%	*	3.5%
Dependency ratio (dependants / working population) x 100			48.3%

England (population in thousands)			
Population (2015):	27,029	27,757	54,786
Projected population (2020):	28,157	28,706	56,862
% people from an ethnic minority group:	13.1%	13.4%	13.2%
Dependency ratio (dependants / working population) x 100			60.7%

* - value suppressed due to small numbers

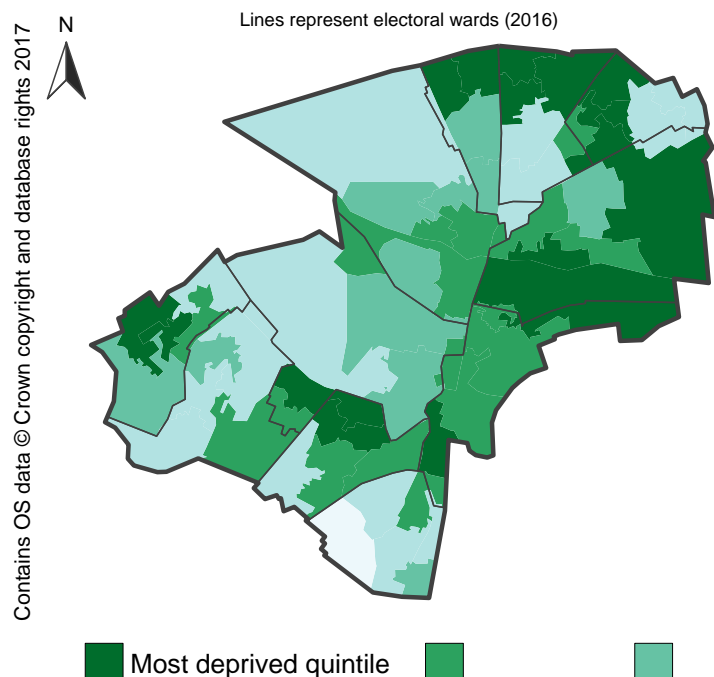
The age profile and table present demographic information for the residents of the area and England. They include a 2014-based population projection (to 2020), the percentage of people from an ethnic minority group (Annual Population Survey, October 2014 to September 2015) and the dependency ratio.

The dependency ratio estimates the number of dependants in an area by comparing the number of people considered less likely to be working (children aged under 16 and those of state pension age or above) with the working age population. A high ratio suggests the area might want to commission a greater level of services for older or younger people than those areas with a low ratio.

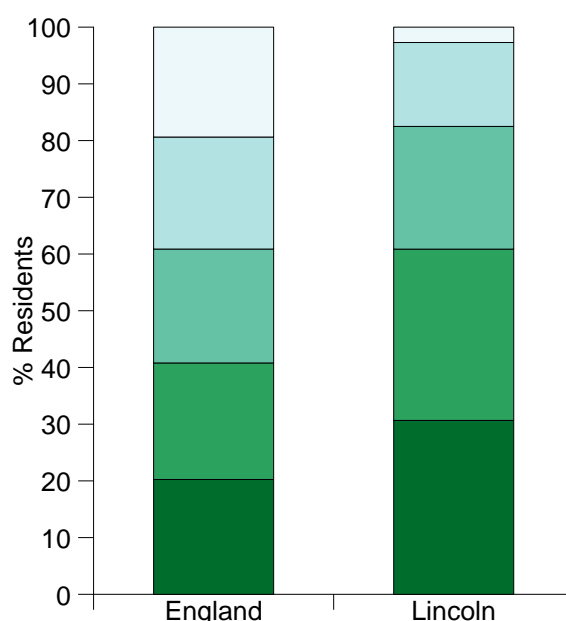
● Lincoln 2015 (Male) — England 2015
● Lincoln 2015 (Female) — Lincoln 2020 estimate

Deprivation: a national view

The map shows differences in deprivation in this area based on national comparisons, using national quintiles (fifths) of the Index of Multiple Deprivation 2015 (IMD 2015), shown by lower super output area. The darkest coloured areas are some of the most deprived neighbourhoods in England.



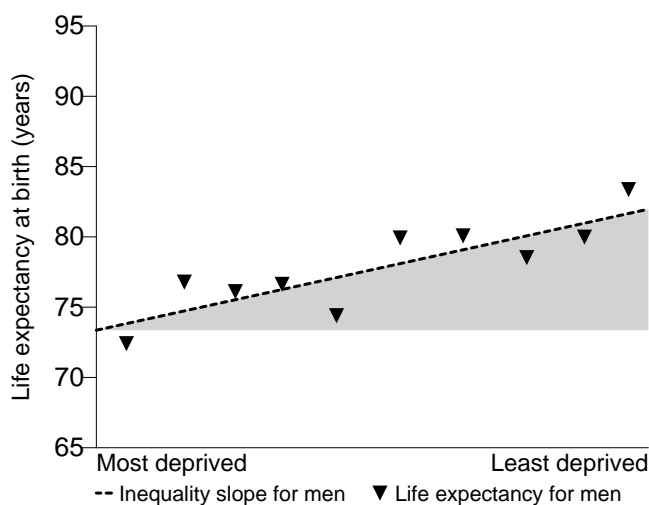
This chart shows the percentage of the population who live in areas at each level of deprivation.



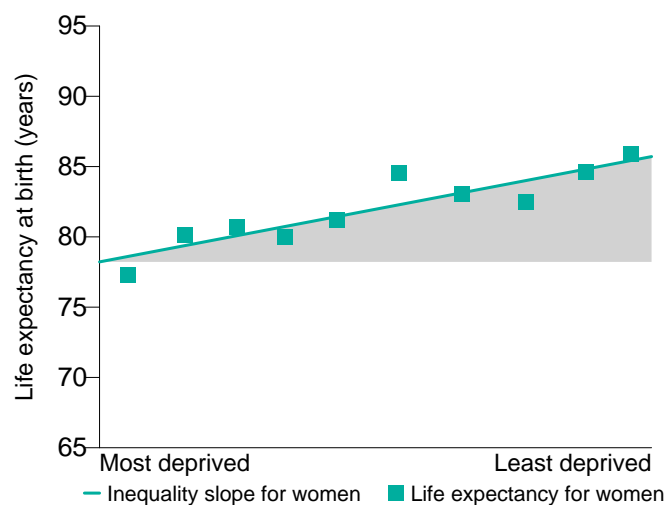
Life expectancy: inequalities in this local authority

The charts show life expectancy for men and women in this local authority for 2013-15. The local authority is divided into local deciles (tenths) by deprivation (IMD 2015), from the most deprived decile on the left of the chart to the least deprived decile on the right. The steepness of the slope represents the inequality in life expectancy that is related to deprivation in this local area. If there was no inequality in life expectancy the line would be horizontal.

Life expectancy gap for men: 8.6 years



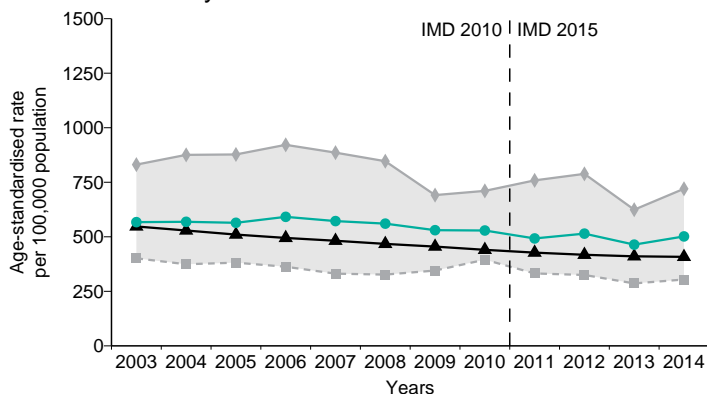
Life expectancy gap for women: 7.5 years



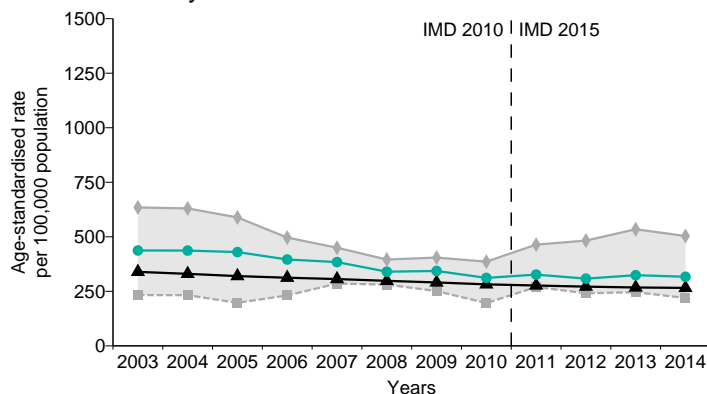
Health inequalities: changes over time

These charts provide a comparison of the changes in death rates in people under 75 (early deaths) between this area and England. Early deaths from all causes also show the differences between the most and least deprived local quintile in this area. Data from 2010-12 onwards have been revised to use IMD 2015 to define local deprivation quintiles (fifths), all prior time points use IMD 2010. In doing this, areas are grouped into deprivation quintiles using the Index of Multiple Deprivation which most closely aligns with time period of the data. This provides a more accurate way of discriminating changes between similarly deprived areas over time.

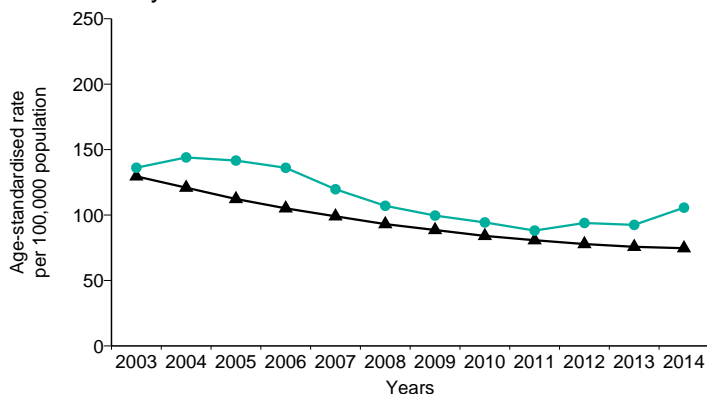
Early deaths from all causes: men



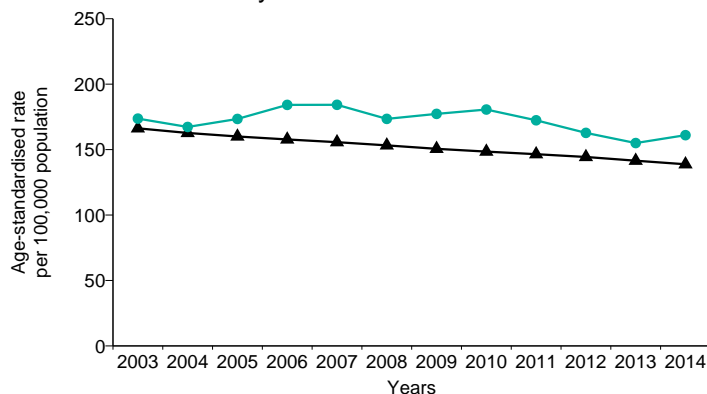
Early deaths from all causes: women



Early deaths from heart disease and stroke



Early deaths from cancer



Data points are the midpoints of three year averages of annual rates, for example 2005 represents the period 2004 to 2006. Where data are missing for local least or most deprived, the value could not be calculated as the number of cases is too small.

▲ England average ● Local average ■ Local least deprived ◆ Local most deprived ■ Local inequality

Health summary for Lincoln

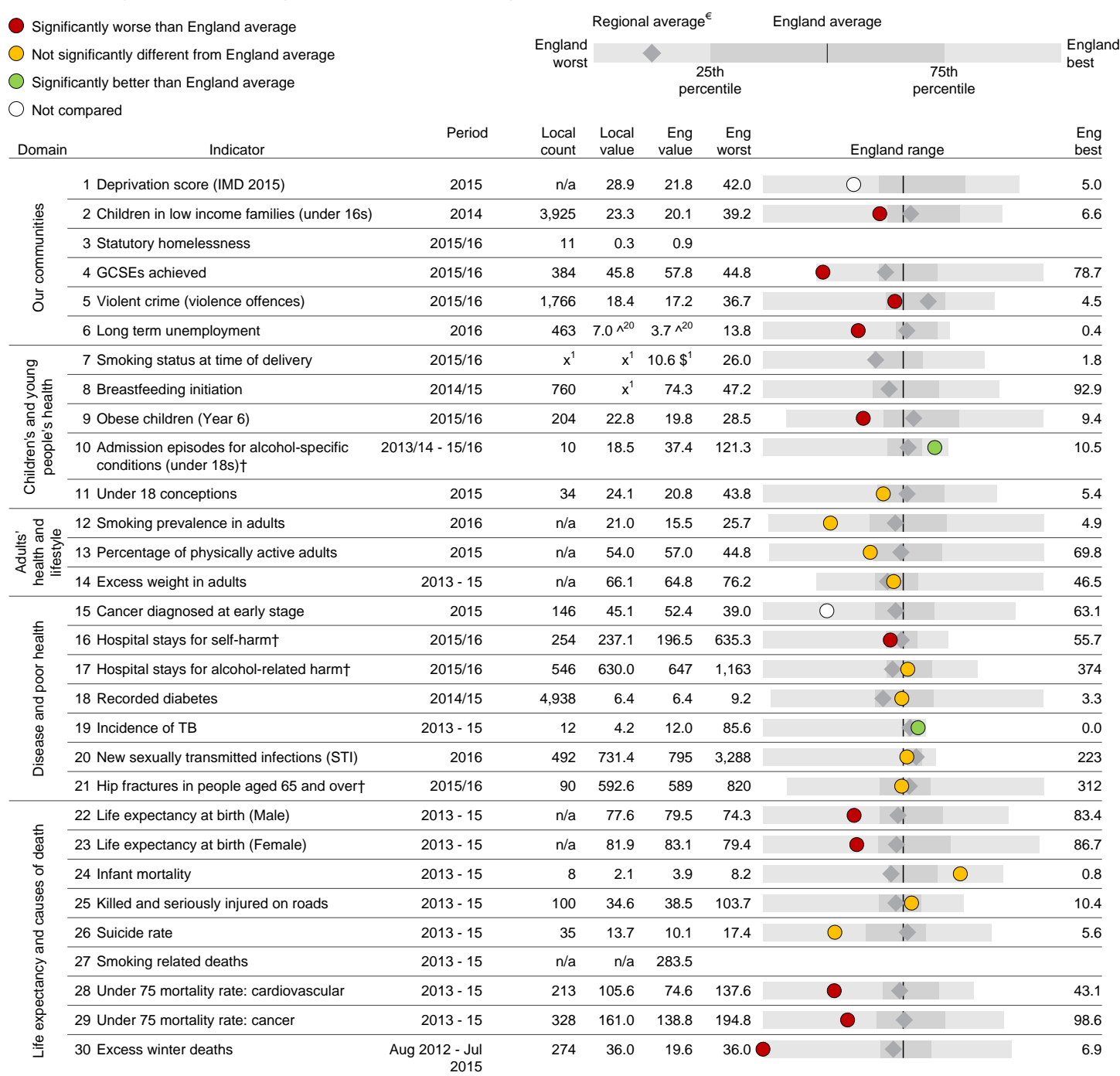
The chart below shows how the health of people in this area compares with the rest of England. This area's result for each indicator is shown as a circle. The average rate for England is shown by the black line, which is always at the centre of the chart. The range of results for all local areas in England is shown as a grey bar. A red circle means that this area is significantly worse than England for that indicator; however, a green circle may still indicate an important public health problem.

● Significantly worse than England average

● Not significantly different from England average

● Significantly better than England average

○ Not compared



Indicator notes

¹ Index of Multiple Deprivation (IMD) 2015 ² % children (under 16) in low income families ³ Eligible homeless people not in priority need, crude rate per 1,000 households ⁴ 5 A*-C including English & Maths, % pupils at end of key stage 4 resident in local authority ⁵ Recorded violence against the person crimes, crude rate per 1,000 population ⁶ Crude rate per 1,000 population aged 16-64 ⁷ % of women who smoke at time of delivery ⁸ % of all mothers who breastfeed their babies in the first 48hrs after delivery ⁹ % school children in Year 6 (age 10-11) ¹⁰ Persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population ¹¹ Under-18 conception rate per 1,000 females aged 15 to 17 (crude rate) ¹² Current smokers (aged 18 and over), Annual Population Survey ¹³ % adults (aged 16 and over) achieving at least 150 mins physical activity per week, Active People Survey ¹⁴ % adults (aged 16 and over) classified as overweight or obese, Active People Survey ¹⁵ Experimental statistics - % of cancers diagnosed at stage 1 or 2 ¹⁶ Directly age sex standardised rate per 100,000 population ¹⁷ Admissions involving an alcohol-related primary diagnosis or an alcohol-related external cause (narrow definition), directly age standardised rate per 100,000 population ¹⁸ % people (aged 17 and over) on GP registers with a recorded diagnosis of diabetes ¹⁹ Crude rate per 100,000 population ²⁰ All new diagnoses (excluding chlamydia under age 25), crude rate per 100,000 population aged 15 to 64 ²¹ Directly age-sex standardised rate of emergency admissions, per 100,000 population aged 65 and over ^{22, 23} The average number of years a person would expect to live based on contemporary mortality rates ²⁴ Rate of deaths in infants aged under 1 year per 1,000 live births ²⁵ Rate per 100,000 population ²⁶ Directly age standardised mortality rate from suicide and injury of undetermined intent per 100,000 population (aged 10 and over) ²⁷ Directly age standardised rate per 100,000 population aged 35 and over ²⁸ Directly age standardised rate per 100,000 population aged under 75 ²⁹ Directly age standardised rate per 100,000 population aged under 75 ³⁰ Ratio of excess winter deaths (observed winter deaths minus expected deaths based on non-winter deaths) to average non-winter deaths (three years)

† Indicator has had methodological changes so is not directly comparable with previously released values. € "Regional" refers to the former government regions.

^{^20} Value based on an average of monthly counts ^x Value not published for data quality reasons ^{\$1} There is a data quality issue with this value

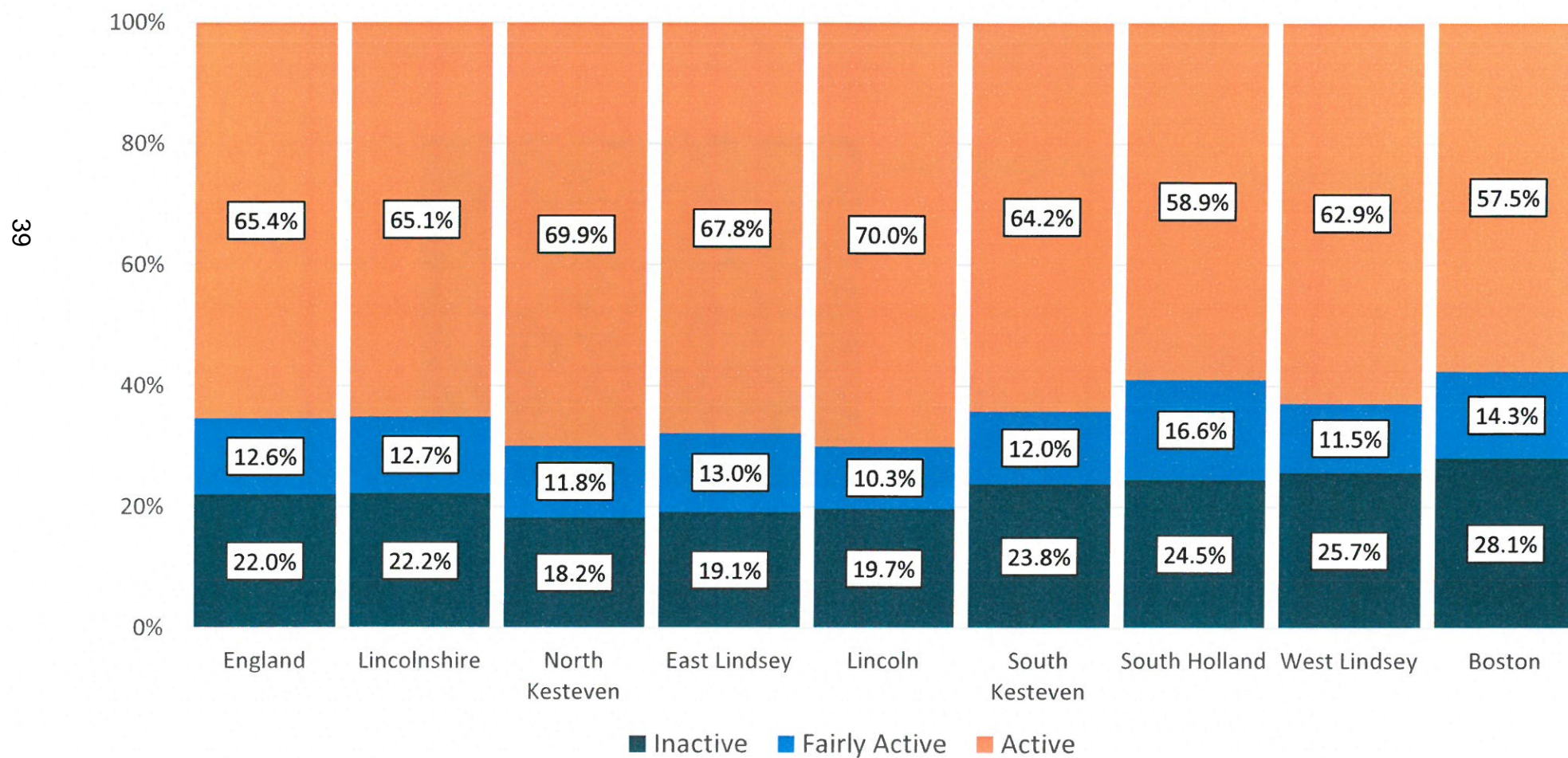
If 25% or more of areas have no data then the England range is not displayed.

Please send any enquiries to healthprofiles@phe.gov.uk

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/version/3/

Active Lives – Whole Population (Adults aged 16+)

Activity levels of whole population



Source: Sport England, Active Lives, Nov 15 to Nov 16 – including gardening

INACTIVE by locality (Adults aged 16+)

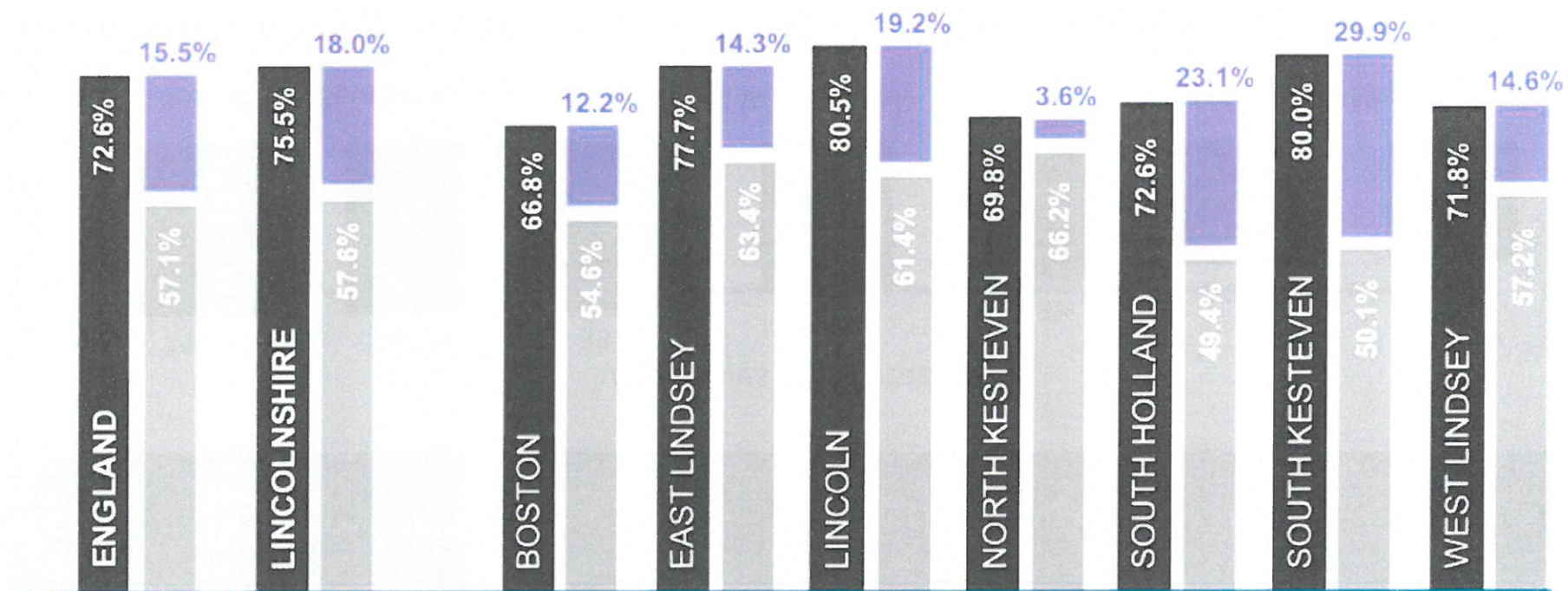


Source: Active Lives Nov15 – Nov16, APS Jan12 – Jan 16

Age 55+ Inequality Gap

Age 55+ ACTIVE behaviour

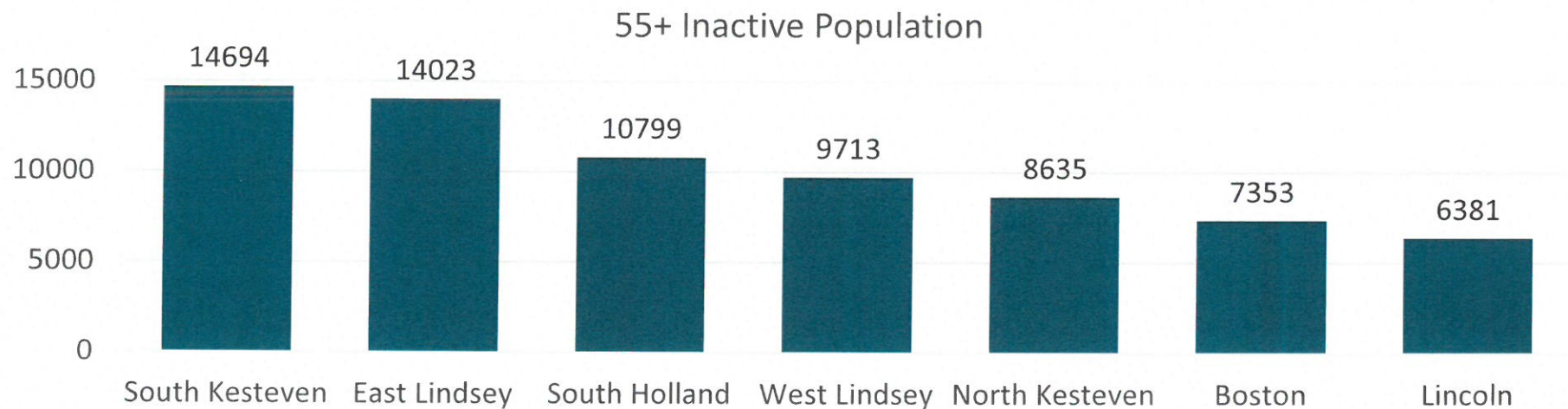
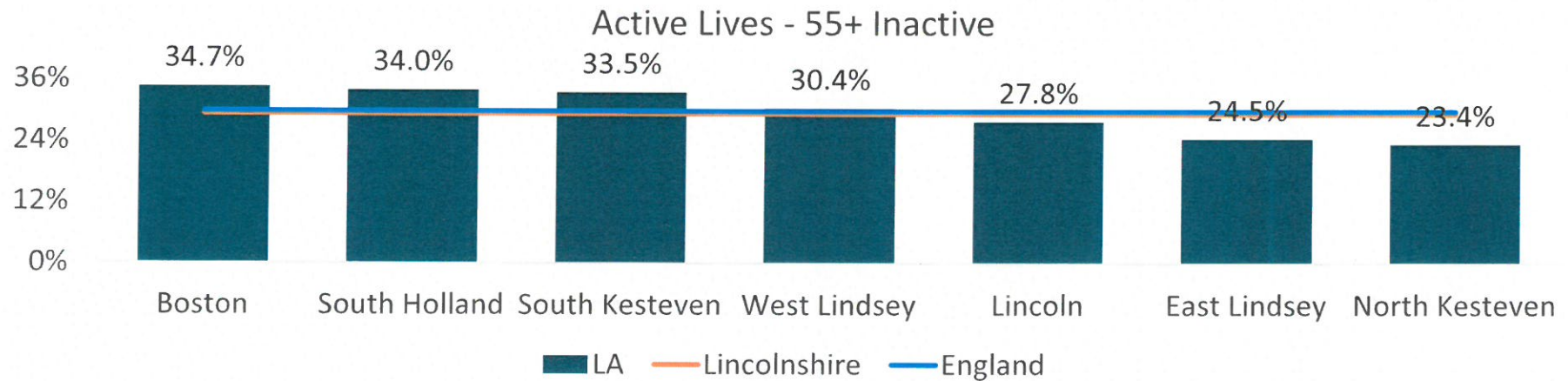
■ Inequality gap ■ Age 16–34 ■ Age 55+



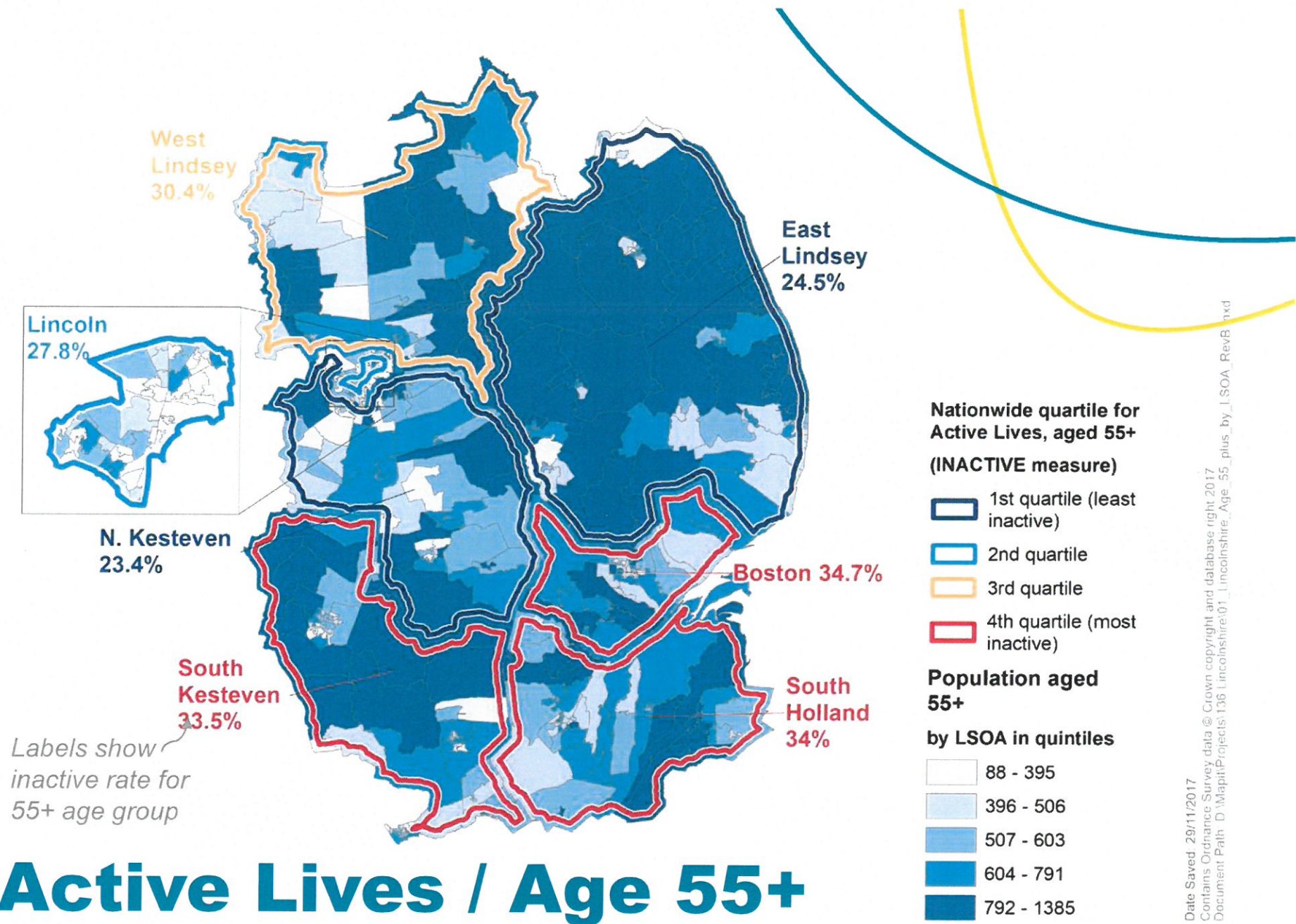
Sources: Sport England's Active Lives (including gardening) Nov 15 - Nov 16, Inequality gap trend: Sport England's APS Jan 12 - Jan 16

ACTIVE LINCOLNSHIRE 2017

Number of people 55+ classed as INACTIVE by LA



Source: Sport England, Active Lives, Nov 15 to Nov 16 – including gardening



Active Lives / Age 55+

HARTSHOLME COUNTRY PARK

CAMP SITE REPORT 2017



Contents

Overview	2
Occupancy Levels.	2
Pitch improvements.	3
December Christmas Market opening.....	5
Camping Pod.....	5
Occupancy comparison between seasons.....	6
Offers in the last season.....	7
Annual survey questions.....	7
Advertising.....	8
Customer feedback.	8
Customer comments	11
Improvements	11
Staff	12
General	12
Christmas Market comments.....	13

Overview

Staffing was once again an issue for the 2017 season, absence due to ill health resulted in casual staff cover for a large part of the season with remaining staff also taking on more hours during busy periods. The camp site will be looking to recruit one more permanent staff member in the New Year.

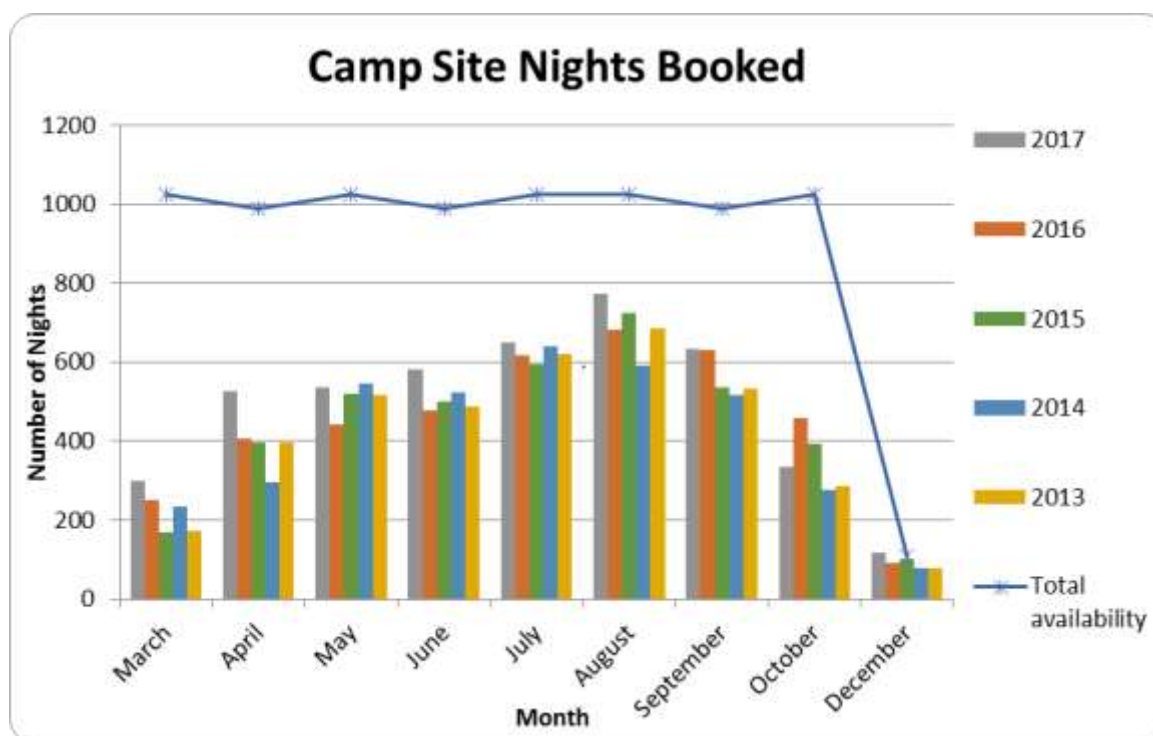
As with previous years many bookings were already in place for Easter and the early Bank holidays. For the second year running we are almost at capacity for the August Bank Holiday which coincides with the annual Lincoln Steam Punk event. Other popular weekends were the 'Discover Lincolnshire Weekend' and Lincolns' Christmas Market.

RAF Scampton hosted an Air Show in September and this was a popular weekend for us. However, as weekends are popular anyway it is hoped the cancellation of next year's Air Show will not have a significant effect overall.

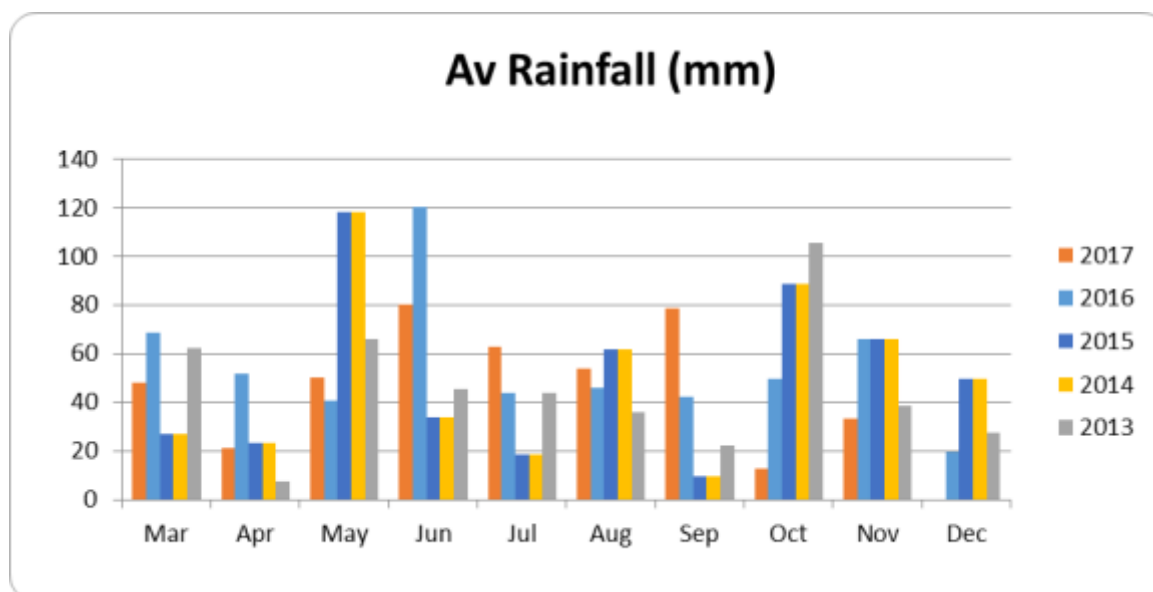
For these busier weekends we again asked a minimum of three nights, accepted as the norm by campers who appreciate that competition for space is high and a similar policy is in operation around the country. We also ask for non returnable deposits in advance, another accepted norm.

Camp Site terms and conditions were updated and posted online making information more accessible to our customers. Our position on payments and refunds is much clearer, this should negate the need for wardens to process refunds and most will receive a credit note for a stay in the following season.

Occupancy Levels.



Across the year occupancy levels were much improved on last year with an increase in bookings every month except October. Overall there was a total of 4449 nights booked, an increase of 393 on the total from last year (4056). The correlation between bookings and the weather does not follow the usual pattern¹. However, it may be that poor weather in September resulted in fewer advance bookings for October. Staffing levels were also slightly lower for October, perhaps affecting telephone bookings.



We know bookings are also affected by the following factors.

- Current economic climate, less disposable income.
- Lack of a real time online booking facility, becoming more commonplace with competitors.
- Dedicated office time to reception/phone bookings (camp site wardens spend a great deal of time out of the office on the others tasks required).

In 2018 a planned new booking system should ensure that we reduce the impact of at least two of these factors.

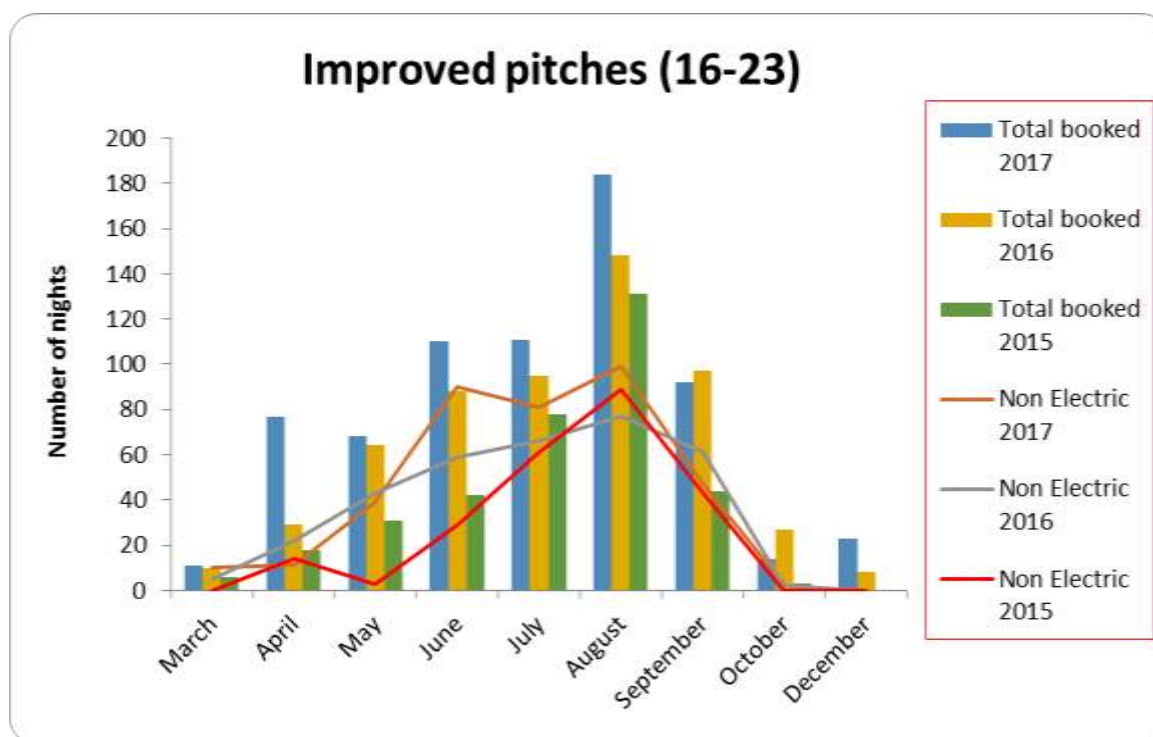
Pitch improvements.

In the past three seasons we have completed improvements to eight pitches which included the addition of electric hook ups (meaning the whole site can now offer electric) and an all-weather surface. This has further reduced the need to let out pitches at our lowest fee as the demand for non-electric (which we only allow in this area) is low compared to the demand for electric pitches. A graph showing the use of these pitches (16-23) is shown on page 3.

¹ Weather data is taken from Met office data for Waddington Station.

In addition to allowing people to book electric these are now more likely to be used by a motorhome or campervan, our most frequent pitch requests. Previously we had to turn down business as suitable pitches were at capacity.

In total the electric pitches booked on the new area was 690, which is three times the amount booked in the 2016 season, generating a revenue of just over £12,000. Along with these improvements we have reconfigured all pitches making maximum use of space and allowing easier allocation at time of booking.



The Discover Lincolnshire Weekend 17th, 18th & 19th March 2017: This was a relatively busy weekend for us considering the temperature and the time of year with 47% occupancy Fri-Sunday. Take up of the offer for this period was lower with only 7 of the 22 customers taking advantage. The offer will be extended for the 2018 season.

Easter Weekend Friday 14th March to Monday 17th April: The site was 97% occupied with only 3% of those pitches being used on our lowest fee for non-electric. With low rainfall and relatively high temperatures not surprisingly this a successful weekend for us and the busiest weekend in April.

Bank Holidays (BH) (May and August): Although not as successful as the Easter weekend we were almost at capacity for take up of electric pitches for all Bank Holiday stays and again there was a good take up of the recently improved pitches. For the early BH in May 77% of pitches were occupied over three nights, and for the late BH this figure was 90%.

For the bank holiday in August the site was 93% occupied over the three nights with all electric pitches booked. We were expecting a high occupancy rate due to the fact that the Lincoln Steam Punk weekend falls on this BH, however we had a few late cancellations. Disappointingly the Pod was only booked for one

night over this weekend. For 2018 the site is already 96% booked and we will ensure full payment is taken in good time allowing re-booking of pitches after a late cancellation.

December Christmas Market opening. Wednesday 6th December to Monday 11th December:

The site was open for five nights to coincide with Lincolns' Christmas market, which ran for three nights from Thursday 1st to Saturday 4th December. The last night of the Market was cancelled due to poor weather, however this did not appear to have a negative effect on camp site stays.

Our three night booking minimum was reinstated to try and maximize occupancy. Prices were as per the table below, including a reduction in price for the least popular nights, Wednesday and Sunday.

	6 th Dec	7 th Dec	8 th Dec	9 th Dec	10 th Dec
	Weds	Thurs	Fri	Sat	Sun
Single with Electric Hook up	£25.50	£30.00	£30.00	£30.00	£25.50
5 night with Electric Hook up	£134 total stay				

Must be booked together as minimum.

Must be booked together, 2 night minimum.

The most popular nights remain the, Friday and Saturday with 94 and 91% % of pitches occupied. Wednesday night was the least popular with only 24% occupancy (lower than in 2016) and Sunday night had 46% occupancy (higher than 2016). A three night minimum seems to make little difference but Thursday night bookings were up on last year as we ensured customers were fully aware of the benefits of visiting the market on this quieter day. We had some cancellations but no refunds were issued nor requested, therefore the occupancy figures will include these bookings.

We offer our pitches on a first come first serve basis and only 2 trader pitches (5 night package rate) were sold in 2017. If we are to continue to open for the full 5 nights in 2017 it may be that we can maximise the income by offering camp site pitches that are advertised alongside market trade pitches as traders will usually require the full five nights. If this isn't successful then perhaps we should consider not opening on the Wednesday, depending on how this is to be staffed.

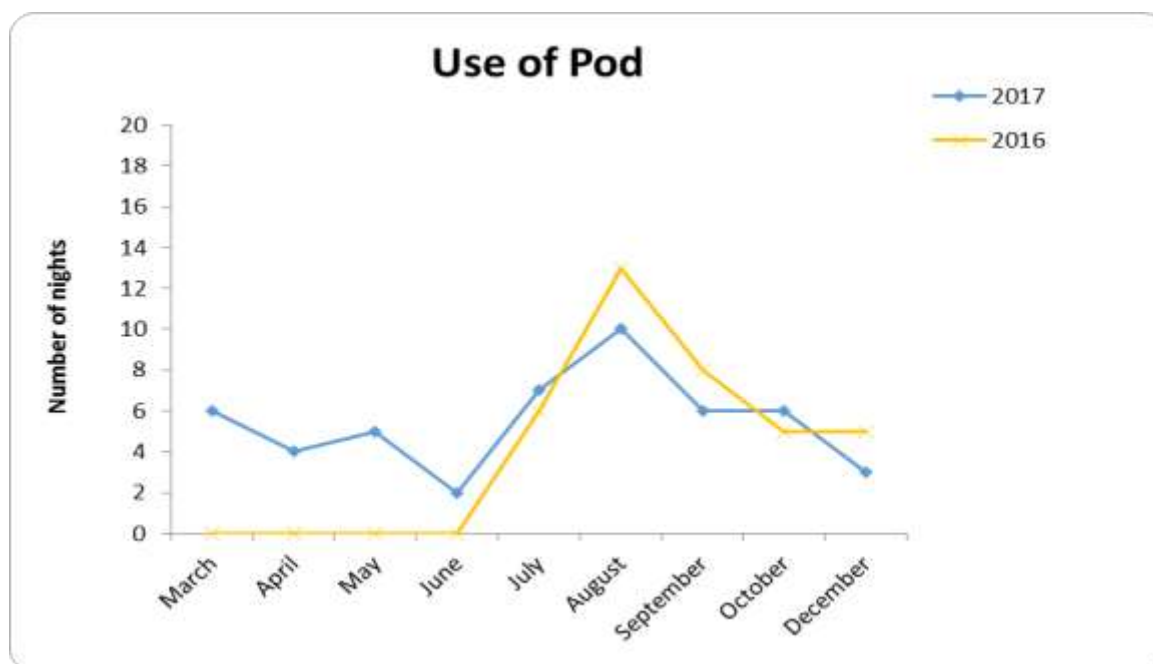
The market was not without issues and again the electric hook ups and freezing water pipes were a problem out of hours. Thankfully, due to many improvements this year to the electrical supply, the scale of the problem was not as widespread as in previous years and there were no complaints. Problems most likely occurred due to a fault with a campers unit rather than our supply. For 2018 there will also be improvements to the water supply.

Camping Pod.

A camping pod was ordered in February 2016 at a cost of £5142 and was eventually delivered and installed ready for use by mid-July of the same year. Since that time a total of 86 nights have been sold, generating a revenue of £3105. This equates to 35.5% take up of available nights in 2016² and 19.5% in 2017, roughly corresponding to weekends.

² Total available nights was lower in 2016 as the Pod was delivered mid July.

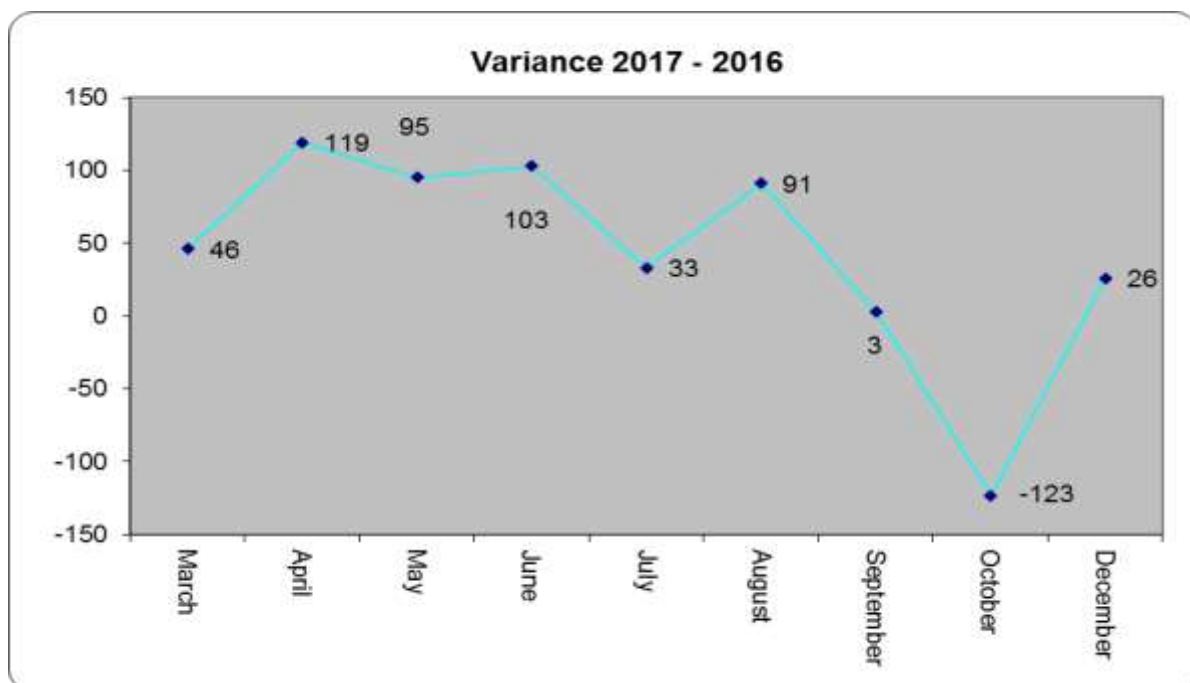
Prices for 2017 were set at £40 per night for single night bookings and £35 per night when booking two or more nights. For the Christmas market the price was set at £50 per night and the pod was occupied for 3 nights.



It has been suggested that for the target market a second pod may be necessary as young families can then book together, another suggestion is that we implement a weekly rate. In 2017 our main focus will be re-marketing and advertising of the pod.

Occupancy comparison between seasons.

The graph below shows that for 2017 there was an increase in nights booked across the season apart from October. As discussed in previous reports our business improves at peak times, when there is more competition for space, such as the Bank holidays, however, other sites would seem to take most of the school holiday business. For next season it is suggested that we do not charge high season prices for the half term in October and focus on attracting families to the park to attend one of the many popular events that we are running over this period.

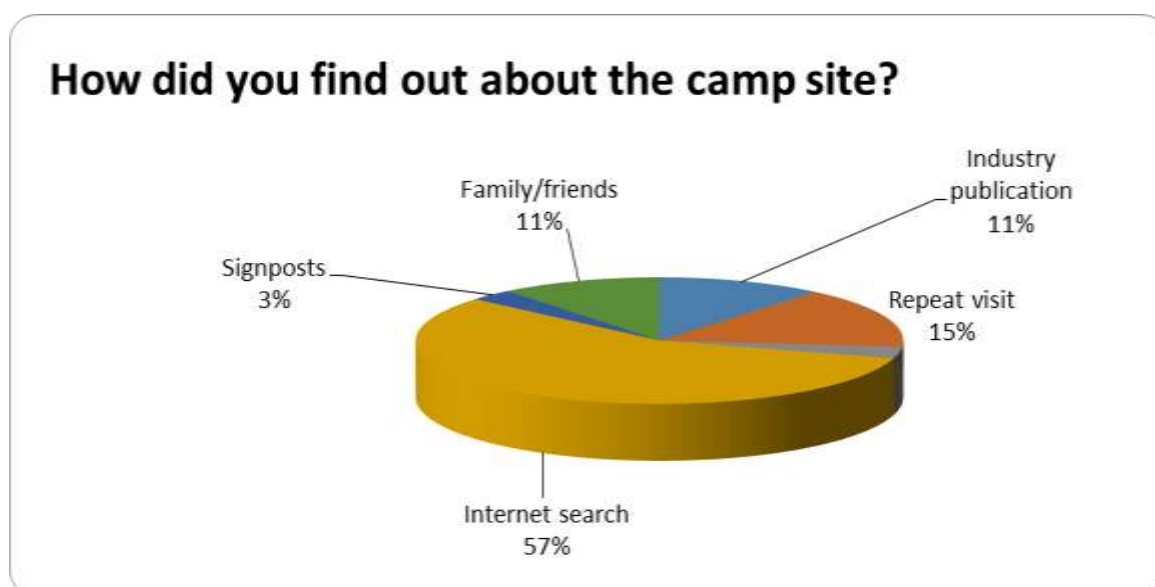


Offers in the last season.

Due to poor take up of offers in the past for 2017 we only used the free night offer to support the Discover Lincolnshire weekend in March and the Christmas Market in December. As discussed for 2018 we hope to implement an offer for extended stays in the Camping Pod.

Annual survey questions.

Perhaps the most satisfying result for staff is that 99% of respondents said they would stay again, this figure was 100% for those staying for the Christmas market period.



Once again the internet is the most popular means of finding out about the camp site with an increase on the figure last year. The camp site is very easy to locate online and we feature highly after a Google search of camp sites in Lincon. Most other categories have remained relatively stable.

Advertising

Advertising spend in the last season was **£907**

This is spread across the following providers:-

- The publication of an annual brochure. Cost **£200**
- Annual membership of the Visit England National Quality Assessment Scheme (for which the camp site holds three stars). Cost **£280**
- A standard entry in the above schemes official brochure. Cost **£120**
- Discover Lincolnshire 2018 brochure. Cost **£151**
- Camping and Caravanning Club (2 year advert). Cost **£108**
- Warner Group Publications: Camp Site Finder Guide. Cost **£48**

This guide is distributed with the following

MMM March edition (NEC show issue)

Caravan March edition (NEC show issue)

Camping magazine May edition

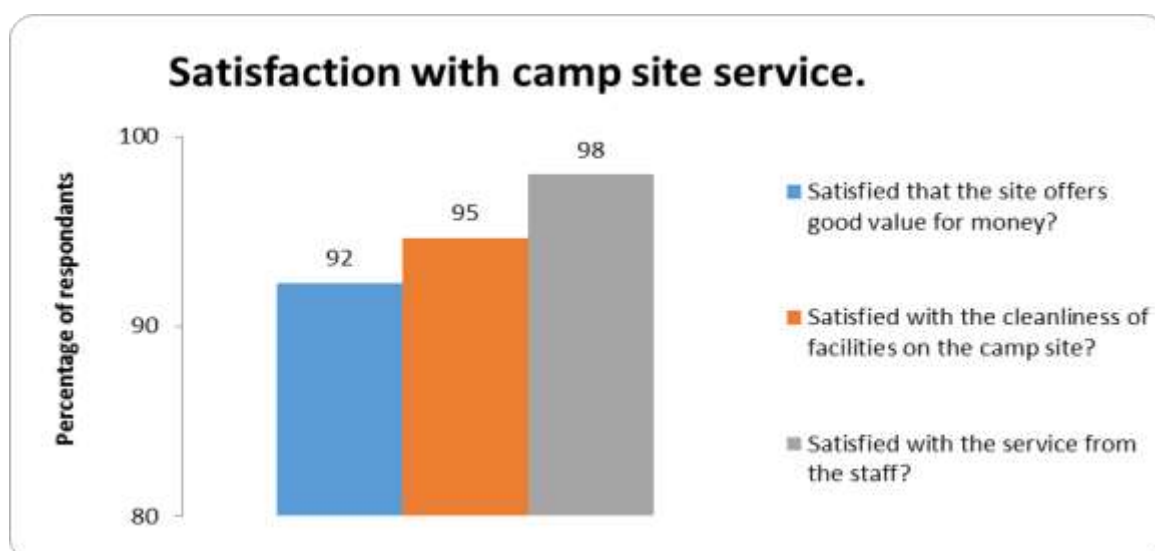
Campervan magazine spring edition

Park & Holiday home inspiration spring edition

Advertising spend varies from season to season due to some publications being biennial. Other prominent industry publications offer free listings and these are utilised when possible.

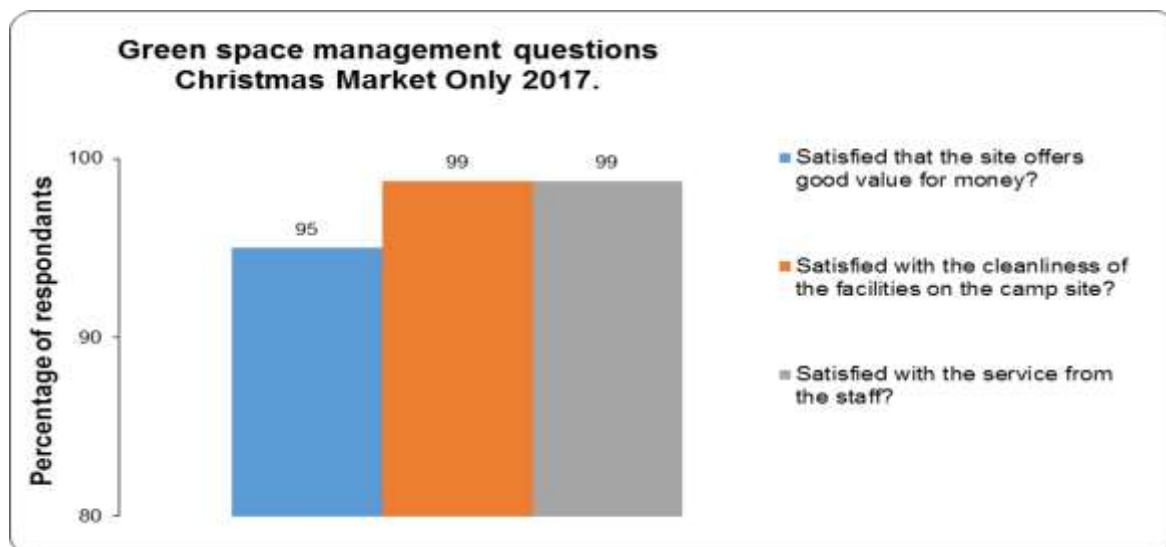
Customer feedback³.

Overall satisfaction figures have remained stable over the last year. Once again there are numerous positive and pleasing references for the service our customers receive from staff. Also of note are the positive acknowledgements for the site as a whole, we are congratulated several times for having a site that is under the management of a local authority, something campers would like to see more of.

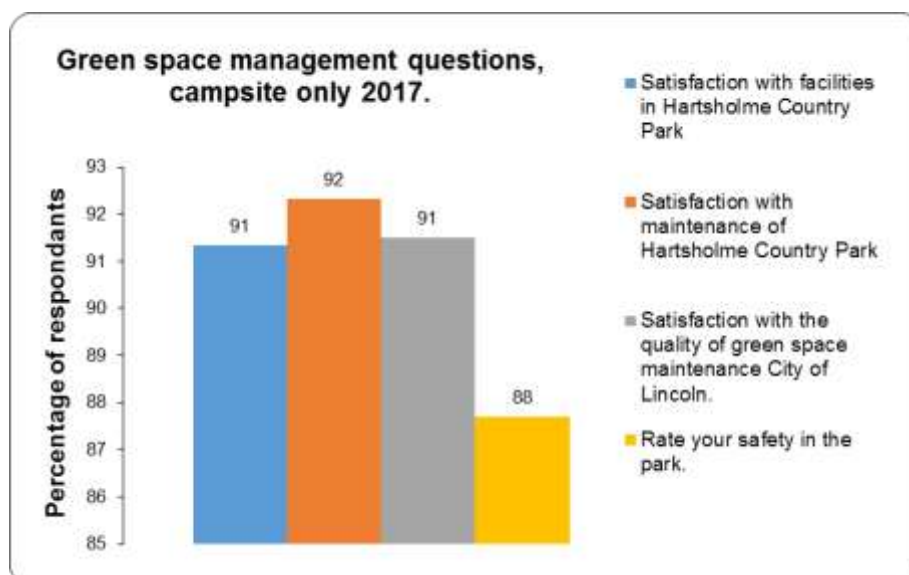


³ Comments are included at the end of the document

It is worth noting the below customer feedback for the Christmas market which, despite higher charges than our usual rates, electrical supply issues and the cancellation of the last day of the market, remain very positive. Our customers accept that a higher rate is charged in order to open for such a short period and higher charges are in-line with many other accommodation providers in the area.



Once again the majority of our campers are satisfied with the service and facilities supplied. Whilst ratings are high our customers are providing us with valuable feedback in order that we might improve our service. The majority of comments, as with previous years, are directed towards to the standard of the shower block. For the 2018 season we hope to address some of these concerns with an upgrade to the shower areas. Along with re-decoration the refurbishment will include new floors, improved drainage and better ventilation.



Another common issues for our campers, perhaps to be expected, is an increase in comments regarding the lack of WIFI, something that we may address in the next season as the council is currently investigating a solution to make Wi-Fi more available in its premises.

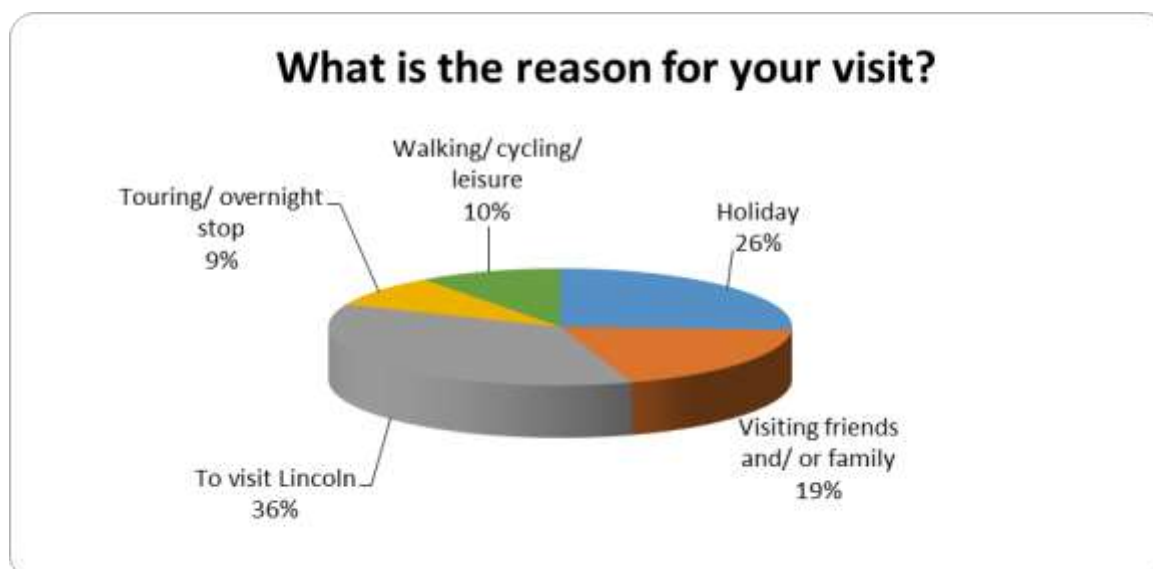
Other comments are more diverse with no common patterns, however many of them are achievable and we can certainly work towards improvements.

As with previous years we chose to take part in the AA Visit England Assessment Scheme for which we maintained a three star rating. Our category scores remain stable and the assessor is pleased with the planned programme of improvements. Our final quality rating is 73%, comfortably sitting at the top end of a three star rated site which needs to score between 60-74%.

Reviews of the camp site on the web site of one of our main advertisers is currently running at a score of 9/10⁴. There are also very positive reviews for the whole site including the camp site on Trip Advisor, where it is listed as the #09⁵ of the top things to do in Lincoln. This is up one point from the previous year with 60% of visitors rating the site as excellent.

The majority of our campers are staying to visit Lincoln, significantly contributing to revenue in the wider city. This figure is up 7% on last year's total, perhaps testament to an increase in promotion of the city as a tourist destination and attributable to the fantastic events that have taken place over the last couple of years.

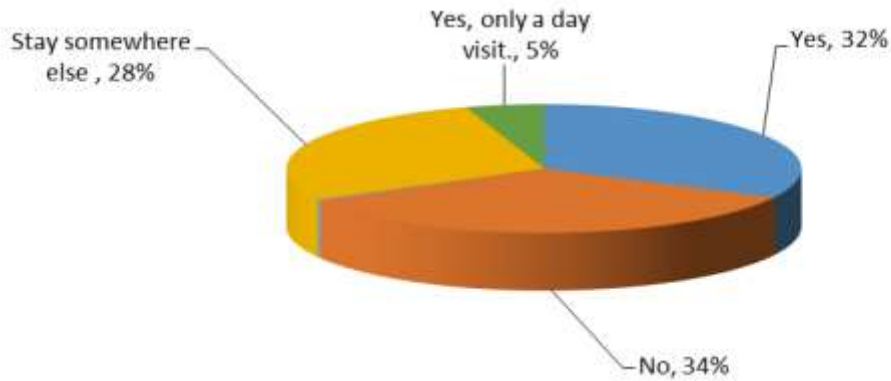
The last two graphs taken from our feedback indicate that a high proportion of customers would not choose to visit Lincoln if a camp site was not available, and that for many of those who would still visit a camp site nearby would be their preferred accommodation option.



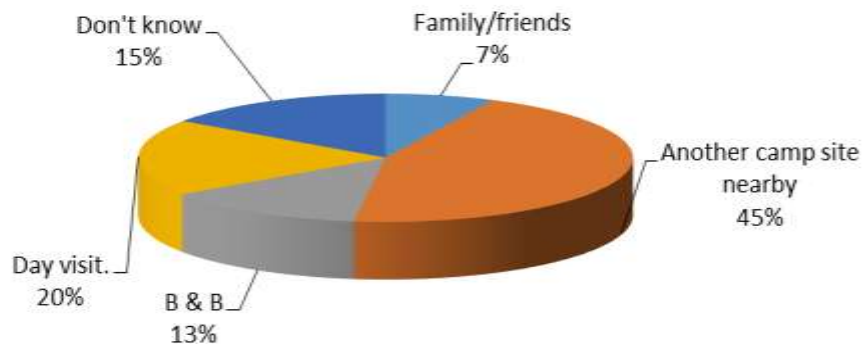
⁴ Use this link to view UK Camp Site feedback.

⁵ Use this link to view Trip Advisor feedback.

If there wasn't a camp site in Lincoln would you still visit the city?



If there wasn't a camp site here where would you stay?



Customer comments

Improvements

- Upgrade to shower block – 53
- Wi-Fi – 44
- Hardstanding (more) – 9
- Motorhome service area – 6
- Security – 5
- Keypad for camp gate – 4
- Water at bottom of site – 4
- More lighting (especially entrance) – 4
- Cycle stand/Cage – 3
- Disabled shower – 2
- Onsite showers – 2
- Washing machine /Dryer – 2
- Pot holes – 2
- Pegs (hard to push in due to rubble) – 2
- Slabs to pod – 1
- Bench in tent area – 1
- Closer toilet to bottom of site – 1
- Trees obscure lights
- Upgrade chemical toilet area – 1

Staff

Park and wardens make this a little oasis in a built up area.
The staff are very welcoming and helpful.
Very nice site, Country Park and facilities. All 3 members of staff were genuinely interested in us, our stay and our lives and went beyond the call of duty – very polite well done.
Wardens fantastic! So helpful when tent got wet – thanks for the support.
Wardens give 100% helpful service.
Staff very helpful and friendly, best campsite we have stayed on so far. We can't wait to come back.
Warden was great when I had van problems.
Staff superb – asset to the council.
Wardens are first class.
Campsite wardens very helpful with information about Lincoln and surrounding area.
Friendliest wardens ever. Excellent service, friendly staff, beautiful place to stay.
A very pleasant site and atmosphere. Warden accommodated our late booking without drama.
The camp site wardens were excellent, very helpful with lots of information about the site and surrounding area. Very impressed.
Always enjoy stay – staff very friendly.
Excellent service, friendly staff, beautiful place to stay.
Fabulous few days, the warden is amazing especially friendly knowledgeable and helpful.
We were particularly pleased with the kindness and helpfulness of the staff to us all.
A lovely site with very friendly staff and good facilities. We will come back at different times to look at the changes in woodland.
Excellent site, there should be more municipal sites like this throughout UK. Excellent friendly and helpful staff.

General

Top class site, this is our 8th year.
Brilliant site, especially pleasing to know its run by council.
The excellent bus service would make me camp here again.
Please don't change anything we love it as it is.
Wi-Fi would be helpful and more signs around the park.
We love this campsite it's so relaxing here one of the nicest we have stayed at.
We had a lovely stay for 2 nights, very impressed with park and facilities and easy access to Lincoln.
Thankyou.
Wish more councils would take notice of what you've achieved at Hartsholme.
Beautiful site, we walked around the lakes and are very happy with facilities. Well done LCC amazing.
Thankyou.
Better bike routes highlighted.
Only concern is that some people let dogs off leads.
Really enjoyed our stay will come next year and recommend it to our friends.
What a lovely site a haven in a fast moving world. Staff welcoming and informative, facilities and cleanliness first class. The fact the site is used by so many locals means LCC you must have got it right.
A lovely site and very clean but needs an upgrade to facilities and could be a little scary at night being off the main site.
One of the best sites I've visited.
Surprised and delighted with open space for dog owners.
Good sized pitches well marked out.
Loved every minute and returning soon. Thank you for making my birthday stay so memorable.
Only one water tap for whole site, very tired needs more thought and investment.
Nice site but didn't like the noise from the kids on the estate and motorbikes.
Worried about the spread of rhododendrons in the park.
Our stay here has been ideal for visiting Lincoln and lovely lakeside walks (peaceful) the café was an added bonus – thankyou.
A very pleasant site with access to a country park – hope to stay here again.
Dog bins could be emptied more often.
Camping and Caravan club could learn a lot from this site.

Christmas Market comments

Lovely thank you

On arrival welcome an information was excellent. Brilliant warden-should be full time career.

Information from staff excellent. Area beautiful.

Wi-Fi?

Improvement to road into campsite between main entrance and campsite not lit at night and I tripped in one of the potholes and have hurt my leg/foot is very painful now.

Very satisfied with staff and site. Jon very helpful, café great.

Would like Wi-Fi.

Pitch 19.

PERFORMANCE SCRUTINY COMMITTEE

22 FEBRUARY 2018

SUBJECT:	Q3 2017-2018 OPERATIONAL PERFORMANCE REPORT
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	PAT JUKES, BUSINESS MANAGER - POLICY UNIT

1. Purpose of Meeting

- 1.1 To present to Performance Scrutiny Committee a summary of the operational performance position for quarter 3 of the financial year 2017/18 (from October 2017 to December 2018).
- 1.2 The report is in the following format:
 - Executive Summary – highlighting key points of note
 - Background – recent changes to the report
 - Operational performance overview – issues and successes
 - **Appendix A** details all measures by individual directorate grouping – with annual and quarterly measures split separately

2. Executive Summary

- 2.1 The report includes four corporate measures:
 - Sickness – split by long and short term
 - Corporate complaints including Ombudsman rulings
 - Employee FTE headcount, vacancies & turnover.
 - Staff appraisals completed

In addition, key headlines from operational measures collected and reported by Directorate are summarised below and reported in full in section 4.

2.2 Key headlines from performance results:

Q3 has seen some exceptional performance results - in Revenues and Benefits, Planning and Rent Collection in particular – mixed with just a few not so positive results. A summary is found below:

- | | |
|--|---|
| <ul style="list-style-type: none">✓ The number of users logged into the self-service system 'MyInfo' this quarter has increased to 6,409, from 5,256 last year✓ The in-year collection rate for Lincoln council tax is just above its target of 79.76% at 79.77%✓ The in-year collection rate for Lincoln business rates is above its target of 84.82% at 86.43%✓ The number of outstanding customer changes in the revenues team is at its lowest ever level of just 80✓ The average time to process new housing benefit claims is above target at 23.73 days✓ The average time to process housing benefit change of circumstances is above target at 7.93 days✓ The percentage of quality checks made where Benefit entitlement is correct has remained above the target of 90%, at 91%✓ The number of service requests for PPASB has reduced to 612, from 895 in Q3 last year (V)✓ The satisfaction of how ASB complaints were handled has improved to 89% and is above target✓ The percentage of premises compliant with Food Health & Safety inspections has risen since Q2 and is above its target of 97% at 98.1%✓ The number of live planning applications still incomplete has decreased from 120 in Q2, to just 97 at the end of Q3✓ The percentage of both Major and Non-Major Planning Applications determined within the government targets (measured on a 2 year rolling basis) have increased again and are both significantly above their respective targets✓ Current tenant arrears stand at 2.22%, a drop from 2.59% last quarter and now within target✓ The percentage of reactive repairs completed within target time has increased to 96.98%, higher than the target of 95%. | <ul style="list-style-type: none">❖ The number of face to face enquiries in customer services has increased by 1,411 to 10,388 compared to last Q3 (V)❖ The average time for FH&S inspections to achieving compliance has deteriorated from 9.9 days in Q2 to 13.25 days this quarter❖ The percentage of FH&S official controls that should have been completed is just below its lower target of 85%, at 84.50%❖ The number of Homelessness applications progressed within the Housing team increased from 164 at Q3 last year, to 183 at Q3 this year – however this remains on trend over time |
|--|---|

NOTE: Some measures throughout this report are considered 'volumetric' measures e.g. The number of claims They are needed to set the context of performance, but cannot be changed by the performance of the team – these are marked as 'V'

2.3 Key headlines from the corporate measures:

- 2.4 The overall year to date (YTD) sickness data as at the end of December is 9.84 days per FTE (Excl. apprentices). This is 1.57 days more per FTE compared to the same point last year.

- 2.5 The cumulative average time across all directorates to respond to formal complaints was 6.5 days, which is a decrease of 0.2 days than the same point in 2016/17, and still remains below the former target of 15 days.
- 2.6 The reported overall Q3 vacancy level stands at 56.2 FTE, a considerable decrease on that reported in Q2 (63.3 FTE). Of these 25.5 vacancies are being actively recruited to.






3. Background

- 3.1 Regular monitoring of the Council's operational performance is a key component of the Local Performance Management Framework. This report covers key service performance measures identified by Members and CMT as of strategic importance.

4. Main Body of Report











4.1 Key areas of note this quarter

Please note the icons used in the summary highlight the trend performance of the measure.

				
The figure is improving (high is good)	The figure is improving (low is good)	The figure is worsening (low is good)	The figure is worsening (high is good)	The figure is maintaining

The report will predominantly report on improving and declining performance

4.2 Key performance areas in Chief Executive's

- Once again, all apprentices on the programme have moved into education, employment or further training 
- The average time taken to answer a call to Customer Services in Q3 was 49 seconds, better than the lower target of 50. 
- 6,409 users logged into the self-service system, "MyInfo" this quarter 
- The volume of face to face visits to customer services remained high in Q3 at 10,388 (V) 
- The Council Tax collection rate for Lincoln stands at 79.77% which is just above the agreed target 
- The Business Rates collection rate for Lincoln stands at 86.43% which is above its agreed target for Q3 
- The level of outstanding changes in the revenues team has decreased from 228 in Q3 last year to just 80 in Q3 this year 
- The average time to process new housing benefit claims stands at 23.73 days, which is better than its target of 24 days. 
- The average time to process housing benefit changes of circumstances stands at 7.93 days. This is better than the agreed target of 9 days. 
- Quality checks on benefits claims show that 91% are correct – above the 

90% target

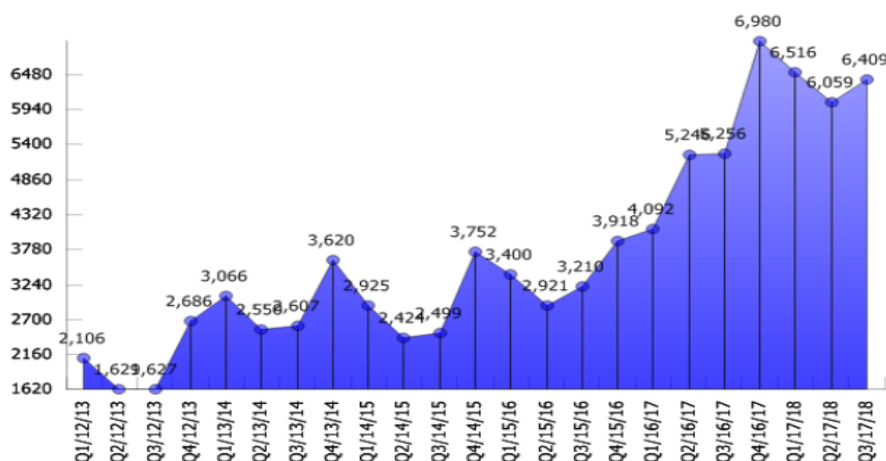
4.3 Customer Services

All this year we have been reporting increased levels of face to face enquiries due to the work we undertook for the County on the renewal of all bus passes in 2017. So as expected in Q3, we still had a large amount of face to face enquiries (10,388) which is an increase of 1411 in comparison to last quarter 3. This demand is forecast to reduce in quarter 4 as the vast majority of the passes will have been processed by then.

Despite this increased workload and a consistently high level of telephone calls, the customer service team has still managed to answer calls within their target time, taking an average of 49 seconds to respond.

It is pleasing to report that the number of users who logged into the self-service system MyInfo increased again from 5,256 in Q3 last year to 6,409 this year. We have continued to actively push e-billing wherever possible. The chart below shows visually how successful this has been, particularly over the last year

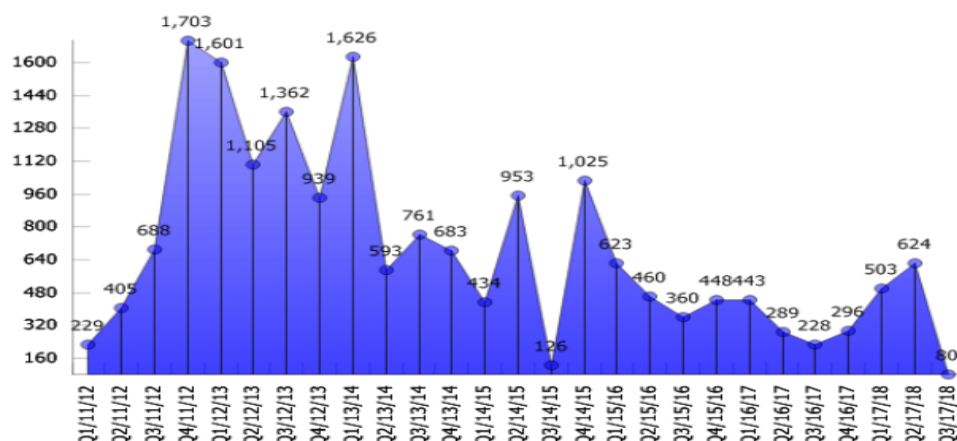
Number of users logged into Myinfo by Q3



4.4 Revenues Administration

The lowest ever level of outstanding customer changes was reported at just 80 in Q3, compared to 228 in the same quarter last year. This is a significant improvement, which is primarily due to the introduction of interactive on-line self-service application forms (see 4.3 above) as well as refined working practices.

Level of outstanding customer changes in the Revenues team



The in-year collection rate for Lincoln Council Tax and Business Rates are both above their targets, achieving 79.77% and 86.43% respectively. Council Tax was just a little above Q3 last year (0.05%), but that equates to an extra £19,633 collected; whilst Business Rates was 1.15% higher than in Q3 last year – a significant £505,144 extra collected.

4.5 Housing Benefit Administration

The number of new benefit claims to date has increased somewhat from 5,212 in Q3 last year to 5,513 in Q3 this year. Most of this increase is coming from Council Tax support benefit claims which have increased by 233 (7.5%) since the same time last year, which is believed to be due to growth within the city. (see table below)






The number of new Housing Benefits and Council Tax Support claims

	Q3 2016/17	Q3 2017/18
Housing Benefits	2122	2190
Council Tax Support benefit	3090	3323

The percentage of risk based quality checks made where Benefit entitlement is correct has also remained above the target of 90%, at 91%. Compared to Q3's figure of 88% last year, it has increased by 3%. This figure has remained at a consistent level throughout the year, despite increasing to a significantly higher level of focused checking this quarter, covering errors that have been identified over the last year.

4.6 Key performance areas in Directorate for Communities and Environment

- 38.23% of waste collection reported this quarter was recycled or composted ⇄
- There are now 2880 off street charged parking spaces owned by CoLC ↑
- There were just 612 requests for PPASB service in Q3 – down on the 895 last year ↓
- Satisfaction with the way PPASB complaints were handled has taken a big jump from 68% to 89% this quarter ↑
- 98.1% of premises were fully or broadly compliant with FH&S standard ↑

- The average time to achieve FH&S compliance has dropped from 9.9 days to 13.25 days this quarter 
- 84.50% of Food H&S controls that should have been completed are done, an increase of 3.40% on the same quarter last year, but is still just under target 
- There were just 97 live planning applications still open at the end of Q3 
- 95% of non-major planning applications were determined within the government target measured on a 2 year rolling basis 
- 98.28% of major planning applications were determined within the government target measured on a 2 year rolling basis 

4.7 Parking Services

The number of off street parking spaces operated by CoLC (2880) has increased by 639 spaces this quarter, due to the opening of the first three floors of the brand new Lincoln Central Car Park. This compares to the previous figure of 2,241. The final number of parking spaces the council operates in the city will be available in Q4.

4.8 Development Management

Q3 saw significant increases in workload, with a total of 552 applications submitted this quarter, however, most of this was an influx of Article 4 related applications for flexible HMO/dwelling uses, also with requests for Certificates of Lawful Use for the same properties, mainly from a single applicant ahead of the new fee chargeable from January 13th 2018. However, as this was a (one off) very high level of much quicker work than 'normal', we have treated this work as outliers and have reported on standard workload alone. This means that we actually saw 264 standard planning applications, which this quarter were dealt with in an average 58.04 days – meaning both measures came in as 'maintaining'

Despite receiving this high number of HMO/Certificates of Lawful Use applications, the team has been able to reduce the outstanding workload figures from 120 in Q2 to just 97 this quarter, a very commendable outcome which resulted in an 'improved' status.

The percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis has increased again since last quarter, and is above its target of 70% at 95%. In addition, the percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis has increased since last quarter now sitting at 98.28%, much higher than its target of 60%.

Finally this additional workload was completed against a background where 95% of planning applications were accepted and just a single planning appeal was allowed, emphasising that our approach of helping to get the applications right first time is working for the city.

4.9 Public Protection and Antisocial Behaviour

The number of service requests for Public Protection and ASB has dropped again by a further 206 from the last quarter, and by 283 since the same point last year. It is common to see a reduction in cases in quarter 3, however this year the figures are particularly low. This is due to a large reduction in fly tipping cases being notified, as well as lower ASB cases this time of year.

Customer satisfaction return rates have seen a big increase. Where only 68% were satisfied last quarter, 89% were satisfied this quarter. Following the poor return rates encountered last quarter, customer satisfaction surveys are now being measured via telephone surveys, completed by Customer Services. This is giving a greater sample size and as they are being completed by officers not involved with the cases, respondents also have a neutral person collecting the data.

4.10 Food Health & Safety (FHS) Enforcement







Although there were two red statuses showing, the resources within the service are being actively managed to ensure that we have the best possible outcome against the planned inspection programme by the end of quarter 4.

The average time from actual date of inspection to achieving compliance has deteriorated from 9.90 days last quarter, to 13.25 at the end of Q3. An increase in this measure is not unusual and can be linked directly to the staff resources available. During this quarter, there was a reduction in resource by 1FTE. The Christmas Market and the busy Christmas period has also impacted on the time taken to revisit businesses.

The Food Health and Safety Team has achieved its best percentage of premises fully or broadly compliant with Food Health & Safety inspection, sitting above its target of 97% at a figure of 98.1%. This is an improving trend over the last five quarters of monitoring. The total number of registered food businesses is 1005. Just 19 businesses are considered to be non-compliant of which 7 of those are new businesses. This is a considerable improvement and demonstrates the commitment of the service to direct resources to those businesses that are the greater risk to public health.

The percentage of official controls that should have been completed and have been in that time period is very slightly below its lower target of 85%, sitting at 84.50%. There are 60 inspections outstanding. There are no high risk red inspections overdue, 12 are amber risk of which 7 are new businesses and 2 are evening economy the remainder are lower risk greens.

4.11 Key performance areas in Directorate for Housing and Regeneration

- 99.27% of rent owed was collected, which is back within target 
- The Q3 tenant arrears have significantly decreased compared to Q2 and now stand at 2.22% - within target boundaries 
- The number of homelessness applications progressed has increased from 164 last Q3, to 183 this year 
- 27.48% of households approaching the council considering themselves homeless had their situation resolved by the team, this is still significantly below the lower target of 56%. 
- The average re-let time for all dwellings out-turned at 27.16 days, which is now within target boundaries. 
- 96.98% of reactive repairs were completed within their target time, which is above the target of 95%. 

4.12

Rent Collection and arrears

The current tenant arrears as a percentage of the annual rent debit has been reduced this quarter to 2.22%, down from 2.59% in the last quarter. During the Christmas period, there were two rent free weeks in which the team still collected rent which has helped reduced the arrears and bring the figure closer to target of 2.15%.

As a result we have seen the level of rent collection rise to 99.27% which is also back within target boundaries.

4.13 Homelessness

The year to date number of homelessness applications being progressed within the Housing Solutions team has increased from 164 in Q3 last year, to 183 in Q3 this year - 56 of which were in Quarter 3. Comparisons externally have shown that this is in line with the National average and not a Lincoln phenomenon.

Homelessness presentations over the last 5 years have seen relatively similar trends with the exception of 2014/15. The current financial year is at present in line to outturn within the expected trend for this measure.

It is important to note that Homelessness overall is measured through a basket of four indicators:

- Time taken to process applications – which at 20+ days normally, we are well within the National guideline of 33 days
- Average time spent in Bed and Breakfast – currently averaging 3.55 weeks which is under the 4 weeks target
- Average time spent in temporary accommodation – currently averaging 9.58 weeks which is under the 12 weeks target
- Percentage of households that have approached us, helped – consultation with other LA's has indicated that we should re-set this as a numerical target not a % as we are currently excluding many cases that we support with swift solutions that do not require a full formal case opening, but only measuring the latter. We are currently showing 24.58% supported, which is lower than target – but does exclude these swift cases.

Preparations are underway to meet the new Homelessness Reduction Act that is coming in force from April 2018 which will require a review of the measures.

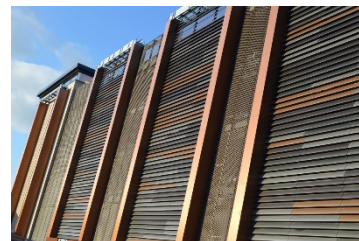
It is also worth noting that whilst the number of people on the waiting list is at an all-time low, due to resource issues in that area there is a bottleneck of applications waiting to be processed which could mean this level rises a little next quarter once these are dealt with.

5. OTHER ACHIEVEMENTS DURING THIS QUARTER

5.1 **Lincoln Central hits the mark!**

Lincoln's newest car park has already won its first accolade – the prestigious Park Mark Award for safe car parking, putting it in the top 25 per cent safest car parks in the UK.

To achieve the award, the car park underwent a series of rigorous tests by specially trained police assessors. Car parks are assessed on several factors such as location, personal safety, lighting, absence of graffiti, ability to find a space easily and more.



The Lincolnshire Police Crime Prevention Design Advisor said: "The standards that have been set and achieved by City of Lincoln Council in this new development are really impressive and set the benchmark in terms of standards that are very high, so it has been very easy to make this award. "It is an exemplary multi-storey car park and will be a safe, secure and convenient location to park your vehicle and located right in the centre of Lincoln"

5.2 **Quiet Nights in the West End**

At the last meeting of the Carholme Community Forum, representatives from a range of local groups and organisations heard reports of a big reduction in night time noise in the West End of Lincoln. Night time noise, both within individual houses and on the streets as revelers walk into the City Centre or return home, has been the major concern of local people for a number of years.

The Chair of the Carholme Community Forum said 'I want to pay tribute to the work of the many agencies involved and to the responsible young people in the West End who have brought about this much needed improvement'

A spokesperson for the West End Residents Association commented 'The residents of the West End have been very appreciative of the efforts of the Police, Council, Students Union and the University in working to reduce noise and anti-social behaviour and we hope that this will continue in the coming years'

City of Lincoln Council has been a key member player in initially bringing together the right partners and has in the past run campaigns such as the 'Shush' campaign and more lately 'Proud to be Lincoln'.

5.3 **Council Claws RSPCA Award**

Recent changes to the animal policy have led to the City of Lincoln Council being awarded a Bronze in the Animal Activity Licensing Footprint run by the RSPCA.



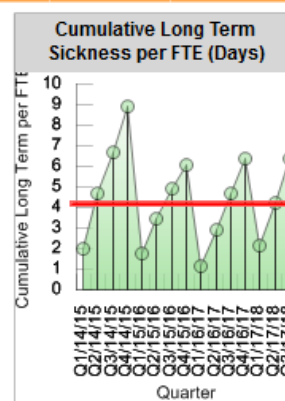
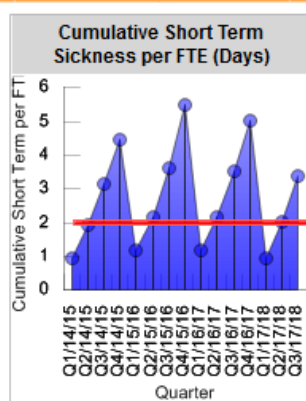
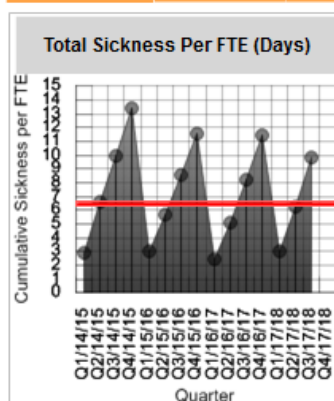
The RSPCA recognises the importance of good practice and procedure being developed by local authorities when licensing animal establishments. The licensing of establishments is essential to animal welfare; from service delivery and dealing with complaints to conditions made as part of the licence issued.

6. **CORPORATE MEASURES**

6.1 Sickness Indicators – Q3 cumulative (Year to date)

The overall year to date (YTD) sickness data as at the end of December is 9.84 days per FTE (Excl. apprentices). This is 1.57 days more per FTE compared to the same point last year. In Q3 alone, we saw sickness levels of 3.49 days per FTE.

	Short Term Sickness	Long Term Sickness	Total Sickness	No. of FTE Employees	Short Term Per FTE	Long Term Per FTE	Total Sickness per FTE
CX (exc.appr's)	654.00	830.00	1,484.00	209.46	3.10	3.94	7.04
DCE	440.00	792.50	1,232.50	139.18	3.15	5.65	8.80
DMD	7.00	0.00	7.00	7.81	0.90	0.00	0.90
DHR	797.00	2,017.00	2,814.00	204.18	3.91	9.89	13.80
TOTAL	1,899.00	3,626.00	5,535.50	560.63	3.38	6.46	9.84



Q3 (only) data

During Q3, the long term sickness (i.e. sickness over 14 days) per FTE stood at 2.16 days. This is 0.05 days more than at the same point last year and brings the cumulative total to 6.46 days YTD.

In terms of short term sickness the Q3 figure stood at 1.34 days. This is 0.16 days fewer than at the same point last year and brings the cumulative total to 3.38 days YTD.

In Q3 there were a total of 1210.5 long term days lost, and the main cause of the long term sickness was Personal Stress/Depression with 291 days lost. The total number of short term days lost by Q3 amounted to 748.5 days and the main cause of short term absence was Cold with 119 days lost.

Both the Sickness and Stress Policies have been updated to ensure our managers have the appropriate support and processes in place to effectively manage any sickness and/or stress issues. The HR team will also be rolling out Sickness and Stress Management Training to our managers by the end of the year.

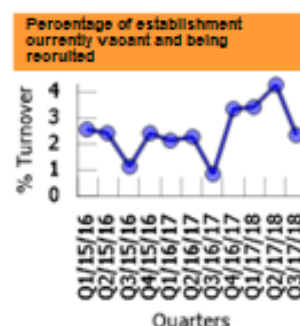
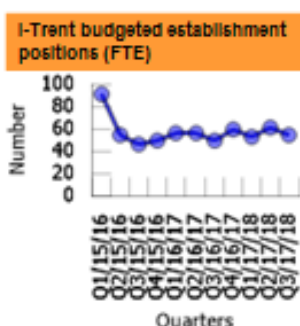
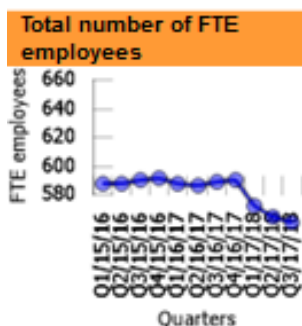
6.2 Apprentices sickness – Q3 cumulative

During Q3, the apprentices lost 29 days due to short term sickness, which equates to 1.41 days per FTE. The cumulative YTD totals are shown in the table below:

<u>Cumulative</u> sickness to Q3	Short term days lost	Long term days lost	total days lost	Average Number of FTE this Q	Short term days lost per FTE	Long term days lost per FTE	Total days lost per FTE
Apprentice sickness	72	16	88	20.5	3.71	0.8	4.51

6.3 Employees (FTE, vacancies and turnover) for Q3

Number of FTE employees (exc.	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
CX - Number of FTE employees	197.98	210.50	216.20	211.85	209.48
DCE - Number of FTE employees	148.32	146.18	142.67	140.67	139.18
DHR - Number of FTE employees	243.48	227.41	205.22	203.91	204.18
DMD - Number of FTE employees	0.00		7.31	7.81	7.81
TOTAL	589.76	590.90	571.40	564.24	560.63
Average number of apprentices across the period					20.50
	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
I-Trent budgeted establishment positions (FTE)			54.16	63.30	56.20
Active vacancies which are being recruited (FTE)	6.21	26.90	22.00	20.80	25.50
	Q3 2016/17	Q4 2016/17	Q1 2016/17	Q2 2017/18	Q3 2017/18
Percentage of staff turnover	0.91%	3.35%	3.43%	4.24%	2.35%



The total number of FTE employees (excl. apprentices) at the end of Q3 was 560.63 FTE employees. In terms of the level of vacancies at Q3 - budgeted establishment unfilled positions (FTE) stands at 56.2FTE. This figure has slightly decreased from that reported at Q2 (63.3). However it should be noted that we are actively recruiting to 25.5 FTE positions. The percentage of staff turnover at the end of Q3 was 2.35%. In comparison to the previous quarter, this has decreased from 4.24%.

The table below provides a breakdown of vacancies by directorate identifying I Trent budgeted unfilled FTE and those which are being actively recruited to.

Directorate	I Trent budgeted unfilled FTE	FTE actively recruiting to
CX	17	9.5
DCE	13.5	4
DHR	25.7	12
DMD	0	0

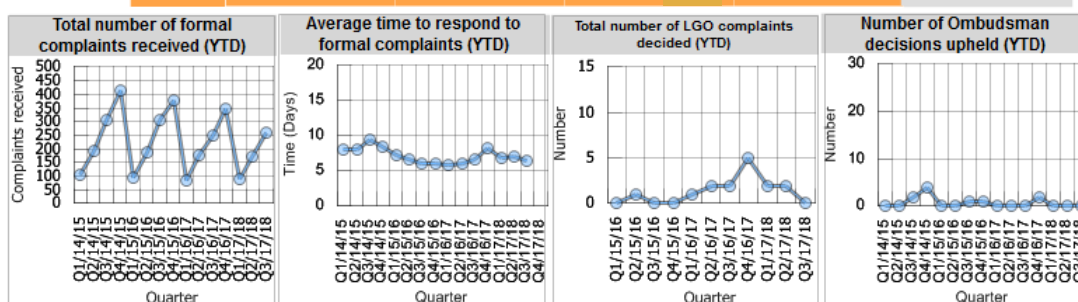
6.4 Corporate Complaints – Q3 cumulative

The cumulative number of formal complaints received by Q3 was 260 which is an increase of 10 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 6.5 days, which is a decrease of 0.2 days than the same point in 2016/17, and remains below the former target of 15 days.

There were no LGO complaints decided this quarter, which means the YTD total remains at two. No complaints have been upheld yet this year.

Complaints

	Number of Formal Complaints Received (YTD)	Average time to respond to Formal complaints (Days) (YTD)	LGO complaints decided (YTD)	Number of Ombudsman decisions upheld (YTD)	LHO complaints decided (YTD)
CX	40	8.4	0	0	
DCE	56	6.0	1	0	
DHR	152	6.0	1	0	0
DMD	12	8.3	0	0	
TOTALS	260	6.5	2	0	



7. Strategic Priorities

- 7.1 Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place – As this report is purely concerned with service performance there are no direct effects on Strategic Priorities, although clearly the better the performance the more services can contribute towards priorities.

8. Organisational Impacts

- 8.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.
- 8.2 Legal Implications including Procurement Rules – There are no direct legal implications
- 8.3 Equality, Diversity & Human Rights - There are no direct equality implications from this report

9. Risk Implications

- 9.1 (i) Options Explored – not applicable

9.2 (ii) Key risks associated with the preferred approach – not applicable

10. Members are asked to:

- a) Comment on the achievements, issues and future concerns noted this quarter
- b) Highlight any area for which they want to look at performance in more detail at a future meeting
- c) Refer the report to Executive to ensure relevant portfolio holders are placing a local focus on those highlighted areas showing deteriorating performance

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules apply?

No

How many appendices does the report contain?

One

List of Background Papers:

None

Lead Officer:

Pat Jukes: Business Manager,
Policy Unit Ext 3657

This page is intentionally blank.

Table of all Q3 Strategic Measures

APPENDIX A

CX Quarterly Measures

Lean Area	Measure	Unit	Cumulative or Quarterly	Trend - Quarterly or Seasonal	Q3/16/17	Q4/16/17	Q1/17/18	Q2/17/18	Q3/17/18	Status	Q3/17/18 (Row Comment)	Under Performing	Target	Last Target Status
Work Based Learning	WBL 5 - Number of apprentices completing on time	Number	Cumulative	Seasonal	94%	100%	100%	100%	100%	Maintaining	17/17 apprentices within quarter 3 achieved their framework on time			
Work Based Learning	WBL 6 - Number of new starters on apprenticeships	Number	Cumulative	Seasonal	14	9	6	18	17	Maintaining	17 new starts within quarter 3			
Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	Number	Cumulative	Seasonal	83%	100%	100%	100%	100%	Maintaining	Within quarter 3 100% of apprentices on programme moved into EET	90%	100%	At Target
Work Based Learning	WBL 8 - Number of early leavers	Number	Cumulative	Seasonal	1	5	4	1	0	Maintaining	We have had no early leavers within quarter 3			
Work Based Learning	WBL 9 - Employers / supervisors rating the WBL team as good or very good	%	Quarterly	Seasonal	100%	100%	100%	100%	100%	Maintaining	100% of employers rated the WBL team as good or very good in quarter 3			
Democratic Services	DEM 8 - The number of individuals registered on the electoral register	Number		Quarterly		62,552	66,841	63,096	61,635	Maintaining	Annual canvas completed and new register published on 1 December 2017.	60,000	62,500	On Target
Customer Services	CS 4 - Number of face to face enquiries	Number	Quarterly	Seasonal	8,977	12,768	12,886	12,123	10,388	Deteriorating	Higher than previous quarter 3, this is due to the continuing high demand for travel concessions, this demand is forecast to reduce in quarter 4			
Customer Services	CS 5 - Number of telephone enquiries answered	Number	Quarterly	Seasonal	31,232	36,019	38,188	36,317	32,102	Maintaining	Very similar demand to previous quarter 3			
Customer Services	CS 6 - Number of users logged into the self-service system MyInfo this quarter	Number	Quarterly	Seasonal	5,256	6,980	6,516	6,059	6,409	Improving				
Customer Services	CS 8 - Average time taken to answer a call to customer services	Seconds	Quarterly	Seasonal	44	28	57	62	49	Maintaining		50	40	On Target
Human Resources	HU 4 - Number of grievances	Number	Quarterly	Quarterly	1	1	0	1	1	Maintaining				
Human Resources	HU 5 - Number of disciplinary sanctions	Number	Quarterly	Quarterly	4	7	0	4	2	Maintaining				
Accountancy	ACC 8 - Average return on investment portfolio	Number	Cumulative	Seasonal	0.62%	0.62%	0.31%	0.31%	0.53%	Maintaining	Interest rates have increased following a change in the Bank of England base rate.			
Accountancy	ACC 9 - Average interest rate on external borrowing	%	Cumulative	Seasonal	4.07%	4.07%	4.07%	4.07%	4.07%	Maintaining				
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	%	Cumulative	Seasonal	79.72%	97.09%	27.00%	53.17%	79.77%	Maintaining	0.05% above 2016/17 = £19,633 The total net receipt has also increased from 16/17 by £1,091,489	78.56%	79.76%	Above Target
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	%	Cumulative	Seasonal	85.28%	99.43%	35.83%	61.13%	86.43%	Maintaining	1.15% above 16/17 - £504,144	83.55%	84.82%	Above Target
Revenues Administration	REV 6 - Level of outstanding customer changes in the Revenues team	Number	Quarterly	Seasonal	228	296	503	624	80	Improving	This is the lowest ever level of outstanding Revenues customers			
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Quarterly	31.41	29.44	23.06	23.24	23.73	Maintaining		26.00	24.00	Above Target
Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Seasonal	10.30	4.49	5.38	7.62	7.93	Maintaining		11.00	9.00	Above Target
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Cumulative	Seasonal	468	646	577	810	632	Maintaining	Of the 632, only 76 of these customers are awaiting a first contact from a Benefits Officer. For the remaining 556 customers, Benefits Officers have made contact with them and are awaiting information from the customer			
Housing Benefit Administration	BE 7 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Cumulative	Quarterly	88%	91%	91%	91%	91%	Maintaining	Accuracy has remained at a consistent level, with an increased amount of checking due to errors that have been identified over the last year.	85%	90%	Above Target
Housing Benefit Administration	BE 8 - The number of new benefit claims year to date (Housing Benefits / Council Tax Support)	Number	Cumulative	Seasonal	5,212	7,138	1,813	3,731	5513	Maintaining	2190 Housing Benefits and 3323 Council Tax Rebates			

DCE Quarterly Measures

Service Area	Measure	Unit	Cumulative or Quarterly	Trend - Quarterly or Seasonal	Q3/16/17	Q4/16/17	Q1/17/18	Q2/17/18	Q3/17/18	Status	Q3/17/18 (Row Comment)	Under Perf	Target	Last Target Status
CCTV	CCTV 6 - Total number of incidents handled by CCTV operators	Number	Quarterly	Quarterly	3,314	3,130	3,452	3,519	3,374	Maintaining	A monitored indicator to reflect workload, not efficiency or effectiveness of the service.			
Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	Number	Quarterly	Seasonal	200,660	226,582	228,684	209,284		Not set	Due to one member of staff being on long terms sick and another having been seconded to specific project work, the resource needed to collate this date will not be available until February. The data will be updated then.			
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	%	Quarterly	Seasonal	40.66%	34.19%	30.90%	39.90%	38.23%	Maintaining	This figure relates to data from quarter 2. 20.38% of waste was composted, and 17.85% of waste was recycled, equating to 38.23% of waste being composted or recycled.	35.00%	45.00%	On Target
Parking Services	PS 6 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	Seasonal	74.00%	65.00%	69.00%	68.00%	70.00%	Maintaining	Figure up slightly due to Christmas shoppers - however not as much as expected. This may be due to customers transferring to Lincoln Central car park in December, which has not been added within this quarter as only December's figures are available which would have skewed the quarterly figure. Lincoln Central will be added to Q4.	60.00%	75.00%	On Target
Parking Services	PS 7 - Number of off street charged parking spaces	Number	Quarterly	Seasonal	2,241	2,241	2,241	2,241	2,880	Improving	This includes an additional 639 spaces currently open at Lincoln Central. Note that we won't see a true picture of the % utilisation to this number of spaces until Q4			
Allotments	AM 8 - Percentage occupancy of allotment plots	%	Quarterly	Seasonal	86.50%	82.30%	82.20%	82.87%	82.50%	Maintaining	As at the end of December 2017, 891 plots of a total 1080 plots were let, equating to 82.5%. Of the 1023 lettable plots, 891 occupied plots equates to 87.1%.			
Public Protection and Anti-Social Behaviour Team	AB 4 - Number of service requests for Public Protection and ASB	Number	Quarterly	Seasonal	895	1,001	978	818	612	Improving	It is common to see a reduction in cases in quarter 3 however this year the figures are particularly low. This is due to a large reduction in fly tipping cases being received as well as lower ASB cases this time of year.			
Public Protection and Anti-Social Behaviour Team	AB 5 - Satisfaction of complainants relating to how the complaint was handled	%	Cumulative	Quarterly	90.90%	86.80%	88.00%	68.00%	89.00%	Improving	Customer satisfaction is now being completed via phone survey completed by Customer Services. This is giving a greater sample size and is being completed by officers not involved with the case. The figures will be closely monitored.	85.00%	87.50%	Above Target
Food and Health & Safety Enforcement	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	Quarterly	95.6%	95.8%	96.7%	97.8%	98.1%	Maintaining	This is an improving trend over the last 5 quarters of monitoring. The total number of registered food businesses is 1005. 19 businesses are considered to be non-compliant of which 7 of those are new businesses. This is a considerable improvement and demonstrates the commitment of the service to direct resources to those businesses that are the greater risk to public health.	95.0%	97.0%	Above Target
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Quarterly	9.00	9.50	9.00	9.90	13.25	Deteriorating	An increase in this measure is not unusual. It can be linked to the staff resources available, during this quarter there was a reduction in resource by 1FTE. The Christmas Market and the Christmas period would also have impacted on the time taken to revisit businesses.			
Food and Health & Safety Enforcement	FHS 6 - Percentage of official controls that should have been completed and have been in that time period (cumulative data)	%	Quarterly	Quarterly	81.00%	88.70%	90.10%	81.10%	84.50%	Maintaining	There are 60 inspections outstanding. There are no high risk red inspections overdue, 12 amber risk of which 7 are new businesses and 2 are evening economy the remainder are lower risk greens. The resources within the service are being actively managed to ensure that we have the best possible outcome against the planned inspection programme at the end of quarter 4.	85.00%	97.00%	Below target
Development Management (Planning)	DM 11 - End to end time to determine a planning application (Days)	Days	Quarterly	Quarterly	63.77	64.25	63.49	54.32	58.04	Maintaining	A high number of Certificate of Lawful Use applications, which are quicker to deal with than standard planning applications were received from a single applicant, however as this was a one off outlier, we have excluded them from the standard figures			
Development Management (Planning)	DM 13 - Number of live planning applications open	Number	Quarterly	Quarterly	110	110	161	120	97	Improving	Despite receiving a high number of Certificates of Lawful Use applications, the team has been able to reduce the outstanding workload figures from 120 in Q2 to just 97			
Development Management (Planning)	DM 16 - Percentage of applications approved	%	Quarterly	Quarterly	97%	88%	93%	95%	95%	Maintaining		85%	97%	On Target
Development Management (Planning)	DM 20 - Number of planning appeals allowed	Number	Quarterly	Quarterly	2	0	0	2	1	Maintaining	There were 5 planning appeals determined of which 4 were upheld. Of the 4 upheld, 3 were officer recommendations overturned at Planning Committee.			
Development Management (Planning)	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	Quarterly	82.80%	88.25%	90.29%	94.30%	95.00%	Maintaining		60.00%	70.00%	Above Target

Development Management (Planning)	DM 22 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	Quarterly	88.46%	91.38%	96.36%	98.18%	98.28%	Maintaining		50.00%	60.00%	Above Target
Development Management (Planning)	DM 8 - Number of applications in the quarter	Number	Quarterly	Quarterly	200	298	278	246	264	Maintaining	Q3 saw an influx of Article 4 related applications for flexible HMO/dwelling uses and also for the Certificate of Lawful Use, mainly from a single applicant ahead of the new fee, chargeable from January 13th 2018. However, as this was a significant number - and also much quicker work than 'normal', we have treated this work as outliers and have reported on standard workload			

DHR Quarterly Measures

Service Area	Type	Measure	Unit	Cumulative or Quarterly	Trend - Quarterly or Seasonal	Q3/16/17	Q4/16/17	Q1/17/18	Q2/17/18	Q3/17/18	Status	Commentary	Under Performing	Target	Last Target Status
Housing Investment	Performance	HI 4 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Cumulative	Seasonal	0.18%	0.04%	0.00%	0.00%	0.00%	Maintaining				
Housing Investment	Performance	HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	Seasonal	1	3	3	4	4	Maintaining				
Housing Investment	Performance	HI 7 - Percentage of dwellings with a valid gas safety certificate	%	Cumulative	Quarterly	99.98%	99.96%	99.95%	99.95%	99.85%	Maintaining				
Control Centre	Performance	CC 5 - Percentage of calls answered within 60 seconds	%	Quarterly	Quarterly	98.25%	98.30%	98.48%	98.37%	98.36%	Maintaining				
Rent Collection	Performance	RC 3 - Rent collected as a proportion of rent owed	%	Cumulative	Quarterly	99.49%	99.25%	98.88%	98.21%	99.27%	Maintaining		98.50%	100.00%	On Target
Rent Collection	Performance	RC 4 - Current tenant arrears as a percentage of the annual rent debit	%	Cumulative	Quarterly	2.15%	2.20%	2.41%	2.59%	2.22%	Improving	Arrears have significantly reduced this month. During the Christmas period we had our two rent free weeks in which we still collected rent which has helped reduced the arrears and bring us closer to target.	2.40%	2.15%	On Target
Housing Solutions	Performance	HS 3 - The number of people currently on the housing waiting list	Number	Cumulative	Quarterly	1,853	1,716	1,751	1,681	1,653	Maintaining				
Housing Solutions	Performance	HS 4 - The number of Homelessness applications progressed within the Housing team	Number	Cumulative	Seasonal	164	216	53	127	183	Deteriorating	The figure is following a similar trend to the previous years, and that of National trends. At the end of December we received in total 183 homelessness applications, 56 of which, were from Quarter 3 alone.			
Housing Solutions	Performance	HS 7 - % of households approaching the council considering themselves homeless or under threat of homelessness, where advice intervention resolved the situation.	Number	Cumulative	Seasonal	49.62%	46.57%	37.31%	26.62%	27.48%	Deteriorating	Research was undertaken by the Quality & Performance Team to investigate how other local authorities record their homelessness prevention figures. The majority of responses received highlighted that a number of local authorities monitor their prevention figures by number of preventions only, rather than as a percentage. This Performance Indicator will be reviewed from April. A new Choice Based Lettings system will also be introduced from April 2018 which will improve the way homelessness prevention information is accurately recorded and reported	56.00%	65.00%	Below Target
Housing Voids	Performance	HV 7 - Percentage of rent lost through dwelling being vacant	%	Cumulative	Quarterly	0.80%	0.84%	1.15%	1.06%	1.03%	Maintaining				
Housing Voids	Performance	HV 9 - Average re-let time calendar days for all dwellings (including major works)	Days	Cumulative	Monthly	23.02	23.31	31.54	30.00	27.16	Maintaining		28.00	25.00	On Target
Housing Maintenance	Performance	HM 3 - Percentage of reactive repairs completed within target time	%	Cumulative	Quarterly	97.08%	97.36%	97.16%	96.52%	96.98%	Maintaining		92.00%	95.00%	Above Target
Housing Maintenance	Performance	HM 4 - Percentage of repairs fixed first time	%	Cumulative	Quarterly	84.30%	86.12%	86.94%	88.01%	88.91%	Maintaining				
Housing Maintenance	Performance	HM 5 - Appointments kept as a percentage of appointments made	%	Cumulative	Quarterly	95.04%	95.66%	96.52%	96.25%	95.71%	Maintaining				

PERFORMANCE SCRUTINY COMMITTEE**22 FEBRUARY 2018****SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING****REPORT BY: CHIEF FINANCE OFFICER****LEAD OFFICER: ROBERT BAXTER, INTERIM CHIEF FINANCE OFFICER****1. Purpose of Report**

1.1 To present to the Performance Scrutiny Committee the third quarter's performance (up to 31st December) on the Council's:

- General Fund
- Housing Revenue Account
- Housing Repairs Service
- Capital Programmes

And, to provide a review of the key budget risk assessments.

1.2 Financial Procedure Rules require members to receive, on a quarterly basis, a report prepared jointly by the Chief Finance Officer and Corporate Management Team commenting on financial performance to date. This report is designed to meet this requirement.

2. Executive Summary

2.1 As at the end of the third quarter (up to 31st December) the forecast financial position of the Council for 2017/18 is:

	2017/18		
	Budget £'000	Forecast at Q3 £'000	Variance at Q3 £'000
Revenue Accounts			
General Fund –Contribution to/(from) balances	(702)	(244)	458
Housing Revenue Account (HRA) (Surplus)/Deficit in year	64	(148)	(212)
Housing Repairs Service	0	(101)	(101)
Capital Programmes			
General Fund Investment Programme	23,676	31,419	0
Housing Investment Programme	24,340	15,204	0
Capital Receipts			

	2017/18		
	Budget £'000	Forecast at Q3 £'000	Variance at Q3 £'000
General Fund	1,197	1,689	0
HRA	2,419	1,519	0
Reserves & Balances			
General Fund Balances	1,609	2,067	458
HRA Balances	1,023	1,235	212
HRS Balances	88	88	0
General Fund Earmarked Reserves	4,153	3,389	(764)
HRA Earmarked Reserves	1,695	1,485	(210)

- 2.2 The detailed financial position is shown in sections 3-7 and accompanying appendices.

3. General Fund Revenue Account

- 3.1 For 2017/18 the Council's net General Fund revenue budget was set at £10,435,620, including a planned contribution from balances of £702,440 (resulting in an estimated level of general balances at the year-end of £1,609,364).

- 3.2 The General Fund Summary is currently projecting a forecast under spend of £457,856 (appendix A provides a forecast General Fund Summary). This forecast variance is the result of a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances are provided in appendix B while the key variances are summarised below:

- Interest Payable – Reduced Expenditure £(79,650)
- Christmas Market – Increased Expenditure £79,880
- City Hall Car Park – Increased Expenditure £110,830
- Lincoln Properties – Increased Income £(56,000)
- City Hall – Reduced Expenditure £(132,440)
- New Homes Bonus Contingency – Reduced Expenditure £(102,640)

- 3.3 **Towards Financial Sustainability Programme** - The savings target included in the MTFS for 2017/18 is £3,500,000. Progress against this target, based on quarter 3 performance shows that secured and confident projections total £3,530,390. This results in a current forecast over achievement of the target in 2017/18 of £30,390. In respect of this outstanding target work is currently underway through the ToFS Programme Board to accelerate existing projects in the programme and to develop further new projects. A summary of the current position is shown in the table below.

	£ General Fund
<u>Review/Business Case Approved/Delegated Decision Taken</u>	
Shared Services/Savings/Managing Demand	2,502,063
Commercialisation	738,660
Asset Rationalisation	289,667
Total Savings – Secured	<u>3,530,390</u>
<u>Subject to Review/Business Case</u>	
Shared Services/Savings/Managing Demand	0
Commercialisation	0
Asset Rationalisation	0
Total Savings - Subject to Review/Business Case	<u>0</u>
Overall Savings	<u>3,530,390</u>
MTFS savings target	(3,500,000)
(Under)/ over achievement	30,390

- 3.4 **Fees and charges income** – Income from fees and charges represents a significant proportion of income to the Council, with the primary sources being from car parking, development management and building regulations. Due to the importance of these income streams to the Council's financial position and the impact external factors can have on the levels of income receive they are monitored regularly by the Corporate Management Team. A summary of the progress of these key income streams against the approved budget, together with the forecast variance for the first quarter of the financial year is provided below:

	<u>Budget Q3 £'000</u>	<u>Actual Q3 £'000</u>	<u>Variance £'000</u>	<u>Forecast Variance Q3 £'000</u>
Car Parks	(3,004)	(3,084)	(80)	100
Development Management	(325)	(323)	2	43
Building Regulations	(165)	(129)	36	55
Total	(3,494)	(3,536)	(42)	198

- 3.5 The Executive should be aware that the forecast outturn for the General Fund of a £457,856 underspend does not take account requested carry forwards. Assistant Directors have requested a number of items to be transferred to an earmarked reserve and spent in future years. These requests total £125,110, which if approved would reduce the forecast outturn to £332,746 underspend. At this stage the Corporate Management Team are not presenting any carry forward requests to the Executive for approval. Following confirmation of the final outturn position the

Corporate Management Team will undertake a review of all carry forwards requests alongside a review of the resources available to support the delivery of the Council's Vision 2020 programme. These will be presented to the Executive for approval as part of the Financial Outturn report in June 2018.

- 3.6 In addition to the carry forward requests above, there has been significant New Burdens Grants received in the Revenues and Benefits Shared Service during the year. Many of these are to cover work already being undertaken by the shared service and therefore it is proposed to transfer £50,000 to the Revenues and Benefits shared service reserve to cover anticipated future reductions to the DWP administration grant the Authority receives.
- 3.7 With the increasing focus on the commercialisation agenda it is proposed that a further £100,000 is transferred into the Invest to Save Reserve for Directorates to bid against for monies to assist in marketing services in order to protect and grow the Council's key income generating areas.
- 3.8 The forecast outturn for the General Fund therefore would be £182,746 if all carry forwards and both earmarked reserve requests were to be agreed.
- 3.9 It is proposed, subject to outturn, that if this underspend is realised then it should be used to offset any potential volatility in income from the Council's main income streams in future years.

4. Housing Revenue Account

- 4.1 For 2017/18 the Council's Housing Revenue Account (HRA) net revenue budget was set as a deficit of £64,170, resulting in an estimated level of general balances at the year-end of £1,023,099.
- 4.2 The HRA is currently projecting an in-year underspend of £211,970, which would increase General Balances to £1,235,030 at the end of 2017/18 (appendix C provides a forecast HRA Summary). The assessed prudent minimum balance for the HRA is currently £1,000,000.
- 4.3 The components of this underspend are detailed in Appendix D and a summary of the key variances are provided below:
- Vacancy Savings – reduced expenditure £(76,000)
 - HRS trading surplus £(101,070)
- 4.4 In addition there are variances on individual lines (specifically depreciation and repairs and maintenance) which have a net nil impact overall. These are related to changes in the financing of the capital programme in year. The budgets for 2018/19 onwards have been re-aligned within the MTFS 2018-23 and therefore these will not show as variances in the future.

5. Housing Repairs Service

- 5.1 For 2017/18 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2 At quarter 3 HRS are forecasting a surplus of £101,070 in 2017/18 (appendix E provides a forecast HRS Summary), with full details of the main variances provided in appendix F.

6. Earmarked Reserves

- 6.1 The details of all the earmarked reserves and their forecast balance as at 31st March 2018 are attached in Appendix G. In summary:

	Opening Balance	Contributions	Actuals Q1- Q3	Forecast Q4	Forecast Balance
	01/04/17				31/03/18
	£'000	£'000	£'000	£'000	£'000
General Fund	5,463	1,311	0	(3,385)	3,389
HRA	1,555	89		(159)	1,485
Capital Resources	21,322	18,281	0	(21,894)	17,709

7. Capital Programme

7.1 General Investment Programme

- 7.2 The last quarterly report approved a General Fund Investment Programme for 2017/18 of £30,889,090. Movements in the programme since have increased overall planned expenditure in 2017/18 to £31,418,986. A summary of the changes is shown below:

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Revised Budget following Q2 Report	30,889	1,340	500	500	500
Budget changes for Executive approval at Q3	530	12,869	0	0	0
Revised Budget	31,419	14,209	500	500	500

- 7.3 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. All changes over the approved limit require approval by the Executive.

The budget reprofiles approved by the Chief Finance Officer during the third quarter are detailed at Appendix I under the heading of "Approved by Chief Finance Officer".

- 7.4 Changes that require Executive approval for the third quarter (further details in Appendix I) are:

- **CCTV** – additional budget of £85,000 allocated to the scheme in 2017/18, funded through £75,000 reallocation of capital contingency and £10,000 from the Invest to Save reserve.
- **Allotments** – additional budget of £250,000 allocated to the scheme in 2018/19 funded through capital receipts.
- **Disabled Facilities Grants** – additional funding of £66,612 allocated in 2017/18 from DCLG and £252,126 of Better Care Funding reallocated to revenue.

7.5 New projects agreed at the Strategic Plan Implementation Team (SPIT) are then subject to Executive Approval.

The following project has been agreed by SPIT or Chief Finance Officer during the third quarter and has previously been approved at Executive.

- **Land and Property Acquisition** – This project relates to the acquisition of Land and Property within the city. Approved by Executive on 8th January 2018 (Minute no.112).

7.6 The table below provides a summary of the projected outturn position for the General Investment Programme:

	MTFS 2017-22 Budget	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Communities & Environment	1,625	3,822	3,822	0
Chief Executives Department	400	9,223	9,223	0
"Mega Projects"	15,837	18,327	18,327	0
Total Active Schemes	17,861	31,372	31,372	0
Schemes On Hold/Contingencies	822	47	47	0
Total Capital Programme	18,684	31,419	31,419	0

7.7 The overall spending on the General Fund Investment Programme for the third quarter is £23,444,276, which is 74.62% of the agreed programme and 74.73% of the active programme. This is detailed further at Appendix J.

7.8 Housing Investment Programme

- 7.9 The last quarterly report approved a Housing Investment Programme for 2017/18 of £24,340,053. Movements in the programme since have decreased overall planned expenditure in 2017/18 to £15,204,221. A summary of the changes is shown below:

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Revised budget following Q2 report	24,340	15,167	11,951	9,404	11,395
Budget changes for Executive approval at Q3	(9,136)	10,638	2,578	1,982	1,243
Revised Budget	15,204	25,805	14,529	11,386	12,638

- 7.10 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. All changes over the approved limit require approval by the Executive. There were no changes approved by the Chief Finance Officer for the third quarter.

The changes requiring approval from the Executive are detailed in Appendix K and summarised below:

- Movements back to available resources column
- The movements within the financial year column
- Various reprofiles to and from future financial years column

- 7.11 New projects agreed at SPIT are then subject to Executive Approval. There are no new projects to be presented to the Executive for the third quarter.

- 7.12 The table below provides a summary of the projected outturn position:

	MTFS 2017-22 Budget	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	6,381	5,700	5,700	0
Health and Safety	708	449	449	0
Contingent Major Repairs/ Works	448	105	105	0
New Build Programme	11,242	5,261	5,261	0
Land Acquisition Fund	4,040	2,520	2,520	0
Other Schemes	693	976	976	0
Computer Fund	109	193	193	0
Total Capital Programme	23,621	15,204	15,204	0

- 7.13 Expenditure against HIP budget at the end of the third quarter was £5,750,087 which is 37.82% of the approved programme. A further £845k has been spent as at the end of January 2018. The expenditure is detailed further at Appendix L.

Although this would appear to be low at this stage of the financial year, the following points should be taken into consideration:-

- The budget includes £5.26m for the 2017/18 New Build Programme. Works have commenced on the Monks Road development (expected completion during 2018/19) and 12 properties at Blankney Crescent are due to be handed over during February 2018.
- The budget includes £2.51m for Land Acquisitions. £1.75m is budgeted for the potential purchase of land off Queen Elizabeth Road. Ermine School was purchased during the second quarter for £769k and re sold for £700k.

8. Resource Implications

- 8.1 The financial implications are contained throughout the report.
- 8.2 There are no legal implications arising from this report.
- 8.3 There are no equality and diversity implications as a direct result of this report.

9.0 Risk Implications

- 9.1 A full financial risk assessment is included in the Medium Term Financial Strategy 2017-22.

10. Recommendations

Members are recommended to:

- 10.1 Note the progress on the financial performance for the period 1st April to 31st December 2017 and the projected outturns for 2017/18.
- 10.2 Assess the underlying impact of the pressures and underspends identified in paragraphs 3.2 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F)
- 10.3 Note the proposed contribution of £50,000 to the Revenues and Benefits Shared Service Reserve detailed in paragraph 3.6.
- 10.4 Note the proposed contribution of £100,000 to the Invest to Save Reserve for Marketing Services detailed in paragraph 3.7.
- 10.5 Note the changes to the General Investment Programme as detailed in paragraphs 7.5.

Key Decision No

Key Decision Reference No. N/A

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

List of Background Papers: Medium Term Financial Strategy 2017-22
Minutes of Strategic Plan Implementation Team.

Lead Officer: Robert Baxter, Interim Chief Finance Officer
Telephone 873361

GENERAL FUND SUMMARY - AS AT 31 DECEMBER 2017

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,766	1,770	4
Chief Finance Officer (S. 151)	B	622	382	(240)
City Solicitor	C	1,368	1,278	(90)
Housing	D	748	633	(115)
Director of Major Developments	E	1,090	1,087	(3)
Communities and Street Scene	F	2,406	2,562	156
Health & Environmental Services	G	2,087	2,011	(76)
Planning	H	910	951	42
		10,997	10,675	(322)
Corporate Expenditure	I	1,472	1,490	19
TOTAL SERVICE EXPENDITURE		12,468	12,165	(303)
Capital Accounting Adjustment	J	1,922	1,874	(49)
Specific Grants	K	(1,647)	(1,647)	0
Contingencies	L	226	122	(104)
Savings Targets	M	30	0	(30)
Earmarked Reserves	N	(1,889)	(1,936)	(46)
Insurance Reserve	O	27	27	0
TOTAL EXPENDITURE		11,138	10,605	(533)
CONTRIBUTION TO/ (FROM) BALANCES		(702)	(245)	458
NET REQUIREMENT		10,436	10,361	(75)
Retained Business Rates Income	P	17,084	17,084	0
Tariff	Q	(12,397)	(12,397)	0
Section 31 grant	R	0	85	85
Levy	S	(184)	(344)	(160)
Collection Fund surplus/ (deficit)	T	(1,191)	(1,191)	0
Revenue Support Grant	U	981	981	0
Council Tax	V	6,145	6,145	0
TOTAL RESOURCES		10,436	10,361	(75)

Please note the above is now shown on an Expenditure Funding Analysis (EFA) basis. This means all charges which are reversed out under statute are now **not** shown in the above figures. Examples of this are depreciation and capital grants. This means the above only includes items which are a call on the general fund balance.

General Fund Forecast Variances - Quarter 3

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	Reason for variance
	<u>Additional Spending</u>		
G	Christmas Market	79,880	Forecast outturn shows impact on Sunday closure of the Market
F	New Bus Station <i>(ongoing – to be reviewed in MTFS)</i>	31,300	Revenue costs of running the new bus station not previously identified. The additional cost of operating the new bus station has been included within the MTFS 2018/23.
F	City Hall Car Park NNDR <i>(ongoing – to be reviewed in MTFS)</i>	110,830	Due to a revaluation of the City Hall Pay and Display car park by the valuation office rates payable have increased. In addition this has been backdated to 2015.
	<u>Reduced Income</u>		
F	Car Parking Income	100,000	Projected shortfall of income on the new Lincoln Central Car Park.
B	Council Tax Court Cost Income	78,020	Projected court cost income will be significantly less than budgeted, the budget for which has been adjusted in the MTFS going forward.
	<u>Reduced Spending</u>		
B	City Hall <i>(Solar Panel savings ongoing)</i>	(132,440)	Savings as a result of the installation of Solar Panels on City Hall. In addition revised Business Rates invoices have now been issued for the last two financial years (15/16 and 16/17) and this has led to a one off refund payable in 17/18.
B	Insurance Premiums <i>(Ongoing, addressed in revised MTFS)</i>	(29,840)	Savings realised on the re-tender of corporate insurance policies.
J	Interest Payable	(79,650)	Due to no borrowing being taken until quarter four there is an underspend on interest payable. In lieu of borrowing internal cash balances have been used to fund major expenditure made in the year so far.
F	Car Parking Expenditure	(96,000)	This comprises of underspends on Overtime, Utilities, R&M and other supplies & services budgets.

Appendix B

Ref		£	Reason for variance
L	New Homes Bonus Contingency	(102,640)	Forecast underspend on contingency funded through unallocated new homes bonus funding
B	Lincoln Properties	(56,000)	Overachievement of income due to rent reviews and also lower void rates than budgeted.
G	Crematorium Income	(80,000)	Increased demand for the service over and above the budgeted amount
M	TOFS Overachievement (one-off)	(30,390)	Overachievement of the £3.5m savings target in 2017/18.

HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 31 DECEMBER 2017

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(28,136)	(28,094)	42
Charges for Services & Facilities	B	(378)	(381)	(2)
Contribs towards Expenditure	C	(43)	(70)	(27)
Repairs & Maintenance	D	7,498	8,260	762
Supervision & Management:	E	6,364	6,288	(76)
Rents, Rates and Other Premises	F	41	99	58
Increase in Bad Debt Provisions	G	187	287	100
Insurance Claims Contingency	H	240	240	0
Contingencies	I	7	0	(7)
Depreciation	J	12,112	10,852	(1,260)
Debt Management Expenses	K	12	12	0
HRS Trading Deficit/(Surplus)	L	0	(101)	(101)
Net Cost of Service		(2,096)	(2,606)	(511)
Loan Charges Interest	M	2,352	2,352	0
Investment/Mortgage Interest	N	(33)	(33)	0
Net Operating Inc/Exp		223	(288)	(511)
Major Repairs Reserve Adjustment	O	0	200	200
Transfers to/from reserves	P	(159)	(60)	98
(Surplus)/Deficit in Year		64	(148)	(212)
Balances b/f @ 1st April		(1,087)	(1,087)	0
(Increase)/Decrease in Balances		64	(148)	(212)
Balances c/f @ 31st March		(1,023)	(1,235)	(212)

Housing Revenue Account Variances - Quarter 3

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	Reason for variance
	<u>Reduced Income</u>		
A	Rental Income	42,000	Currently Voids Higher than budgeted on dwellings and garages.
	<u>Reduced Spending</u>		
E	Supervision & Management	(76,000)	Supervision & Management Vacancies – currently under review. Vacancy Savings contingency (£33k) met in quarter one.
J	Depreciation	(1,260,000)	Revaluation of housing stock re-visited resulting in lower depreciation.
	<u>Additional Income</u>		
A	Rental Income	(23,000)	Hamilton House Rental Income Contribution not budgeted.
C	Court Fee Income	(27,000)	Court Fee income expected to be higher than budget at Q3.
L	HRS Trading Surplus	(101,070)	Forecast surplus on the HRS Trading Account re-patriated into the HRA.
	<u>Increased Spending</u>		
F	Rents, Rates and Other Premises	58,000	Council Tax on voids backdated charges from 2016-17.
D	Repairs & Maintenance	762,000	Amendment to capitalised spend reversion as no longer required re the depreciation adjustment.
O	Major Repairs Reserve Adjustment.	200,000	Revenue Resources available to fund the HIP
G	Bad Debt Provision	100,000	Provision set to 1% of income which it is anticipated will cover a potential increase in bad debts in the future relating to the rollout of Universal Credit.
P	Transfers to/(from) Reserves	98,000	Contribution from the Repairs account no longer needed.

HOUSING REPAIRS SERVICE SUMMARY - AS AT 31 DECEMBER 2017

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,475	2,404	(71)
Premises	39	42	3
Transport	451	456	5
Materials	1,303	1,178	(125)
Sub-Contractors	2,185	1,668	(517)
Supplies & Services	115	143	28
Central Support Charges	713	713	0
Capital Charges	0	0	0
Total Expenditure	7,281	6,604	(677)
Income	7,281	6,705	576
(Surplus)/Deficit	0	(101)	(101)

Housing Repairs Service Variances - Quarter 3

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

	£	Reason for Variance
<u>Reduced Income</u>		
Recharges	576,000	Reduced spend on sub-contractors and materials costs has subsequently led to a reduced charge to the HRA.
<u>Reduced Spending</u>		
Employees	(71,000)	There have been a number of Operative vacancies, these are expected to be filled in the coming months. There was also an £11k underspend on Overtime
Materials	(125,000)	Product 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.
Sub-Contractors	(517,000)	HRS had suffered with severe staff shortages over the last 3 years which meant an increase in the reliance of Sub Contractors. Although there have been issues over staff absences in the first three quarters, there continues to be less reliance on external companies.
<u>Increased Spending</u>		
Supplies & Services	29,000	Increase in Equipment Purchases (New Tool Kits) and consultants Fees.

EARMARKED RESERVES – Q3 MONITORING 2017/18

	Opening Balance 01/04/2017 £'000	Contributions £'000	Actuals Q1-Q3 £'000	Forecast Q4 £'000	Forecast Balance 31/03/2018 £'000
General Fund					
Strategic Projects - Revenue					
Costs	1,371	0	0	(875)	496
Business Rates Volatility	710	450	0	(696)	464
Growth Strategy Delivery	423	0	0	(423)	0
Grants & Contributions	363	109	0	(44)	428
Mercury Abatement	347	91	0	(60)	378
Budget Carry Forwards	341	30	0	(237)	134
Unused DRF	276	207	0	(483)	1
IT Reserve	221	100	0	(158)	163
Backdated rent review	220	0	0	0	220
Invest to Save (GF)	194	275	0	(55)	415
Revenues & Benefits shared service	134	0	0	(21)	113
Transport Hub Risk Mitigation	124	0	0	(124)	0
Funding for Strategic Priorities	121	0	0	(93)	28
Tree Risk Assessment	96	20	0	(18)	98
Asset Improvement	90	0	0	0	90
Private Sector Stock Condition Survey	51	12	0	0	63
MA Reserve	51	0	0	0	51
Mayoral car	47	0	0	0	47
Organisational Development	47	0	0	(39)	8
Property Searches	36	0	0	0	36
Managed Workspace	35	0	0	0	35
County Wide Broadband Initiative	34	0	0	(34)	0
Christmas Market	25	0	0	(25)	0
Electric Van replacement	18	4	0	0	22
Christmas Decorations	17	0	0	0	17
Air Quality Initiatives	17	6	0	0	22
Section 106 interest	14	0	0	0	14
Boston Audit Contract	14	0	0	0	14
Commons Parking	14	6	0	0	20
Tank Memorial	10	0	0	0	10
Yarborough Leisure Centre	2	0	0	0	2
Greetwell Place	1	0	0	(1)	0
	5,463	1,311	0	(3,385)	3,389
HRA Repairs Account	611	0	0	0	611
Capital Fees Equalisation Reserve	241	86	0	0	327
HRA Strategic Priority Reserve	240	0	0	0	240
Invest to Save (HRA)	164	0	0	0	164
Western Growth Corridor	150	0	0	(150)	0
De Wint Court Reserve	73	0	0	0	73
HRA Survey Works	54	3	0	(9)	48
Stock Retention Strategy	22	0	0	0	22
	1,555	89	0	(159)	1,485
Total Earmarked Reserves	7,018	1,400	0	(3,544)	4,874

CAPITAL RESOURCES – Q3 MONITORING 2017/18

	Opening Balance 01/04/2017 £'000	Contributions £'000	Used in Financing £'000	Forecast Balance 31/03/2018 £'000
Capital Grants	398	3,044	(3,284)	158
Capital Receipts	3,039	1,689	(3,839)	889
Capital Receipts (HRA)	6,359	1,519	(544)	7,334
Major Repairs Reserve	10,680	12,209	(13,957)	8,752
Section 106	846	0	(270)	576
Total Capital Resources	21,322	18,281	(21,894)	17,709

General Investment Programme – Summary of Financial Changes

Project Name	2017/18	2018/19	2019/20	2020/21	2021/12	Comments
	£	£	£	£	£	
Budget as at Q2	30,889,090	1,340,081	500,000	500,000	500,000	
Budget for approval	31,418,986	14,208,836	500,000	500,000	500,000	
Total Changes for Q3	529,896	12,868,755	0	0	0	
Approved by Chief Finance Officer:						
Hartsholme Flood Alleviation	7,934	(7,934)	0	0	0	Re-profile from 2018/19.
New Telephony	(140,512)	140,512	0	0	0	Re-profile to 2018/19.
Purchase of Car Parks	17,415	0	0	0	0	Additional professional fees incurred.
CPO – 83 Albany Terrace	(83,700)	83,700	0	0	0	Re-profile to 2018/19.
BLC Transformation	22,000	(22,000)	0	0	0	Re-profile from 2018/19.
Non-Disabled Facilities Grants	5,000	0	0	0	0	Additional funding in 2017/18 from DRF
Non-Disabled Facilities Grants	(23,132)	23,132	0	0	0	Re-profile to 2018/19
Capital Contingency	(46,380)	46,380	0	0	0	Re-profile to 2018/19
Housing Renewal Area	(367,000)	367,000	0	0	0	Re-profile to 2018/19
Disabled Facilities Grants	(150,000)	150,000	0	0	0	Re-profile to 2018/19
Heat Mitigation Terrace	(257,965)	257,965	0	0	0	Re-profile to 2018/19
To Be Approved by the Executive						
Land and Property Acquisition	1,721,750	11,580,000	0	0	0	New scheme for acquisition of land and property within the city. Approved at Executive 08/01/18 Min.112
CCTV Upgrade	85,000	0	0	0	0	Additional funding required to deliver the
Capital Contingency	(75,000)	0	0	0	0	scheme. Reallocated from Capital Contingency and £10k from Invest to Save.
Allotments	0	250,000	0	0	0	Additional budget allocated from Capital Receipts
Disabled Facilities Grants	(185,514)	0	0	0	0	Additional funding received from DCLG. (£66,612) and £252,126 reallocation of Better Care Fund to revenue.

Appendix I

Project Name	2017/18	2018/19	2019/20	2020/21	2021/12	Comments
	£	£	£	£	£	
Total Changes	529,896	12,868,755	0	0	0	

General Investment Programme – Summary of Expenditure as at 31st December 2017

	MTFS 2017/18	2017/18 Revised Budget	2017/18 Actual Q1-Q3	2017/18 Variance	Spend
	£	£	£	£	%
CX – Chief Finance Officer					
The Terrace	0	0	(2,712)	2,712	0.00%
Terrace Heat Mitigation	200,000	2,350	2,350	0	100.00%
Greetwell Place Refurbishment	0	4,739	5,120	(381)	108.03%
Planned Capitalised Works	200,000	500,637	169,832	330,805	33.92%
Land and Property Acquisition	0	1,721,750	0	1,721,750	0.00%
Purchase of Car Parks	0	6,965,415	6,965,415	0	100.00%
DCE – Communities & Environment					
Skate Park	183,021	0	0	0	0.00%
CPO (13 Albany Terrace)	83,700	0	0	0	0.00%
Non-Disabled Facilities Grants	0	70,000	66,572	3,428	95.10%
Disabled Facilities Grants	286,768	375,000	232,039	142,961	61.88%
Yarborough LC Capital Works	0	5,487	5,487	0	100.00%
Birchwood LC Transformation	0	1,522,000	730,156	791,844	47.98%
Bereavement Services Lighting	0	40,000	0	40,000	0.00%
DCE – Community Services					
Flood Alleviation – Hartsholme	0	7,934	7,934	0	0.00%
Boultham Park Masterplan	480,967	836,713	309,233	527,480	36.96%
CCTV Upgrade	235,803	314,706	230,255	84,451	73.17%
Allotments Improvement Programme	0	650,000	10,223	639,777	1.57%
CX – Corporate Policy					
New Telephony System	0	24,000	24,000	0	100.00%
Disaster Recovery & Back Up	0	4,083	0	4,083	0.00%
“Mega Projects”					
Lincoln Transport HUB	15,836,950	18,326,627	14,688,372	3,638,255	80.15%
Schemes Under Review					
Housing Renewal Area	414,545	47,545	0	47,545	0.00%
Compulsory Purchase Orders	155,833	0	0	0	0.00%
Non-Disabled Facilities Grants	90,000	0	0	0	0.00%
Capital Contingencies	162,015	0	0	0	0.00%
Total Programme	18,329,602	31,418,986	23,444,276	7,974,710	74.62%

Housing Investment Programme – Summary of Financial Changes

	Project Name	Approved Budget Q2	Budget to be Approved	Budget Increase/ (Reduction)	Movements (To)/from Available Resources	Movements Within Financial Year	Reprofile (To)/from Future Years	Notes
		£	£	£	£	£	£	
86	Decent Homes							
	Bathrooms & WC's	378,005	128,815	(249,190)	0	(100,000)	(149,1900)	2018/19
	Central Heating Upgrades	642,060	752,060	110,000	0	110,000	0	
	Heating Replacements	319,597	319,597	0	0	0	0	
	Thermal Comfort Works	303,534	117,557	(185,977)	0	0	(185,977)	2018/19
	Kitchen Improvements	694,445	204,445	(490,000)	0	(200,000)	(290,000)	2020/21
	Re-wiring	89,034	24,543	(64,491)	0	(64,491)	0	
	Re-roofing	403,071	201,817	(201,254)	0	0	(201,254)	2020/21
	Windows Replacement	822,905	550,215	(272,690)	0	0	(272,690)	2020/21
	Structural Defects	54,621	54,621	0	0	0	0	
	Wall Structure Repairs	6,577	6,577	0	0	0	0	
	Door Replacement	669,150	371,731	(297,419)	0	(170,000)	(127,419)	2018/19
	Decoration Allowance	12,109	12,109	0	0	0	0	
	CO Detector Installations	132,559	132,599	0	0	0	0	
	New Services	53,898	64,028	10,130	0	10,130	0	
	St Botolphs Court alterations	77,766	67,636	(10,130)	0	(10,130)	0	
	Void Capitalised Works	109,242	1,426,890	1,317,648	399,164	918,484	0	
	Landscaping and Boundaries	335,963	258,545	(77,418)	0	0	(77,418)	2018/19
	Lincoln Standard							
	Over Bath Showers	1,181,974	999,876	(182,098)	0	(110,000)	(72,098)	2018/19
	Safety Flooring Supported Housing	99,517	6,101	(93,416)	0	0	(93,416)	2019/20
	Health and Safety							
	Asbestos Removal	375,349	200,439	(175,000)	0	(175,000)	0	
	Asbestos Surveys	149,950	199,950	50,000	0	50,000	0	
	Door Entry Systems	45,795	25,795	(20,000)	0	0	(20,000)	2018/19
	Stair Structures	23,133	23,133	0	0	0	0	
	Plastering (HHSRS)	218,484	0	(218,484)	0	(218,484)	0	

Appendix K

Project Name	Approved Budget Q2	Budget to be Approved	Budget Increase/ (Reduction)	Movements (To)/from Available Resources	Movements Within Financial Year	Reprofile (To)/from Future Years	Notes
	£	£	£	£	£	£	
New Build Programme							
New Build Programme	3,570,000	0	(3,570,000)	0	(700,000)	(2,870,000)	2018/19
Waterloo Housing Partnership	4,085,000	1,186,320	(2,898,680)	0	0	(2,898,680)	2018/19
Westleigh Homes Partnership	3,287,750	2,770,183	(517,567)	0	0	(517,567)	2018/19
Waterloo Housing Lytton Street	0	700,000	700,000	0	700,000	0	
De Wint Court Alterations	299,545	299,545	0	0	0	0	
Potential New Build Sites	305,360	305,360	0	0	0	0	
Land Acquisition							
Land Acquisitions Fund	1,520,213	0	(1,520,213)	0	0	(1,520,213)	2018/19
Ermine School	769,450	769,500	0	0	0	0	
Queen Elizabeth Road	1,750,000	1,750,000	0	0	0	0	
Other							
Environmental New Works	54,621	54,621	0	0	0	0	
84 Uffington Avenue	32,423	52,423	20,000	0	20,000	0	
12 Webster Close	50,000	10,000	(40,000)	0	0	(40,000)	2018/19
18 Garfield Close	21,000	10,000	(11,000)	0	24,000	(35,000)	2018/19
Communal Hardstanding Areas	412,087	412,087	0	0	0	0	
Communal Electrics	76,469	435,960	359,491	0	359,491	0	
Garages	54,086	0	(54,086)	0	0	(54,086)	2018/19
Shops/Buildings	28,354	0	(28,354)	0	0	(28,354)	2019/20
Fire Alarms	1,036	1,036	0	0	0	0	
Communal TV Aerials	21,634	0	(21,634)	0	0	(21,634)	2018/19
HSS Computer Fund	193,113	193,113	0	0	0	0	
Contingency Reserve	609,174	105,174	(504,000)	0	(444,000)	(60,000)	2018/19 (2 Gunby Ave)
Total Programme	24,340,053	15,204,221	(9,135,832)	399,164	0	(9,534,996)	

Housing Investment Programme – Summary of Expenditure as at 31st December 2017

	MTFS 2017/18	2017/18 Revised Budget	2017/18 Actual Q1-Q3	2017/18 Variance	Spend
	£	£	£	£	%
Decent Homes					
Bathrooms & WC's	388,689	128,815	118,116	10,699	91.69%
Central Heating Upgrades	646,455	752,060	369,408	382,652	49.12%
Heating Replacements	255,000	319,597	126,884	192,713	39.70%
Thermal Comfort Works	308,484	117,557	22,107	95,450	18.81%
Kitchen Improvements	665,538	204,445	169,113	35,332	82.72%
Re-wiring	89,034	24,543	12,511	12,032	50.98%
Re-roofing	627,428	201,817	167,623	34,194	83.06%
Windows Replacement	600,000	550,215	436,142	114,073	79.27%
Structural Defects	54,621	54,621	0	54,621	0.00%
Wall Structure Repairs	7,461	6,577	0	6,577	0.00%
Door Replacement	635,649	371,731	113,566	258,165	30.55%
Decoration Allowance	13,109	12,109	6,997	5,112	57.78%
CO Detector Installations	132,128	132,599	84,870	47,729	64.01%
New Services	54,621	64,028	0	64,028	0.00%
St Botolphs Court alterations	0	67,636	82,240	(14,604)	121.59%
Void Capitalised Works	109,242	1,426,890	589,871	837,019	41.34%
Landscaping and Boundaries	335,963	258,545	127,583	130,962	49.35%
Lincoln Standard					
Over Bath Showers	1,137,401	999,876	526,846	473,030	52.69%
Safety Flooring Supported Housing	70,251	6,101	0	6,101	0.00%
Health and Safety					
Asbestos Removal	273,105	200,439	54,677	145,762	27.28%
Asbestos Surveys	152,939	199,950	133,165	66,785	66.60%
Door Entry Systems	40,780	25,795	6,208	19,587	24.07%
Stair Structures	22,710	23,133	0	23,133	0.00%
Plastering (HHSRS)	218,484	0	0	0	0.00%
New Build Programme					
New Build Programme	3,570,000	0	0	0	0.00%
Waterloo Housing Partnership	4,085,000	1,186,320	0	1,186,320	0.00%
Westleigh Homes Partnership	3,543,750	2,770,183	922,976	1,847,207	33.32%
Waterloo Housing Lytton Street	0	700,000	0	700,000	0.00%
De Wint Court Alterations	250,000	299,545	3,108	296,437	1.04%
Potential New Build Sites	42,830	305,360	180,727	124,633	59.18%
Land Acquisition					
Land Acquisitions Fund	1,520,600	0	0	0	0.00%
Ermine School	769,450	769,500	769,500	0	100.00%
Queen Elizabeth Road	1,750,000	1,750,000	55,000	1,695,000	3.14%
Other					
Environmental New Works	54,621	54,621	0	54,621	0.00%
84 Uffington Avenue	32,094	52,423	50,414	2,009	96.17%
12 Webster Close	50,000	10,000	3,015	6,985	30.15%
18 Garfield Close	21,000	10,000	2,160	7,840	21.60%
Communal Hardstanding Areas	400,403	412,087	217,316	194,771	52.74%
Communal Electrics	76,469	435,960	316,072	119,888	72.50%

Appendix L

	MTFS 2017/18	2017/18 Revised Budget	2017/18 Actual Q1-Q3	2017/18 Variance	Spend
	£	£	£	£	%
Garages	27,311	0	0	0	0.00%
Shops/Buildings	19,882	0	0	0	0.00%
Fire Alarms	0	1,036	0	1,036	0.00%
Communal TV Aerials	10,924	0	0	0	0.00%
HSS Computer Fund	109,242	193,113	81,872	111,241	42.40%
Contingency Reserve	448,471	105,174	0	105,174	0.00%
Total Programme	23,621,139	15,204,221	5,750,087	9,454,314	37.82%

This page is intentionally blank.

SUBJECT: STRATEGIC PLAN PROGRESS – Q3 2017-18

DIRECTORATE: CHIEF EXECUTIVES DIRECTORATE

REPORT AUTHOR: ROBERT BAXTER, INTERIM CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide members with a progress report on the strategic projects, against their milestones for the third quarter of 2017/18.

2. Programme Summary

- 2.1 There are currently **20** strategic projects being monitored.
- 2.2 **18** projects are currently on track in terms of their physical and financial milestones and risk profiles.

Of these **8** projects have been completed and are currently awaiting a Post Implementation Review to be submitted and signed off.

- 2.3 There are no projects off track in terms of all three of the areas of monitoring: physical progress, financial position or risk analysis.
- 2.4 There are **2** projects currently off track in either one or two of the areas of monitoring above and beyond just a missing PIR.
- CCTV Upgrade – Works schedule, Staff Training, and contracts milestones have missed deadlines but work is drawing to an end.
 - Compulsory Acquisition - 13 Albany Terrace – 5 missed milestones, primarily relating to the legal aspects

It has been concluded that there are no projects of sufficient concern to bring to CMT's attention.

3. New Projects Approved

- 3.1 **1** new project was reviewed and recommended to the Executive for approval in the third quarter.

Land and Buildings Acquisition

This project is an outcome of the Asset Rationalisation report presented to the Executive on 8th January 2018.

The project is to purchase a piece of land and building under construction within the city that is expected to generate surplus revenue income for the Council.

This scheme was reported to Executive on 8th January 2018 (minute no.112).

4. Completed Projects and those awaiting PIR's

- 4.1 Where it is felt appropriate and beneficial for continuous improvement at the conclusion of a project a completion report and post implementation review (PIR) will be produced. Once they are received and reviewed a project is considered to be complete.

4.2 Strategic Projects awaiting completion of a PIR

There are eight projects which have completed their defined actions and just now await the completion of a PIR

- Car Park Safety - Broadgate Car Park improvements
- New Build Scheme – Birchwood Bungalows, 20 new build affordable units
- Phase 2 Proposed alterations – City Hall improvements
- Replace CMS Depot Master – (Servitor project) updated software
- St Botolphs Court – Modernisation project at Sheltered Housing Complex
- New Surface Car Parks – Purchase of two new surface car parks in the city

The following projects have submitted an initial PIR, but additional data was requested, so they will be finalised in the next quarter

- DR and back up
- Bereavement Services improvements to facilities

- 4.3 There were no projects signed off as completed during the third quarter.

5. Mega Project Update – Western Growth Corridor

- 5.1 The public consultation on the proposed masterplan ended on 15 November 2017 and this feedback is being fully considered alongside the results of the updated highway traffic modelling work which we received at the beginning of January 2018.

The key concern from the consultation has been the traffic impact so it is important to ensure that the most suitable transport and movement strategy is identified and incorporated into the Masterplan. Once this has been agreed in principle with the statutory organisations an updated version of the masterplan will be produced.

At this point, a revised project plan (including a timetable for delivery, cost plan and a schedule of proposed Member briefings and public consultation/workshops) will be prepared for consideration by the Executive (expected to be in early Summer 2018).

5.2 Mega Project Update – Transport HUB

Multi Storey Car Park

The first phase of the car park (Ground Floor to Level 3) opened to the public during November and December 2017, offering 639 car parking spaces including:

- 39 disabled spaces on the ground and first floor
- 12 Electric Vehicles charging points on the ground floor
- 2 taxi drop off points at the ground floor level
- Extra-large parking bays (2.5 x 5 metres) to enable easy parking and clearly marked circulation
- Space counting at each level
- CCTV and fully manned car park

Level 4 of the car park will be open in February 2018 offering a further 178 spaces with the final (top) level being opened by April 2018.

The works to create the new access into Network Rail's car park and a reconfigured and paved station forecourt are now complete and open to the public and operating well.

Bus Station

The new bus station opened to the public on 28th January 2018 and is operating well.

Some of the facilities the new bus station will offer include:

- 14 bus bays
- A fully enclosed glazed concourse which is well lit during the day and the night-time. The lighting system is designed to adjust automatically so that when it starts to become dark the lighting levels will increase and dim when the bus station is closed.
- A dedicated bus apron separating passengers from buses to protect their safety
- Automatic doors into the bus station concourse as well to each bus bay which operate when buses arrive and leave the bus station apron (the doors have a sensor to open and close automatically to allow passengers to board and alight the bus when the bus sets down and leaves the bus stand)
- State of the art, real-time passenger information system displaying bus and train travel information on monitors above each bus bay as well as on totems along the station concourse
- Seating to each bus stand
- A reception desk manned through the day
- Café facility
- WC's including disabled and changing places facilities (with a shower, bench and hoist) The first changing places facility in the City
- Clear internal signage designed in association with the Dementia Alliance Society
- A handrail design for visually impaired users which allows people to navigate themselves through the bus station concourse and identify their required bus stand

- The drivers mess room, cash rooms, WC's etc are located in the east wing and are kept separate from the main passenger entrance

The temporary bus station closed on 28th January 2018 and works are now underway to reinstate the area to public car parking, the car park should be operational by the end of February/early March 2018.

There are some works to the highway to be finalised, which could not be completed until the bus station opened and these works should be complete by the end of February 2018.

6 Section 106 Group

- 6.1 The Section 106 group is responsible for the monitoring of the Council's Section 106 agreements and to ensure that monies received are used for the correct purpose and spent by the critical expenditure date.

Classification	Value of 106 agreed	Value of 106 triggered	Value of 106 received	Spent/ Commit'd	Balance to be allocated
Playing Fields	1,196,396	988,885	988,885	939,210	49,675
Play Area	953,001	835,872	835,872	467,177	368,695
Open Spaces & Adoption	214,412	135,719	135,719	135,719	0
Highways/ Footpath Improvement	1,680,796	1,412,572	1,412,572	1,412,572	0
Sculpture & Public Arts	10,000	10,000	10,000	10,000	0
Education	1,028,009	537,560	537,560	537,560	0
Affordable Housing	1,144,458	870,000	870,000	870,000	0
Other	119,032	18,531	18,531	18,531	0
TOTAL	6,346,104	4,809,139	4,809,139	4,390,769	418,370

- 6.2 The administration and monitoring of section 106 funding is undertaken by a cross directorate officer working group. All proposals for use of section 106 funds are reviewed by this working group prior to recommendations being made the Executive. The group review all spending proposals against the criteria within the relevant legal agreement. The full value of all section 106 agreements is unlikely to be realised as not all will come forward for development. In these instances the planning permission will expire after three years if it is not implemented and the section 106 agreement will be removed from the agreed list.
- 6.3 To improve communications around the spending of section 106 agreements all future reports will identify why a particular project has been chosen to be funded by section 106. The choice is based on key Council Strategies, the City Centre Master Plan or the Local Plan, all of which have been subject to member review and/or approval.

7. Annual ongoing projects

7.1 Disabled Facilities Grants

During the third quarter 15 Disabled Facilities Grants were completed and this compares to 24 completions for the same period in 2016/17. There were 46 other referrals (6 of which have gone through the pilot scheme without cancellations) within the system which compares to 53 referrals for the same period last year. Of the 46 referrals, 34 had been assessed and had a total DFG value of £167,382. The remaining 12 referrals had not yet been assessed but applying the mean DFG payment for 2016/17 this gave an estimated value of £81,444. Taken together the 46 cases had an estimated value of £248,826.

A pilot scheme is in operation whereby the council makes an initial eligibility assessment of a social services recommendation and then sends the proposal direct to a contractor. The contractor undertakes both the design and the works. This will be assessed to see if it brings about a quicker delivery time for the customer, and if it creates any increased risk to the council e.g. exposure to greater costs. There were 4 pilot completions and 2 active pilot cases in the third quarter.

Delivering decent homes in the private sector

It was Council policy to make decent homes grants available to those most in need. The policy was suspended on 2nd March 2015 and completions and payments have steadily reduced as previously registered cases have progressed through the system. At the start of the quarter there were four Decent Homes Grants approved and at the end of the quarter this had reduced to one with a total approved amount of £30,000. This is “on site”, (i.e. building work is being undertaken), and interim payments of £26,336 have been made, leaving a commitment of £3,664 at the end of the third quarter.

At the start of the third quarter, four properties had been approved for a Minor Works Grant. This grant had been introduced as an emergency measure during 2015/16 and extended in 2017/18. One of these four is an application we received in 2016/17, however the applicant had 12 months to complete the work. This work was completed in this quarter and therefore we have paid £534 for this scheme.

Housing Revenue Account (HRA Business Plan)

Following the achievement of the “Decent Homes Standard” set by the Government, the HRA Business Plan commits to maintaining the standard whilst incorporating the requirements of the Lincoln Property Standard into the investment profile.

By the end of the third quarter 1,811 instances of improvement works (kitchens, bathrooms, rewires, doors etc) had taken place. In the same period 302 instances of improvement works had been refused by tenants.

8 Strategic Priorities

- 8.1 Let's drive economic growth – As this is a summary monitoring report it has no direct effect on Strategic Priorities, however decisions made will have effects through individual projects
- 8.2 Let's reduce inequality – As this is a summary monitoring report it has no direct effect on Strategic Priorities, however decisions made will have effects through individual projects
- 8.3 Let's deliver quality housing – As this is a summary monitoring report it has no direct effect on Strategic Priorities, however decisions made will have effects through individual projects
- 8.4 Let's enhance our remarkable place – As this is a summary monitoring report it has no direct effect on Strategic Priorities, however decisions made will have effects through individual projects

9. Organisational Impacts

9.1 Finance

There are no financial implications arising as a direct result of this report. However CMT are asked to refer to the Financial Performance Report, which appears elsewhere on this agenda, for details of performance against budgets.

9.2 Legal Implications including Procurement Rules

There are no legal implications arising as a direct result of this report.

9.3 Land, property and accommodation

There are no land, property and accommodation implications arising as a direct result of this report.

9.4 Human Resources

There are no human resources implications arising as a direct result of this report.

9.5 Equality, Diversity & Human Rights

There are no equality, diversity and human rights implications arising as a direct result of this report.

10. Risk Implications

- 10.1 The risk implications are covered in the main body of this report where they exist

11. Recommendation

- 11.1 That members note the progress in delivery of the strategic projects.

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?

None

List of Background Papers:

None

Lead Officer:

Robert Baxter, Interim Chief Finance Officer
Telephone (01522) 873361

This page is intentionally blank.

PERFORMANCE SCRUTINY COMMITTEE

22 FEBRUARY 2018

SUBJECT:	STRATEGIC RISK REGISTER - QUARTERLY REVIEW
REPORT BY:	CHIEF EXECUTIVE AND TOWN CLERK
LEAD OFFICER:	ANGELA ANDREWS, CHIEF EXECUTIVE

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the third quarter 2017/18.

2. Executive Summary

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented to Performance Scrutiny in November 2017 and contained seven strategic risks.
- 2.2 Since reporting to Performance Scrutiny Committee in November 2017, the Strategic Risk Register has been reviewed and updated by the relevant Assistant Directors. This review has identified that there have been some positive movement in the Risk Register.
- 2.3 The updated Register is attached at Appendix A, this contains seven strategic risks.

3. Movements in the Strategic Risk Register

- 3.1 A number of further control actions have now been progressed or completed and the key movements are outlined as follows:

No 1) Engaging with strategic partners and stakeholders to deliver against the Vision 2020. Annual report drafted with a focus on achievements towards Vision 2020 – which has been shared with stakeholders. Organisation of a range of conferences for the next year to support the vision e.g Lincoln's Vision 2020 Conference and sponsorship of Lincolnshire Construction and Property Awards and Developers Forum alongside organisation of Vision 2020 staff roadshows to be scheduled in January 2018. Further work is ongoing to align portfolios with Vision 2020. A revision of internal and external communication methods to be undertaken Feb-March 2018.

No 2) To deliver a sustainable Medium term Financial Strategy - Continued assessment of changes in business rates – to 75% with draft MTFS 2018-23 prepared and subject to consultation and scrutiny in Jan - Feb 18.

No 3) To ensure compliance with statutory duties and appropriate governance arrangements are in place - ITBC and ITDR plans have been endorsed by CMT and being progressed alongside a draft DR manual being developed. All critical service business continuity plans have been revisited in light of new

arrangements. Continued progression of ongoing actions in Information Governance Strategy with Data Protection e-learning package for all staff which will be carried out every 2 years. Rollout of face to face training staff on the implications of GDPR to be undertaken in January 2018 with Information Management policies to be updated to reflect GDPR by May 18.

- 3.2 The above movement in control actions has not resulted in a change to the assessed levels of likelihood and impact of risks identified on the risk however control actions continue to be implemented and risks managed accordingly:

3.3

Risk No.	Risk Rating	Likelihood	Impact
1, 2 & 5	Red/High	Probable	Critical
6	Amber/Medium	Probable	Major
3, 4 & 7	Amber/Medium	Possible	Major

- 3.4 A revised Strategic Risk Register is attached at Appendix A.

4. Strategic Priorities

- 4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2020, and that it does so in accordance with statutory requirements.

5. Organisational Impacts

- 5.1 Finance – There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium Term Financial Strategy and the Towards Financial Sustainability Programme.
- 5.2 Legal Implications including Procurement Rules – The Council is required under the Accounts and Audit Regulations 2011 to have a sound system of Internal Control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance of a Strategic Risk Register and the control actions which the Council undertakes are part of the way in which the Council fulfils this duty.

6. Risk Implications

- 6.1 The Strategic Risk Register contains the key strategic risks to the delivery of the Council's medium and longer term priorities. A failure to monitor the action that is being taken to manage these risks would undermine the Council's governance arrangements.

7. Recommendations

- 7.1 Performance Scrutiny Committee are asked to note and comment on the Strategic Risk Register as at the end of the third quarter 17-18.

[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
How many appendices does the report contain?	Strategic Risk Register – Appendix A
List of Background Papers:	N/A
Lead Officer:	Angela Andrews Chief Executive and Town Clerk

This page is intentionally blank.

STRATEGIC RISK REGISTER

Likelihood 115	A Almost Certain				
	B Probable			6. 3.	2.
	C Possible			4. 7.	1. 5.
	D Hardly Ever				
		4 Negligible	3 Minor	2 Major	1 Critical
		Impact			

RISK REGISTER: STRATEGIC RISKS – AS AT Q3 end: 31 December 2017

VERSION: 1

REVIEWED:

CMT 07/11/17

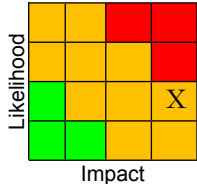
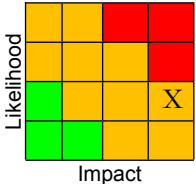
Risk owners 06.02.18

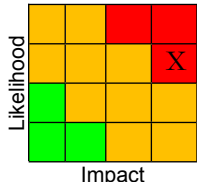
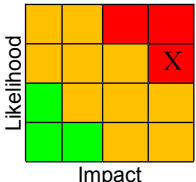
CMT 08/02/18

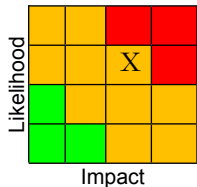
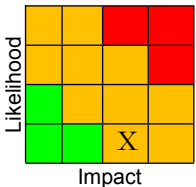
OWNER: CORPORATE MANAGEMENT TEAM

All of the objectives on this Register are linked to the Council's Vision 2020 and four strategic objectives, which are:

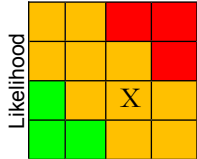
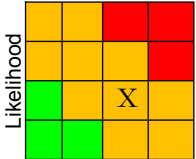
- Let's drive economic growth
- Let's reduce inequality
- Let's deliver quality housing
- Let's enhance our remarkable place

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
1.	Engaging with the Council's strategic partners, council staff and stakeholders to deliver against the Council's Vision 2020.	CX	<u>Creative & Aware</u> Projects & Major Change Partnerships	<ul style="list-style-type: none"> New Vision 2020 including 4 new strategic priorities launched internally Vision developed following extensive consultation with, businesses, partners and community groups. Strong focus internally on 4 very clear strategic priorities within the Vision 2020 Resources in MTFS directed towards strategic projects Dedicated officer support to ensure delivery of the 3-year programme, 'keeping the Vision alive'. Communications plan and stakeholder mapping done Review of internal delivery groups to ensure focus on delivery of projects First 4 x Vision Group meetings took place w/c 2.5.17 and continue All Vision 2020 related internal comms now being clearly flagged as being Vision 2020 projects Comms log' now being kept, to keep abreast of all Vision 2020 comms activity – both internal and external External launch of Vision including engagement with the GLLEP, Chamber of Commerce etc. –Feb 2017 Promotion of the Vision through hoarding displays Online 'Engine Room' launched 22.6.17, 	<ul style="list-style-type: none"> High Performing Services arrangements scoped (July 2017) – inaugural meeting held 1.8.17. Still early days for this group Determination of the range of conferences for the next year to support the vision i.e Lincoln's Vision 2020 Conference in March 2018 Sponsorship of Lincolnshire Construction and Property Awards in February 2018 Alignment of Vision 2020 with Portfolios Vision 2020 staff roadshows to be undertaken in January 2018. Revision of internal and external communication methods to be undertaken Feb-March 2018 			Substantial	Improving

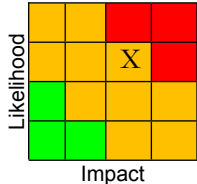
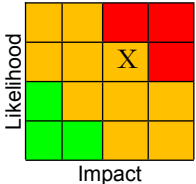
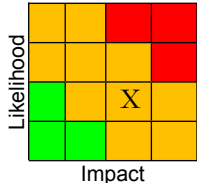
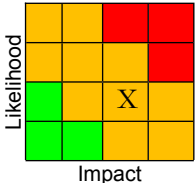
Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<ul style="list-style-type: none"> Physical Engine Room designed in Committee Room 4 Annual Report with a focus on achievements towards Vision 2020 – to be sent to stakeholders by CX/Leader – Nov 2017 					
2.	To deliver a sustainable Medium term Financial Strategy	CFO	<u>Creative & Aware</u> Finance & Money	<ul style="list-style-type: none"> Draft 5 Year MTFS approved for scrutiny and consultation – based on Local Government Finance Settlement, delivering a sustainable budget in the medium term and includes identification of key risks and controls/actions in place. MTFS 2018-23 continues to support Vision 2020 Good financial management with <ul style="list-style-type: none"> Quarterly monitoring and reporting to CMT, Exec and Performance Scrutiny Committee (including specific risks) SPIT monitoring of capital programme Savings targets monitored through Towards Financial Sustainability (Risk No 4) Key income budgets monitored monthly by CMT with mitigation plans for areas of target monitored quarterly. Monitoring arrangements 	<ul style="list-style-type: none"> Link to TOFS Programme, risk no 4 below. Continued assessment of changes in business rates – to 75% BR Draft MTFS 2018-23 prepared and subject to consultation and scrutiny – Jan - Feb 18 			Full	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				firmly established for business rates, including the Lincolnshire Pool <ul style="list-style-type: none"> Budget flexibility to deal with in year changes Council has been successful in its bid to be a 100% Business Rates Pilot for 2018/19 with all Lincolnshire Districts together with the County and North Lincolnshire Council. Budget Setting report, including challenges and key assumptions considered by Executive 30/10/17 Establishment of the Wholly Owned Housing Company business plan –approved by Executive in December 2017 					
3.	To ensure compliance with statutory duties and appropriate governance arrangements are in place, including: <ul style="list-style-type: none"> Health & Safety Information Management/IT Security ICT Disaster Recovery 	CLT	<u>Creative & Aware</u> Regulatory standing & legal compliance Cautious Business Continuity	<ul style="list-style-type: none"> Annual Governance Statement reviewed on an annual basis with plan/milestones developed for all significant issues, delivery of which is monitored quarterly through the Assistant Directors Team/Audit Committee Internal audit reviews undertaken as part of annual audit plan Health and Safety Development Plan/Work Programme in progress (includes the development of specific action plans e.g Asbestos Corporate Groups in place 	<ul style="list-style-type: none"> Continued progression of ongoing actions in Information Governance Strategy. Data Protection e-learning package for all staff at 70% completion and increasing. To be re-presented every 2 years Information Management policies to be updated to reflect GDPR by May 18. DPO to be appointed before May 18. 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<p>which monitor work programmes/ actions for H&S, e.g, Safety Matters Review Group/Champions</p> <ul style="list-style-type: none"> Information Management Strategy and Action Plan approved in November 2015. Key elements being training programme for teams now completed and Information Asset Audit conducted. Information Asset Register created and updated Retention schedules. Info Governance Project Officer post extended to complete action plan – including policy work, staff training. Formation of GDPR working group and Action Plan, being overseen by IG Group and Audit Committee Restructure of Health & Safety Team completed and all roles now recruited to. Positive progression of actions in Health and Safety Development Plan (specific timescales in plan, majority of areas complete). Internal Audit carried out a review of CH&S to assess progress against plan – Mar 17. Substantial assurance ITDR Plans – Business continuity arrangements for IT including new serves at Hamilton House now in place and endorsed at CMT. 	<ul style="list-style-type: none"> Continued progression of ongoing actions in Information Governance Strategy. Data Protection e-learning package for all staff at 70% completion and increasing. To be re-presented every 2 years Information Management policies to be updated to reflect GDPR by May 18. DPO to be appointed before May 18. Continued progression of GDPR Action Plan and Training Needs Plan. GDPR included in Vision 2020 project plan. Waiting outcome of HSE inspection ITBC plan endorsed by CMT (Oct 17), now needs to have operational testing and delivery ITDR plan endorsed by BC meeting (August), and CMT (November) now needs to have operational testing and delivery. . Internal Audit 				

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
					<p>completed and actions referred to BC group for consideration</p> <ul style="list-style-type: none"> DR procedure manual has been developed (which is expected to change frequently as we build and refine) All critical service business continuity plans have been revisited in light of new arrangements BC group has now considered issues and allocated responsibilities, which will be reviewed again in March 18 A Revision of procedures for management of non –operational buildings is to be undertaken together with the allocation of an appropriate RO . A working group being set up to undertake this 				
4.	Deliver the Towards Financial Sustainability Programme whilst ensuring the	CFO	<u>Creative & Aware</u> Projects & Major Change <u>Hungry</u>	<ul style="list-style-type: none"> TFS Board and Programme Team in place. Established procedures and monitoring arrangements Reporting of achievement against targets included within quarterly financial 	<ul style="list-style-type: none"> Delivery of Phase 4 programme through existing management and monitoring systems – ongoing to complete outstanding projects 			Full	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
	resilience of the Council		Reputation and Public Confidence	monitoring/performance monitoring reports to Executive/Performance Scrutiny Committee <ul style="list-style-type: none"> Inclusion of ToFS Projects on DMT agendas to ensure focus remains on delivering against timescales. Annual reporting of progress and forward programme PSC Programme of reviews in place and monitored monthly through Board and Team. Development of phase 5 with Service Managers, focussing on commercialisation and possible incentive scheme. Target of £3.5m for 2017/18 overachieved. Savings targets increased as part of MTFS 2018-23. 	<ul style="list-style-type: none"> Commence the delivery of phase 5 of the programme in Nov 17, with a focus on the 3 strands: <ul style="list-style-type: none"> Asset Rationalisation (freeing up necessary resource to focus on this area) Commercial activities including advertising income Savings/ shared services /demand management. Further years programmes to be considered – to achieve increase in targets as per the revised MTFS 2018-23 				
5.	Develop an appropriate strategic response to the changing structures in Local Government	CX	<u>Creative & Aware</u> Partnerships	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local developments Formation of RLG Group (Reshaping Local Government) has been formed and meets regularly to review local and national developments, which continue to be monitored regularly. This includes the proposed business rate retention consultation, and any proposals for fairer funding arrangements. 	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local developments – ongoing. Reviewing a range of policies, statistics and potential scenarios and keeping a watching brief nationally 			Substantial	Improving

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
6.	Meet the emerging changes required in the Council's culture, behavior and skills to support the delivery of the council's Vision 2020 and the transformational journey to a "performance culture".	CS	<u>Creative & Aware</u> People	<ul style="list-style-type: none"> Leadership development delivered to CMT, Assistant Directors and Service Managers New HR Manager in post. Lead roles within HR developed for Health and Wellbeing and Performance. New People Strategy and action plan developed, approved March 2017 New appraisal system implemented – June 2017 Coaching Programme for CMT, Assistant Directors and Service Managers to be delivered – started August 2017 	<ul style="list-style-type: none"> Implementation of People Strategy action plan – annual review. Staff Recognition scheme to be rolled out in Q3 Volunteering programme being put together to support people strategy enhance staff wellbeing and corporate social responsibility– CLT in Nov-Dec 2017 Further coaching programme to be made available for team leaders – TBC CMT to evaluate Coaching programme – Dec/Jan 2018 			Substantial	Static
7.	Ensure sufficient levels of resilience and capacity exist in order to deliver key strategic projects within the Council	CX	<u>Creative & Aware</u> Projects & Major Change	<ul style="list-style-type: none"> BCP Plans in place for critical services New Vision 2020 launched, with associated 3 year programme, forming basis of service plans and priorities Strategic Projects reported on a quarterly basis to CMT/Exec/PSC Programme Boards established for key strategic projects. Draft MTFS 2017-22 allocates resources in line with Vision 2020. 	<ul style="list-style-type: none"> Allocation of further resources of £140k to areas needed further capacity (continued utilisation during 2017/18) DMD – deliberate slowing down of some phase 2 projects to concentrate on key priorities for 17/18 Service planning 2018/19 to ensure capacity exists before commitments 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<ul style="list-style-type: none"> Lincoln Project Management model in place including allocation of Project Managers, Sponsors, appropriate project management records and Identification of critical tasks within specific project plans Regular reporting of other all Strategic Plan schemes Development of skills and abilities of key leaders and staff through Leadership Development Programme New Director of Communities & Environment in place. New position of Major Developments Director established and recruited Restructure of MDD complete with staff resources allocated. Restructure of Housing /Regeneration approved Some temporary additional resource has been provided within Finance CX recruited temporary CFO to bring stability to the service CMT to undertake a review of existing commitments to fit capacity (financial and resource) to project Recruitment to two vacant Assistant Directors posts within DHR DCE has appointed additional S3 resource to 	<ul style="list-style-type: none"> made Recruitment process undertaken to recruit to AD – Strategic Development – start date 8 January 2018 Further recruitment within DHR to both Assistant Director Roles Dec- Feb 2018 Priority setting to commence by CMT Jan-Feb 2018 Draft Service plans to be completed early March 2018 				

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				support project delivery					

Budget Review Group (7 February 2018)

Present: Councillor Gary Hewson (Chair), Councillor Tony Speakman (Vice-Chair), Councillor Kathleen Brothwell, Councillor Bob Bushell, Councillor Thomas Dyer, Councillor Ronald Hills, Councillor Jackie Kirk and Councillor Jane Loffhagen (substitute)

Councillor Ric Metcalfe was also in attendance

Apologies for Absence: Councillor Paul Gowen and Councillor Jim Hanrahan

1. Declarations of Interest

No declarations of interest were received.

2. Draft Medium Term Financial Strategy 2018-23

The Council's Chief Finance Officer:

- (a) Presented the main objectives of the Budget Review Group, which were to examine the principles and planning process that underlie the proposed budget 2018/19, council tax and the Medium Term Financial Strategy 2018-23, with the aim of establishing at each stage that the budget:
 - was clear, focused achievable, realistic and based on sound financial practices;
 - had clear linkages with corporate plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to support the Council's Vision 2020.
- (b) Explained the income assumptions associated with the Medium Term Financial Strategy, which were noted as follows:
 - Lincoln would be part of the 100% business rates retention pilot in 2018/19;
 - growth of 1% per annum for 2019/20, increasing to 2% per annum from 2020/21 in business rates, although there would be an overall reduction in resources due to a business rates baseline reset in 2020/21;
 - business rates increases being linked to the Consumer Price Index and uniform business rate;
 - 75% devolution of business rates not yet being factored into the Medium Term Financial Strategy;
 - phasing out of the Revenue Support Grant by 2020/21, in line with grant allocations;
 - New Homes Bonus estimated on the basis of the new scheme, with national baseline growth assuming approximately 300 Band A and Band B new homes per year;

- investment returns being below 1% across the Medium Term Financial Strategy;
 - fees and charges maintaining an average increase of 3.4% in 2018/19, with a 3% increase assumed thereafter.
- (c) Explained the expenditure assumptions associated with the Medium Term Financial Strategy, which were noted as follows:
- 3.2% inflation for contractual commitments, based on the Retail Price Index;
 - 2.2% for general inflation, based on the Consumer Price Index, in 2018/19, and 2% per annum thereafter;
 - no inflation being applied on supplies and services budgets;
 - 2% per annum provision for the staff pay award;
 - A staff turnover assumption of 1% per annum;
 - a capped increase of 1% per annum in 2018/19 to 2019/20 for employer pension contributions.
- (d) Explained the following proposals in relation to council tax:
- the Government had increased the referendum limit to 3% for 2018/19 and 2019/20;
 - the Medium Term Financial Strategy assumed an increase of 2.95% in 2018/19 and 2019/20, with a 1.9% increase thereafter. This was the equivalent of 10p per week for 80% of the city's residents;
 - growth in the council tax base of 1.25% per annum with a 4% reduction in Localised Council Tax Support Scheme caseload in 2019/20.

The following points were raised following questions and answers during the Chief Finance Officer's presentation:

- actual receipt of business rates would continue to take place on a phased basis. The pilot included all of Lincolnshire's District Councils, Lincolnshire County Council and North Lincolnshire Council. The City Council's retention of business rates would therefore be shared with the County Council, with the City Council receiving 60% of the business rates collected in Lincoln and the County Council receiving 40%;
- the devolution of business rates to 100% still required Parliamentary approval but this had not been included in the Queen's speech following the Parliamentary General Election, hence the Secretary of State's announcement in the local government finance settlement of the move to 75% retention, which did not require Parliamentary approval;
- current assumptions in relation to interest rates were based on advice received by the Council's Treasury Management Advisors, taking into account the Council's investments and the current market;

- the expected yield from the asset rationalisation project associated with car parks was 5.5% and would show as property income in the Medium Term Financial Strategy.

The Chief Finance Officer presented answers to a number of questions that had been asked by members in advance of the meeting, as follows:

Question

“Are there any large capital projects (including Western Growth Corridor) which may lead to increased revenue expenditure in 2018/19 and subsequent years?”

Answer

All new capital projects would go through a rigorous review process via the Council’s Strategic Plan Implementation Group to enable them to be added to the capital programme. This review would include a financial assessment which identified both the capital funding but also any revenue implications, both in the interim and ongoing over the life of the new asset. This would be signed off by the Chief Finance Officer prior to Executive approval.

A question was raised as to whether any lessons had been learnt with regard to the new bus station. It was acknowledged that the new bus station was not a like-for-like facility both in terms of its exact site or specification to that of the previous bus station, so should have been considered as a new scheme and have been assessed accordingly.

Further to asking whether the Chief Finance Officer was confident that the Strategic Plan Implementation Group would pick up everything that it needed to, the Chief Finance Officer confirmed that he was confident, unless any assumptions considerably changed.

A further question was asked in relation to significant projects such as the Western Growth Corridor, as it was not clear where expenditure in relation to the scheme appeared in the budget and Medium Term Financial Strategy. The Chief Finance Officer confirmed that this expenditure would be set out in the revenue budget but reminded members that no capital funding had yet been committed to the Western Growth Corridor, which would go through the review process highlighted above at the relevant time should a capital scheme go ahead.

Question

“What is the expected change in revenues from 2017/18 to 2018/19?”

Answer

Changes in retained business rates, revenue support grant and council tax for 2017/18, 2018/19 and the percentage change were outlined in the presentation by the Chief Finance Officer. The total was noted as being £12,814,970 in 2018/19 compared to £11,627,100 in 2017/18.

Question

“Please outline a financial statement of the Council’s dependencies on Lincolnshire County Council for the authority’s functions.”

Answer

- Disabled Facilities Grant of £300,000 via the Better Care Fund;
- concessionary fares administration totalling £63,000;
- Bud Robinson Community Centre via a Surestart Agreement, totalling £24,000;
- Property rentals of £11,000.

Question

“Please outline the total revenue expenditure for the general fund per year, analysed by cost element.”

Answer

The total revenue expenditure for the general fund per year, for the length of the Medium Term Financial Strategy, analysed by employees, premises, transport, supplies and services, support services and capital charges were set out in the presentation by the Chief Finance Officer.

A question was raised as to why there was a significant drop under the service and supplies heading from 2018/19, which totalled £7,399,580, compared to £5,711,550 in 2019/20 and similar amounts for subsequent years. It was noted that reserve entries were included within these figures and the amount of 2018/19 included £1 million for the business rates retention pilot. £600,000 of this would be used as part of the business rates baseline reset in 2020/21, with the remaining £400,000 being retained.

Question

“Please outline the total revenue expenditure for the housing revenue account per year, analysed by cost element”.

Answer

The total revenue expenditure for the housing revenue account per year, for the length of the Medium Term Financial Strategy, analysed by employees, premises, transport, supplies and services, third party payments, transfer payments, support services and capital charges were outlined in the presentation by the Chief Finance Officer.

In questioning the repairs service account and any underspends associated with this as a result of increased efficiencies, clarification was sought as to whether this element was captured within the Medium Term Financial Strategy.

It was noted that the Medium Term Financial Strategy, in respect of the repairs service, was based on the current basis of delivery and that no object reductions had been included, other than those based on the assumptions and inflation levels as highlighted above.

Question

“Please outline the cost of senior management, including Directors and Assistant Directors, as a percentage of total revenue expenditure.”

Answer

This information was provided by the Chief Finance Officer as part of his presentation for each year of the Medium Term Financial Strategy, both in respect of the general fund and the housing revenue account.

Question

“Please outline the full time equivalent establishment numbers by year by Directorate.”

Answer

A full breakdown for each Directorate for each year of the Medium Term Financial Strategy was provided as part of the Chief Finance Officer’s presentation.

A question was raised as to when vacancies would be filled and where funding was being held for vacant posts. It was noted that it was the intention to fill vacant posts, with the majority of vacant posts classed as ‘holding vacancies’ being held pending restructures. The vacancies currently on the establishment were within the Council’s 1% turnover assumption and it was emphasised that there would always be vacancies on the Council’s establishment, with a range of explanations as to why they were there or why they were being held.

Question

“Please outline the vacancy percentage applied in the Medium Term Financial Strategy by year.”

Answer

The vacancy percentage over the length of the Medium Term Financial Strategy for each year was set out in the Chief Finance Officer’s presentation, based on the 1% turnover assumption. He agreed to circulate the actual turnover percentage to all members of the Budget Review Group for the previous year.

Question

“Please explain the basis for showing expenditure without central support services.”

Answer

The Chief Finance Officer circulated a handout from the Chartered Institute of Public Finance and Accountancy which set out frequently asked questions regarding the reporting of corporate expenditure in the Council’s Comprehensive Income and Expenditure Statement. Question two of the handout clarified how ‘internal recharges’ for corporate expenditure should be treated.

The financial monitoring reports, accounts or Medium Term Financial Strategy, as per the Chartered Institute of Public Finance and Accountancy, were not required to include specific costs relating to recharges for indirect costs and associated overheads for central support services such as caretaking services, human resources and legal services, for example. A member expressed his concern about the integrity of the figures in this respect, particularly if wishing to calculate potential savings from a specific service area. It was noted that the Government still required a full breakdown of all expenditure, so the Council’s finance team undertook this as part of the Council’s return to Government. The Chief Finance Officer therefore gave

an assurance that the Council did have a full understanding of all expenditure for all service areas, including central support services, but that this did not appear in the ledger as per the requirements of the Chartered Institute of Public Finance and Accountancy.

The following points were noted as a result of any additional questions:

- the Towards Financial Sustainability Programme had been re-aligned and its three strands were:
 - commercialisation;
 - asset rationalisation;
 - shared services and savings.
- the £153,000 savings target for 2018/19 was expected to be achieved through asset rationalisation, investing in income generating assets and receiving a return for the Council;
- fees and charges for littering and dog fouling had not been increased due to these being statutorily set;
- the business rate retention pilot included a condition that, if the pilot made an overall net loss or had outstanding liabilities, this would be covered by all authorities in the pilot on a pro-rata basis. All modelling undertaken had showed that there would not be a loss and the pilot had a 'no detriment' clause which meant that all members would not receive less than would have been received under 50% retention.

RESOLVED that the draft Medium Term Financial Strategy 2018-23, 2018/19 budget and council tax proposals be noted and that the comments of this Group be referred to the Performance Scrutiny Committee and Executive prior to referral of the final budget proposals to the Council on 27 February 2018.

SUBJECT: SECTION 106 CONTRIBUTIONS UPDATE

DIRECTORATE: DIRECTORATE OF COMMUNITIES AND ENVIRONMENT

**REPORT AUTHOR: NICOLA COLLINS, HERITAGE AND PLANNING
ENFORCEMENT TEAM LEADER**

1. Purpose of Report

- 1.1 To update Committee on section 106 agreements, what contributions have been collected and what contributions have been negotiated.

2. Executive Summary

- 2.1 Section 106 agreements are routinely drafted to require developer contributions for certain infrastructure where residential development is proposed over a certain number of dwellings in order to ensure the development is sustainable and compliant with national and local plan policy.
- 2.2 Local plan policies set out what the City Council should ensure development provides such as, Affordable Housing, Education Provision, Playing Fields, Children's Play Space, other Local Green Infrastructure and Highway Improvements, where necessary. When these are required and cannot be provided for at the site being developed, a financial contribution is required to enable the City Council (or County Council) to provide these at another suitable location.
- 2.3 The Central Lincolnshire Authorities including the City Council have, as of 5th February 2018, implemented the Community Infrastructure Levy (CIL). This is a mandatory tariff on qualifying development and will specifically collect money for the Lincoln Eastern bypass and secondary education at a rate of £25 per square metre of residential development and/or food retail. This is in addition to any section 106 contributions that may be required.
- 2.4 This will slightly alter the way the City Council requests contributions in future in that section 106 contributions will no longer be requested for secondary education or the bypass as authorities cannot request for the same infrastructure twice.

3. Background

- 3.1 There is a section 106 group made up of officers from across the Council who meet quarterly to monitor the contributions coming in and allocate them to the projects that the money has been collected for. These projects have been identified by portfolio holders and chief officers through the delivery of their various service areas. An example of a corporate project that has received section 106 monies is the recent Boutham Park regeneration scheme.
- 3.2 The section 106 group reports directly to the Remarkable Place Vision Group via

their chairperson who sits on both groups. Strategic projects are identified and their delivery monitored through this process. Section 106 monies are collected once the development reaches certain milestones and must be spent within a period of 5 or 10 years depending on the type of infrastructure it has been collected for. Timescales for spending the contributions are monitored by the section 106 group to ensure that the 5 and 10 year deadlines are met so that contributions do not have to be returned unspent.

- 3.3 The contributions collected through section 106 agreements are calculated on a pro-rata basis proportional to the amount of additional population the development is expected to create. The delivery of schemes is reliant on other funding in addition to section 106 monies and/or the accumulation of multiple section 106 contributions. However, legislation determines that Local Authorities are only permitted to collect up to 5 section 106 contributions per project. This is also monitored by the section 106 group.
- 3.4 Education and highway improvement contributions are paid to the County Council for them to spend on relevant infrastructure and the other contributions are retained by the City Council for allocation to appropriate projects. The contributions negotiated can only be collected if the development is implemented. Not all developments which are granted planning permission end up being constructed, so from time to time planning permissions expire that have section 106 agreements attached to them, and in those instances, the section 106 agreement ceases to have effect and the contribution will not be collected.

4. Main body of report

- 4.1 The following figures illustrate what contributions have been negotiated, what has been spent and/or allocated and how much is expected:
- 4.2 Contributions negotiated up to the end of quarter 3 (Dec 2017):

Classification	Value of s106
Playing Fields	£171,155
Play Areas	£132,588
Open Spaces & Adoption and Maintenance	£0
Highways/Footpath Improvement	£113,000
Sculpture & Public Arts	£0
Education	£143,988
Affordable Housing	£0
Total	£560,731

- 4.3 Amounts already allocated or spent on projects:

Classification	Value of s106
Yarborough Leisure Centre	£153,726
Swift Gardens play area	£60,200
Boultham Park	£107,639
Hartsholme Country Park	£59,481
Highway improvements	£110,000
Education	£0
Affordable Housing	£262,500
Total	£753,546

- 4.4 The Community Infrastructure Levy will now be collected and administered alongside section 106 contributions although there will not be a need to monitor expenditure of the levy in the same way as there is no time limit for expenditure and it can only be spent on the bypass and secondary education. CIL therefore goes directly to the County Council. Whilst the local plan viability process that was examined by the Planning Inspectorate identified that development within Central Lincolnshire is viable with the levy and section 106 contributions, it is anticipated that development where the levy is payable will require a viability appraisal to establish whether it is viable for that particular site to deliver both CIL and section 106 contributions.
- 4.5 There could be instances where a development is not viable to deliver both, in which case CIL will be the only contribution as it is a mandatory tariff, whereas section 106 contributions can be negotiated on grounds of viability. This could impact on the amount of section 106 contributions the City Council can achieve in future, but officers will be closely monitoring each development and will report regularly to the Remarkable Place Vision Group.

5. Recommendation

- 5.1 That Members note the contents of the report.

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? None

List of Background Papers: None

Lead Officer: Nicola Collins, Heritage and Planning Enforcement
Team Leader Telephone (01522) 873871

This page is intentionally blank.

PEFORMANCE SCRUTINY COMMITTEE**22 FEBRUARY 2018**

SUBJECT: WORK PROGRAMME FOR 2017/18

REPORT BY: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: GRAHAM WATTS, PRINCIPAL DEMOCRATIC 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:

Graham Watts, Principal Democratic Officer
Telephone 873439

This page is intentionally blank.

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
Section 106 Contributions Update	Nicola Collins	Update Requested Lets Drive Economic Growth

<i>Thematic Review Homelessness Deferred from March 2017 and January 2018 to June 2018</i>	Alison Timmins/Bob Ledger	
---	---------------------------	--

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
<i>Thematic Review Homelessness Deferred from March 2017 and January 2018 to June 2018</i>	Alison Timmins/Bob Ledger	

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

This page is intentionally blank.