PERFORMANCE SCRUTINY COMMITTEE

Thursday, 20 March 2014  
6.00 pm  
Committee Room 1, City Hall

Membership:  
Councillors Gary Hewson (Chair), Tony Speakman (Vice-Chair), Bill Bilton, Chris Burke, Ronald Hills, Geoff Kirby, Rosanne Kirk, Katie Vause and Loraine Woolley

Substitute member(s):  
Councillors Jane Clark, Gill Clayton-Hewson, Jackie Kirk and Hilton Spratt

Officers attending:  
Democratic Services, Pat Jukes, Andrew Taylor, Simon Walters and Kate Ellis

A G E N D A

<table>
<thead>
<tr>
<th>SECTION A</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Confirmation of Minutes - 19 February 2014</td>
<td>3 - 14</td>
</tr>
<tr>
<td>2. Minutes of Housing Scrutiny Sub-Committee- 17 February 2014</td>
<td>15 - 20</td>
</tr>
<tr>
<td>3. Declarations of Interest</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>4. Portfolio Holder Under Scrutiny</td>
<td></td>
</tr>
<tr>
<td>(a) Policy Presentation: Portfolio Performance Overview-Environmental Services and Public Protection</td>
<td>21 - 56</td>
</tr>
<tr>
<td>(b) Portfolio Holder Report: Environmental Services and Public Protection</td>
<td>57 - 68</td>
</tr>
<tr>
<td>6. Presentation: Thematic Review of Green Waste Bin Charge</td>
<td></td>
</tr>
<tr>
<td>7. Draft Work Programme 2014/15</td>
<td>77 - 88</td>
</tr>
</tbody>
</table>
This page is intentionally blank.
Present: Councillor Gary Hewson (in the Chair), Councillor Tony Speakman, Councillor Bill Bilton, Councillor Chris Burke, Councillor Ronald Hills, Councillor Geoff Kirby, Councillor Rosanne Kirk and Councillor Gill Clayton-Hewson

Apologies for Absence: Councillor Katie Vause and Councillor Loraine Woolley

70. Confirmation of Minutes - 22 January 2014

RESOLVED that the minutes of the meeting held on 22 January 2014 be confirmed.

71. Minutes of Housing Scrutiny Sub-Committee - 6 January 2014

RESOLVED that the minutes of the meeting held on 6 January 2014 be confirmed.

72. Declarations of Interest

No declarations of interest were received.

73. Portfolio Under Scrutiny

(a) Portfolio Performance Overview: Recreation Services and Health

Pat Jukes, Senior Policy Officer:

a. presented a Portfolio Holder Performance Overview of Recreational Services and Health covering the following main areas:

   - The city view: a look at relevant information in the Lincoln Drivers report
   - 2013 Public Health Profile data
   - LG Inform Data- sports
   - Relevant performance measures to be covered in the new key basket of strategic measures
   - Potential benchmarking information

b. advised that this approach was being used with the purpose of bringing out key contextual indicators about issues in the city overall related to the portfolio under scrutiny.

Members considered and noted the content of the presentation.

(b) Portfolio Holder Report - Recreational Services and Health

The Portfolio Holder for Recreational Services and Health, Councillor Nannestad:

a. presented his report regarding activity and achievements within his portfolio, covering the following main areas:

   - Sports centres
b. highlighted that there was a direct link in the city between deprivation and the health of the population

c. referred to Public Health England data which highlighted a higher incidence of hip fractures in the city than the England average

d. thanked officers for their assistance with his portfolio.

Members questioned the Portfolio Holder for Recreational Services and Health on various aspects of his report and received relevant responses as follows:

- **Question:** The figures for the percentage number of adults holding membership of a sports club/partaking of sports tuition in Lincoln did not reflect the current climate of people ‘paying and playing’ for sport which would not show up in the statistics. Was this information captured anywhere else other than membership of leisure centres?
  - **Response:** The Portfolio Holder for Recreational Services and Health advised that a new measure recorded the % number of people over 16 actively participating in physical activity for 3 or more 30 minute sessions per week. It was difficult to capture a true reflection of individual physical activity as peoples leisure time often became ‘fractured’ due to the pressures of modern living. For example, people tended to play casual sport such as five a side football rather than take part in a Sunday league.

- **Question:** With a greater number of people using private gyms; was there an opportunity to invite these organisations to get involved in survey work?
  - **Response:** The Portfolio Holder for Recreational Services and Health reported that asking a rival gym to collate information on our behalf may be a sensitive issue.
  - **Response:** The Assistant Director, Health and Environmental Services highlighted that in addition to the Sport England Active People survey, detailed analysis was collected at Yarborough Sports; which tracked ‘direct debit’ customers from across the wider community. This information might be used in the future to unpick the gaps around deprivation, smoking, obesity and heart disease to allow health trainers opportunity to focus on areas of greatest need.

- **Comment:** The Portfolio Holder for Recreational Services and Health advised that health trainers also worked alongside individuals with weight problems to help get them fit enough to undergo surgery to improve their long term health style.
  - **Comment:** The Chief Executive advised that the council did not have the facility to measure those people not participating in sport, although
residents in the most deprived areas often did not have the same opportunities to get involved. Sport represented only one element of personal activity, there were many others not shown in the figures e.g. dance factor, dog walking, gardening.

- **Comment:** The Chair suggested that the Central Lincoln Sports Strategy, shortly to be available, would perhaps give a better measure of performance across all districts in the county.

- **Question:** Was it possible for our councillor representative on the Health Scrutiny Board to lobby for further funding to deal with health issues within deprived areas of the city?

- **Response:** The Portfolio Holder for Recreational Services agreed that the Health and Well Being Board also had a part to play across all districts, although it was constituted mainly of county council representatives rather than balanced between the county and districts.

- **Response:** The Assistant Director, Health and Environmental Services advised that although the county was the lead authority in terms of health, the Health and Wellbeing Partnership, chaired by the Leader of the City Council, included representatives from clinical health, carers, third sector and statutory groups to drive performance forward to add value wherever possible e.g. early presentation of cancer.

- **Question:** Was there a chance that statistics could be used to the authority’s advantage to show figures in a certain way?

- **Response:** The Portfolio Holder for Recreational Services and Health advised that the data provided represented average statistics for the city; figures in super output areas may mask those for deprived areas. He accepted that statistical data was not always a true representation of performance.

- **Question:** Why was the cost to the council per visit for Birchwood Leisure Centre showing less in Quarter 3 than Quarter 2?

- **Response:** The Portfolio Holder for Recreational Services and Health suggested this may be due to a number of reasons e.g. extra classes required in the second quarter which were not fully subscribed causing unit price to rise, cyclical habits of people attending; more participants resulted in less cost to the council, or influence from the Olympic Games London 2012.

**RESOLVED that:**

1. The following referral be made to the Health and Well Being Board:

   Performance Scrutiny Committee wishes to express its concern to the Health and Wellbeing Board over the declining health profile of the city. At its meeting on 19th February the latest profile of Lincoln from Public Health England was considered and the prevalence of indicators "significantly worse than the England Average" (which were also declining) was a cause for concern and debate. The committee would welcome details from the Board itself of how resources are being directed to Lincoln to tackle these issues.

   The committee were also particularly concerned at the level of hip fractures in those people aged 65 years and over. This demonstrates a significant decline to be amongst the worst in the country. The committee would welcome any further details the Board may have on the reasons for this.

2. The content of the report be noted.
74. **New Localised Council Tax Support Scheme 2013/14 - Quarterly Update**

Jaclyn Gibson, Assistant Director, Business Development and Finance:

a. presented a report to update members on the position with regard to the council’s new localised Council Tax Support Scheme effective from 1 April 2013

b. provided background information on the national welfare reform agenda and rationale for the introduction of localisation of support for council tax as detailed at paragraphs 3.1 to 3.3 of the report

c. advised that on 14 January 2014; Council approved effectively a ‘no change’ scheme for 2014/15 as well as continuing with the £5,000 exceptional hardship fund

d. updated members on the 2013/14 Council Tax Support Scheme as at the end of the third quarter as detailed at Section 4 of the report

e. requested member’s consideration of the report.

Members discussed the content of the report in further detail.

Clarification was sought as to whether a low spend on the total £5,000 discretionary fund in 2013/14 was due to lack of need or lack of applications submitted?

Jaclyn Gibson, Assistant Director, Business Development and Finance advised that she would make further investigations and report back to members with a response to this enquiry under separate cover.

RESOLVED that:

1. Members be provided with an explanation of the reason for a lack of claims against the 2013/14 discretionary fund under separate cover.

2. The contents of the report be noted.

75. **Financial Performance - Quarterly Monitoring**

The Assistant Director, Business Development and Finance:

a. presented a report summarising financial performance by the authority in the third quarter up to 31 December 2013, covering the following main areas:

   - General Fund
   - Housing Revenue Account
   - City Maintenance Services
   - Capital Programmes

b. added that the report also provided a review of the key budget risk assessments
c. reported on a projected forecast underspend on the General Fund for 2013/14, due to a number of forecast year-end variations in income and expenditure against the approved budget, as detailed at paragraph 3.2 and within Appendix A and B of the report

d. highlighted provisional requested carry forwards to reduce the forecast underspend on the General Fund for 2013/14, as detailed at paragraph 3.5 of the report

e. highlighted a forecast in-year underspend on the Housing Revenue Account for 2013/14 as detailed at paragraph 4.2-4.3 and within Appendix C to D of the report

f. highlighted a forecast in–year surplus by City Maintenance Services for 2013/14 as detailed at paragraph 5.2–5.3 and within Appendix E to F of the report

g. detailed the earmarked reserves and their forecast balance as at 31 March 2014 at Appendix G to the report

h. reported on monitoring of total capital resources quarter 3 2013/14 as detailed at Appendix H to the report

i. highlighted changes to the General Investment Programme as detailed at paragraph 7.2 and Appendix I of the report

j. highlighted changes to the Housing Investment Programme for 2013/14 as detailed at paragraph 7.9 and within Appendix J of the report

k. summarised the projects identified as key budget changes to the previously agreed 2013/14 programme as detailed at Appendix K of the report

l. invited members’ questions and comments.

Members discussed the content of the report in further detail, asked questions and received relevant responses from officers as follows:

- **Question**: Why had underspend on routine repair and maintenance at Yarborough and Birchwood Leisure Centres been ring fenced/carried forward to the following year’s budget rather than being spent in the current year?
  - **Response**: Due to changes in contractual arrangements with Yarborough Leisure Centre the authority may not want to pre - empt the outcome of any future contract.

- **Question**: According to figures for capital receipts, the council seemed to be borrowing all of a sudden rather than selling, was this due to the condition of its assets?
  - **Response**: A fundamental review of all assets was being carried out to investigate whether these could be used to generate growth for the city and to maintain the best position for the council in terms of generating revenue receipts and savings.

- **Question**: The use of bed and breakfast accommodation continued to rise due to the current national economic climate. Could it be one of the reasons why individuals were not applying for hardship funds was because
they had lost their home and had to seek temporary residence in bed and breakfast accommodation?

- **Response**: Potential mitigation measures to address bed and breakfast costs had been referred to CMT for consideration; however, these were likely to be longer term solutions and would not quickly ease the problem. CMT was kept updated on the current situation on a month by month basis. Executive and Council would be requested to give approval to an increase to the budget in the meantime.

- **Comment**: The turnover for void properties and resultant rent loss was disappointing, despite a lean review of the system.

- **Question**: What were the additional forecasted legal expenses in 2015 which had led to a request for £12,890.00 to be carried forward as an earmarked reserve?

- **Response**: Officers would make further investigations to this enquiry and respond to members under separate cover.

RESOLVED that:

a. The progress on the financial performance for the period 1st April to 31 December 2013 and the projected outturns for 2013/14 be noted.

b. The underlying impact of the pressures and underspends identified in paragraphs 3.2 (and Appendix B), 4.2 and 4.3 (and Appendix D), and the in-year surplus identified at paragraph 5.2 (and Appendix F) of the report be noted.

c. The transfers to and from earmarked reserves in paragraphs 3.3 and 3.4 of the report be noted.

d. The requests for carry forwards in paragraph 3.5 of the report prior to reporting to the Executive be noted.

e. The budget virements in paragraph 4.4 prior to reporting to Executive be noted.

f. The financial changes to both the General Investment Programme and the Housing Investment Programme (paragraphs 7.3, 7.4 and 7.11 that were above the 10% budget variance limit delegated to the Director of Resources be noted.

g. The proposed change to the funding of the General Investment Programme in paragraph 7.7; internal borrowing of £347,699 to replace capital receipts funding be noted.

h. Members be provided with an explanation of additional forecasted legal expenses in 2015 which had led to a request for £12,890.00 to be carried forward as an earmarked reserve.

76. **Strategic Plan Progress - Quarterly Monitoring**

The Assistant Director, Business Development and Finance:

a. presented a report on progress made with strategic projects against their milestones for the third quarter 2013/14
b. highlighted that the report on strategic projects had been split into two parts; the second part contained exempt information and would be considered later in the meeting

c. explained that the Strategic Plan Implementation Team (SPIT) was currently monitoring 34 strategic projects; 13 projects were on track in terms of their physical and financial milestones and risk profiles

d. noted that of the monitored projects, the White Bridge at Hartsholme Country Park project was off track in terms of all three of the areas monitored for physical progress, financial position or risk analysis; reasons for variances and remedial action being taken was detailed at paragraph 3.1 of the report

e. added that the White Bridge project would hopefully be finished by the end of the following week; a final completion date would be reported back to the next meeting of Performance Scrutiny Committee

f. stated that 20 projects were off track in either one or two of the areas of monitoring, one of these of concern, car park safety works at Thornbridge was being brought to Performance Scrutiny Committee’s attention; with reasons for variances and remedial action being taken as detailed at paragraph 3.1 of the report

g. noted that 3 new projects had been reviewed during the last quarter by SPIT and recommended to Executive for approval as detailed at paragraph 4.1 of the report

h. detailed one project signed off as completed following an approved post implementation review at paragraph 5.2 of the report

i. invited members’ questions and comments.

Members expressed concerns in respect of:

- The length of time taken for works on the replacement of the White Bridge project, which put the council’s reputation at risk.
- Staffing levels in the private housing team affecting the ability to make properties ‘decent’ homes.
- The potential use of the £290,000 remaining S106 affordable housing monies.

Officers responded as follows:

- A post implementation review of the White Bridge project would be carried out following completion of the work to help learn from the communication messages/other issues having arisen during progress of the scheme.
- Staffing levels within the private sector housing team were currently the subject of review in terms of alternative schemes of delivery. A lean review had been undertaken looking at empty posts to target monies in areas of deprivation in a more cohesive approach.
- Officers were looking at a range of schemes to identify appropriate ways to spend the £290,000 remaining S106 affordable housing monies, some of which were allocated to specific wards; an update would be provided to members under separate cover.
RESOLVED that:

1. Members be provided with a breakdown of the £290,000 remaining S106 affordable housing monies under separate cover

2. Progress in the delivery of strategic projects, in particular the specific issues as highlighted in section 3 of the report and appropriate actions be noted.

77. Strategic Risk Register - Quarterly Review

The Assistant Director, Business Development and Finance:

a. presented a report to provide members with a status report on the Strategic Risk Register as at the end of the third quarter for 2013/14

b. reported on a number of further control actions now progressed or completed in relation to the Strategic Risk Register and changes to the assessed level of impact of risk as detailed at section 3 of the report

c. referred members to the updated Strategic Risk Register as detailed at Appendix A

d. requested member’s consideration on the content of the report.

Members questioned what would trigger movement into an amber zone in relation to risk challenge 1 to deliver progress against the councils three refocused priorities and risk challenge 2 to deliver a sustainable Medium Term Financial Strategy (MTFS)?

Officers explained that uncertainty around business rates was difficult to raise into amber zone in terms of risk management, regardless of growth in the city. Significant progress with the savings target had been made which would add comfort to figures in future years. Mitigation measures were currently being developed including the growth strategy, poverty strategy, and revised strategic plan to put ‘stepping stones’ into place to make further progress.

RESOLVED that the Strategic Risk Register as at the end of the third quarter 2013/14 be noted.

78. Q3 2013-2014 Operational Performance Report

The Senior Policy Officer:

a. presented a report detailing quarterly operational performance within the Council for quarter 3 from October 2013 to December 2013

b. detailed key headlines from the four corporate measures; sickness, towards financial sustainability income and savings, corporate complaints and employee full time equivalent (FTE) headcount, vacancies and turnover at paragraph 2.2 of the report

c. highlighted areas of work enjoying positive achievement including anti-social behaviour, housing benefit, housing voids, rent collection, business
rates collection, customer services and parking services as detailed at paragraph 2.3 of the report

d. advised that the current economic situation was having both a short term and longer term effect on council services provided which were often demand led, resulting in reduction of income levels, as detailed at paragraph 2.4 of the report

e. outlined key performance achievements during quarter 3, 2013/14 at paragraph 4.1 of the report

f. drew members’ attention to areas in which performance had shown a decline at paragraph 4.10 to 4.16 and Appendix A of the report, covering the following main areas:

- Development management
- Food health and safety
- Parking services
- Housing solutions
- Affordable housing
- Waste management
- Building control

g. invited members’ questions and comments.

Members asked what measures were being taken to improve performance in respect of food, health and safety?

The Assistant Director, Health and Environmental Services confirmed that there had been a significant drop in performance levels in respect of inspections required, due to a staff vacancy. An evaluation was taking place as to whether to fill this post or alternatively to change working practices to achieve best value. A report would be submitted to the Towards Financial Sustainability Board in this respect. It was important to highlight that those premises at highest risk were prioritised and inspected first.

Members congratulated The City Services Team Leader, Rod Williamson on achieving the British Parking Association’s Ernest Davies Award for Advanced Parking Knowledge.

RESOLVED that the operational performance achievements and outcomes within the Council at Quarter 3 2013/14 be noted.

79. **Response from Budget Review Group**

The Assistant Director of Business Development and Finance tabled the minutes of the Budget Review Group held on 10 February 2014, which met to review in more detail the MTFS and the robustness of the proposed budget options and council tax for the 2014/15 year.

RESOLVED that the following recommendations made by members of the Budget Review Group be agreed:

That members’ support for
1. the Medium Term Financial Strategy be noted.

2. a proposed increase of 1.8% in the Council’s share of the council tax precept be noted.

3. the continued provision of post-implementation reviews on major projects be noted.

4. the re-profiling of the capital receipts target to take account of market conditions, the overall value of the asset, the outcomes of the asset review programme and relative borrowing rates be noted.

80. **Strategic Plan Monitoring of Service Projects**

Simon Walters, Assistant Director, Corporate Review and Development:

a. advised that this report was designed to provide an update on the 2012/13 Strategic Plan projects at the end of December 2013

b. reported that as of December 2013, there were 32 monitored projects; 15 of which had been completed, 13 were on track, 3 had some slippage and 1 was considered to be off track as follows:

   - Joint IT procurement with other districts to take advantage of economies of scale (detailed at paragraph 4.2 of the report)

   c. advised that the report aimed to deliver a short overview of how the projects that were not already monitored in Strategic Plan Implementation Team or through the Towards Financial Sustainability Board were progressing as at the end of December 2013; these service projects were monitored at DMT level on a more regular basis.

   e. noted that there were fewer projects than in the last report as a number of projects were now (or were already) monitored elsewhere

   f. referred to Appendix 1 attached to the report, which outlined the status of each of the projects being monitored.

Jaclyn Gibson, The Assistant Director, Business Development and Finance advised in relation to the project for Joint IT procurement with other districts that the authority had made efforts to negotiate existing contracts with the current suppliers, however, there were huge transitional costs involved; a decision had now to be made as to whether the authorities should join up and go out to procurement together. She advised that progress in respect of further shared services would be presented to Performance Scrutiny Committee on 20 March 2014.

RESOLVED that the contents of the report be noted.

81. **Work Programme 2013/14**

The Democratic Services Officer:
a. presented the updated work programme for 2013/14 as detailed at Appendix A to her report

b. advised that the work programme for 2013/14 was provided for information to ensure members were aware of the forthcoming business at future meetings of the Performance Scrutiny Committee; the work programme included the list of portfolio holders under scrutiny

c. requested that members provide the Democratic Services Officer with suggested questions in relation to the topic of green waste bins to be discussed as part of the thematic review of Environmental Services and Public Protection on 20 March 2014

d. invited members’ questions and comments.

RESOLVED that:

1. The Democratic Services Officer be provided with suggested questions for the next thematic review of green waste bins to be discussed at Performance Scrutiny Committee on 20 March 2014, before Friday 28 February 2014.

2. The review of the restructure of Director of Development and Environmental services (Planning and Regeneration) be postponed from the meeting in March to the Performance Scrutiny Committee on 18 September 2014 to give time for the new structure to begin to embed in performance terms.

3. The attendance of the Chair of Planning Committee be requested at the meeting of Performance Scrutiny Committee to be held on 18 September 2014, at which the Portfolio under Scrutiny session for Planning and Regeneration would also be presented.

82. Exclusion of the Press and Public

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

83. Strategic Plan Progress - Quarterly Monitoring [Part B]

Jaclyn Gibson, Assistant Director, Business Development and Finance:

a. presented the second section of the report on the progress made with strategic projects

b. explained that the report related to safety works at Thornbridge car parks, and provided an update in this regard

c. invited members’ questions and comments.
Members considered, discussed, and commented upon the contents of the report.

RESOLVED that the progress in delivery of strategic projects, in particular the specific issues highlighted within the report, being taken be noted.
42. **Confirmation of Minutes - 6 January 2014**

RESOLVED that the minutes of the meeting held on 6 January 2014 be confirmed.

43. **Declarations of Interest**

No declarations of interest were received.

44. **LTP Matters**

Keith Weaver, Chair of LTP updated Members as follows:

**LTP Membership**

- At the moment the current LTP was down to nine members. One of the members had not attended 3 consecutive meetings and was required to explain the reasons for this. The remaining Members would consider the explanation as per the constitution and decide either to accept the explanation and allow him to remain in situ or ask him to stand down.
- Voting had taken place in the Stamp End area and the winner would be announced at the next LTP meeting.
- The Tenant Involvement Team would be launching a membership drive via the HOME magazine.

**LTP Constitution**

- The LTP constitution would be going to Executive for amendments to incorporate Designated Persons. If approved by Executive and LTP the alterations would become operative on the 26th March 2014 at the AGM.

**Service Focus Groups**

- The Service Focus Groups were currently being revised, the LTP would take on a central monitoring and directing role which would be split into four main activities:
  - Consultation of Executive Reports
  - Performance Monitoring
  - Direct Tenant Scrutiny
  - Overseeing the Designated Tenants Panel
- It was felt that the current four service groups, Home, Neighbourhood and Community, Value for Money and Equality and Diversity had come to the end of their time and often the same reports were being presented several times.
times to different meetings which was a waste of officer and LTP members
time
• It had now been agreed to merge the four focus groups into two Working
Focus Groups:
  o Allocations and Tenancy
  o Home, Neighbourhood Community
Both groups would still need to consider Value for Money and Equality and
Diversity issues as part of their activities
• The Working Focus Groups could set up smaller task and finish groups
when deemed necessary to carry out more intensive tenant scrutiny
• Each group would have a minimum of 5 seats and a maximum of nine. If
there was more interest than seats available following a recruitment
campaign tenant appointments would be in line with the criteria laid down
for LTP membership.

The draft report entitled “Revision of the Tenant Involvement Structure” was
circulated to Members for information, the final report would be included on the
agenda for the next Housing Scrutiny Sub Committee.

45. **Supporting People: Implications of the Introduction of a New Well Being Service**

Tim Whitworth, Assistant Director of Housing presented a report that was
presented to Executive in relation to the implications of the introduction of a new
wellbeing service.

  a. advised on the proposals brought forward by Lincolnshire County Council
for the introduction of the new Well being Service, the consequent
decommissioning of existing Supporting People funding for the provision of
existing resident based and mobile warden support services currently
provided by the City Council

  b. advised that the Lincolnshire County Council had commissioned the new
service from April 2014 through a competitive tender. The County Council
had tendered the service in two “lots”

  • Lot 1: Provision of a Countywide 24/7 monitoring service for clients
of the Wellbeing Service
  • Lot 2: Assessment of care needs; installation of equipment, aids
and minor adaptations; installation of telecare equipment and
alarms, short term intervention in the form of generic support; and a
rapid response service

  c. advised that the City Council had submitted a bid in response to “Lot 1” of
the County Council’s invitation to tender but was notified on the 6 January
2014 that the bid had been unsuccessful

  d. advised that the City Council were not in a position to submit a bid in
response to “Lot 2” of the Wellbeing Service which was provided across
the County and not just within the boundaries of the City of Lincoln Council

  e. referred to paragraph 2.6of the report and advised on the implications for
tenants of sheltered housing schemes and for those tenants in sheltered
housing and dispersed accommodation currently in receipt of supported
housing services
f. advised that tenants would no longer be liable for the weekly “Supporting People” charge from April 2014

g. stated that the County Council currently provided funding to the City Council in the amount of £330k pa through the Supporting People Programme for ongoing support through the City Council’s Warden Service and advised on the impact on the Housing Revenue Account

h. gave an overview of the new Wellbeing Service and summarised the intentions of the service as detailed at paragraph 3.5 of the report

i. referred to paragraph 5.17 of the report and advised on the consultation that had taken place with residents about the future of the resident warden service

j. advised that the outcome of the consultation showed an overwhelming majority of tenants of Council’s sheltered housing scheme would wish the City Council to continue to provide some form of warden/ good neighbour service at each of its eight sheltered housing schemes

k. summarised the possibility of a 10 percent rent increase on the basic “formula rent” for tenancies in the Councils sheltered housing and explained how this would be offset by the “Supporting People Service Charge” that would no longer be payable beyond 1 April 2014.

Members of the Committee commented as follows and the Assistant Director of Housing responded accordingly:

Comment 1- Councillors were in attendance at some of the consultation meetings, the main concern from the tenants was the possible loss of the wardens

Comment 2 - Referred to paragraph 5.13 of the report and asked if the increase in rent would be included in housing benefit

Response – There was a loss of income of £330,000pa, this could be offset by a ten percent rent increase which would bring in £126,800pa, this increase would be included in Housing Benefit.

Question 3 – Currently wardens were doing a lot more than was stated in their job description. This would be a good time to look at the role of the wardens.

Response – The role of the warden service could be enhanced further, we would be looking at how the mobile wardens could be used differently. They could be used to support Housing Officers in helping with vulnerable customers such as assisting with DHP applications. This would require a variation in their job description.

Question 4 – Asked for clarification on how the £200k deficit would be made up?

Response - The deficit had been covered in the budget
RESOLVED that the contents of the report be noted.

46. **Performance Report Quarter 3 2013/14**

Tim Whitworth, Assistant Director of Housing

a. presented the Committee with a progress report on the Performance Indicator for the end of the third quarter of 2013/14 (April 2013- December 2013)

b. advised that the report combined all performance relevant to Tenancy Issues including:
   
   - ‘Traditional’ Performance Indicators
   - Value for Money Indicators
   - Local Offers (to tenants)

c. advised that in total there were 25 measures of which 21 had specific targets set and of these 13 were on or exceeded targets for the quarter and 8 measures had not met the targets set

d. gave an overview of the background of the report as detailed at paragraph 3 of the report

e. referred to Appendix A of the report and summarised the performance targets and actual achievements; for comparison purposes each indicator showed performance for the last year, target for current year (where applicable) and progress made in the current year by quarter for the following areas:
   
   - Rents
   - Voids
   - Allocations
   - Repairs
   - Decent Homes
   - Complaints
   - Anti-Social Behaviour
   - Estate Services
   - Customer Contact

f. advised that improvements in all indicators would suggest that there had been an improvement in the overall performance of the Council landlord function and gave an overview of the combination of factors as detailed at 5.2 of the report

The committee considered the contents of the report and raised the following main points about the indicators that were worse than target.
Rents- LPI HO6

The committee discussed the impact of the bedroom tax on the performance indicator and questioned the take up of Discretionary Housing Payments?

The Assistant Director of Housing advised that residents identified as being at risk of the bedroom tax had been made aware of Discretionary Housing Payments and there had been some take up. He referred to BVPI 66A - % rent collected as a percentage of rent due and explained that the efforts to try and negate the effect of the bedroom tax was working. He further clarified that there was £903k of rent arrears with £178k relating to under occupancy.

The committee further discussed the issues of why people could not pay their rent and asked if vulnerable tenants had been contacted about the bedroom tax.

The Assistant Director of Housing advised that all tenants identified as being at risk had been notified in writing about the bedroom tax, they had been invited to attend Housing Benefits sessions and had received a visit. Housing Officers were aware of vulnerable tenants within their patches.

Voids

The Assistant Director of Housing advised that although they were still below target, there had been improvement within a limited amount of time. Every effort was going into streamlining the voids process and monitoring the progress. The biggest issue was that properties were needing major repairs.

The committee discussed the standard of the void properties and asked if Housing Officers could visit the properties every 6 months to pick up on problem properties before they became void.

The Assistant Director of Housing advised that the Maintenance Manager was currently working on identifying high users of the repairs service to have Repairs Team Leaders visit the properties and identify any issues.

The committee further discussed ways that problem properties could be identified before they became void and questioned if a 6 month visit of every property could be included in the Tenancy Agreement.

The Assistant Director of Housing advised that he would investigate if it was possible to include 6 monthly visits in the Tenancy Agreement.

Repairs – HIP 1 (HO3)

The Assistant Director of Housing advised that currently 31% of all calls received by customer services were for emergency repairs; a significant rise above normal sector demand. This maybe an issue with a rise in the number of new Customer Service Assistants and further training maybe required.

Anti-Social Behaviour

Members commented that it was important to measure against a target and asked why there was no target set for Anti-Social Behaviour?
The Assistant Director responded that he would find out and circulate a response to members after the meeting.

RESOLVED that

1. the progress made on performance during the financial year 2013/14 be noted

2. a commitment to continue reporting on a quarterly basis and to determine a programme to have more interim reviews of service specific performance be agreed.

47. Work Programme 2013/14

Claire Turner, Democratic Services Officer

a. presented the work programme for the Housing Scrutiny Sub Committee for 2013/14, as detailed in Appendix A of the report

b. advised that this was an opportunity for the committee to suggest other items to be included within the work programme.

The Committee were supportive of the work programme, however, requested that the Tenant Involvement Structure report be added to the 31st March meeting.

RESOLVED that the Housing Scrutiny Sub Committee Work Programme be agreed.
Portfolio Performance overview
Environmental Services and Public Protection
20th March 2014

Policy Unit
Pat Jukes, Senior Policy Officer
Environmental Services and Public Protection

This overview will cover:

- The city view: a look at relevant information in the Lincoln Drivers report/ASB report

- Performance measures to be covered in the new key basket of strategic measures

- Potential benchmarking information
Anti Social Behaviour
(Data from Environmental Services records)

ASB complaints

Ward

Number of complaints

0 20 40 60 80 100 120 140 160 180

Abbey 177
Birchwood 80
Boultham 82
Bracebridge 64
Carholme 70
Castle 102
Glebe 66
Hartsholme 89
Minster 78
Moorland 87
Park 157

11/12 12/13

4
Noise complaints
(Data from Environmental Services records)

![Bar chart showing noise complaints by ward for 11/12 and 12/13]
Environmental complaints
(Data from Environmental Services records)

![Bar chart showing environmental complaints by ward for 2011/12 and 2012/13. The chart indicates the number of complaints ranging from 0 to 60, with specific wards having different complaint counts.](chart.png)
Pollution – City council emissions

• The graph below shows the gradually reducing city council C02 equivalent emissions estimate. It is primarily reducing due to projects aimed at lowering our energy usage. The figures also include services contracted to external providers, such as Cory and Active Nation.

• In 2012/13, the estimated proportion of Green Tariff electricity used is 53.3%
Pollution—emissions per head

- An estimated 4.7 tonnes of CO2 emissions in Lincoln per capita - a reduction from previous year (5.2)

- Most emissions in the city came from the industry and commercial sectors, with domestic usage the second most common cause of emissions.

- Lincoln’s usage per capita was amongst the lowest of our nearest neighbours.
Key points highlighted

• Abbey, Park and Carholme (city centre areas) feature as the top 3 wards for all three areas of complaint

• Although total ASB complaints jumped over 97% year on year – process changes had encouraged better identification of victims in all wards – so this was expected

• Noise complaints are dropping in all wards except Hartsholme

• Number of environmental issues has remained quite stable – but it is noticeable that wards varied significantly

• City Council’s CO2 emissions are dropping annually

• Lincoln is in the best quartile for CO2 emissions per head, compared to our nearest neighbours
## Key Strategic measures

<table>
<thead>
<tr>
<th>Category</th>
<th>Code</th>
<th>Metric Description</th>
<th>Q</th>
<th>Percentage</th>
<th>Q</th>
<th>Percentage</th>
<th>Q</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Health &amp; Safety Enforcement FHS 4</td>
<td></td>
<td>Percentage of premises fully or broadly compliant with Food Health &amp; Safety inspection</td>
<td>Q</td>
<td>95%</td>
<td>Q</td>
<td>95.60%</td>
<td>Q</td>
<td>95.60%</td>
</tr>
<tr>
<td>Food and Health &amp; Safety Enforcement FHS 5</td>
<td></td>
<td>Average time from actual date of inspection to achieving compliance</td>
<td>Q</td>
<td>10.10 days</td>
<td>Q</td>
<td>11.10 days</td>
<td>Q</td>
<td>15.6 days</td>
</tr>
<tr>
<td>Food and Health &amp; Safety Enforcement FHS 6</td>
<td></td>
<td>Percentage of official controls that should have been completed and have been in that time period (cumulative data)</td>
<td>Q</td>
<td>95.70%</td>
<td>Q</td>
<td>88.20%</td>
<td>Q</td>
<td>78.60%</td>
</tr>
<tr>
<td>Anti-social Behaviour New</td>
<td></td>
<td>Number of service requests for Public Protection and ASB</td>
<td>Q</td>
<td>New measure to be available Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-social Behaviour New</td>
<td></td>
<td>Satisfaction of complainants relating to how the complaint was handled</td>
<td>Q</td>
<td>New measure to be available Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCTV</td>
<td></td>
<td>Total number of incidents handled by CCTV operators</td>
<td>Q</td>
<td>New measure to be available Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grounds Maintenance and Street Scene GM 6</td>
<td></td>
<td>Satisfaction levels with parks and open spaces</td>
<td>A</td>
<td>67.80%</td>
<td>A</td>
<td>88.63%</td>
<td>A</td>
<td>89.49%</td>
</tr>
<tr>
<td>Street Cleansing SC 8</td>
<td></td>
<td>% Satisfaction that public land and public highways are kept clear of litter and refuse</td>
<td>A</td>
<td>78.90%</td>
<td>A</td>
<td>84.19%</td>
<td>A</td>
<td>85.90%</td>
</tr>
<tr>
<td>Waste &amp; Recycling WM 6</td>
<td></td>
<td>Satisfaction with the refuse service</td>
<td>A</td>
<td>94%</td>
<td>A</td>
<td>94.30%</td>
<td>A</td>
<td>93.29%</td>
</tr>
<tr>
<td>Waste &amp; Recycling WM 7</td>
<td></td>
<td>Satisfaction with the recycling service</td>
<td>A</td>
<td>93.60%</td>
<td>A</td>
<td>95.70%</td>
<td>A</td>
<td>92.88%</td>
</tr>
</tbody>
</table>
Key points highlighted

- FH&S - There is a decline in the number of premises inspected from those that had been planned.

- New measures are being developed for the ASB and CCTV services – to be available from Q1 2014/15

- Satisfaction with both street cleansing and grounds maintenance is up year on year

- There is a slight drop in satisfaction with the refuse and recycling services year on year – although this could be related to the introduction of green waste charges
LGInform

Household waste data (2013)

Cllr Fay Smith - Portfolio Holder for Environmental Services and Public Protection

<table>
<thead>
<tr>
<th>Metric type</th>
<th>Local value</th>
<th>D.O.T.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of household waste sent for reuse, recycling and composting (2012/13) (Raw value) (Percentage of household waste)</td>
<td>44.08</td>
<td>Polarity</td>
</tr>
<tr>
<td>Residential incinerator waste per household (2012/13) (Raw value) (Kg per household)</td>
<td>481.70</td>
<td>Polarity</td>
</tr>
<tr>
<td>Total household waste arising (2012/13) (Raw value) (Tonnes)</td>
<td>37,710</td>
<td>Polarity</td>
</tr>
<tr>
<td>Total revenue expenditure on Environmental and regulatory services per head of population (2012/13) (Raw value) (£ per head of population)</td>
<td>78.78</td>
<td>No polarity</td>
</tr>
</tbody>
</table>

Key for polarity metrics:
- Top
- Bottom
- Improving (high is good)
- Improving (low is good)
- Worsening (low is good)
- Worsening (high is good)
- Unchanged

Key for non-polarity metrics:
- High
- Low
- Increasing
- Decreasing
- Unchanged
Key points highlighted

- Confirmed annual % waste sent to recycling or composting is declining slightly year on year – although still a little above average

- Both the total waste produced and the amount of residual waste per household are just less than the averages for the East Midlands

- In terms of service cost – Lincoln is in the lowest quartile, spending £78.78 per head of population on these services. Note however, that this is a strategic choice.
# LGInform– crime data (2013 – Q3)

**Lincoln**
*(Quantities of Principal Cities in East Midlands)*

<table>
<thead>
<tr>
<th>Metric Type</th>
<th>Local Value</th>
<th>D.O.T.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime - Burglary in a building other than a dwelling (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>7.09</td>
<td>7.5</td>
</tr>
<tr>
<td>Crime - Drug offences (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>3.52</td>
<td>3.5</td>
</tr>
<tr>
<td>Crime - Homicide offences recorded (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>Crime - Robbery (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>0.70</td>
<td>0.5</td>
</tr>
<tr>
<td>Crime - Sexual offences (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>1.38</td>
<td>1.5</td>
</tr>
<tr>
<td>Crime - Total recorded offences (excluding fraud) (offences per 1,000 population) - quarterly (2013 Q3 (rolling)) (Raw value) (Per 1,000)</td>
<td>87.97</td>
<td>87.5</td>
</tr>
</tbody>
</table>

**Key for polarity metrics**
- **Top**
- **Bottom**
- ▲ Improving (high is good)
- ▼ Improving (low is good)
- ▲ Worsening (low is good)
- ▼ Worsening (high is good)

**Key for non-polarity metrics**
- **High**
- **Low**
- ▲ Increasing
- ▼ Decreasing
- ◀◀ Unchanged
Key points highlighted

• Data is quarterly data, benchmarked with the principal EM cities of Northampton, Nottingham, Leicester, & Derby

• Lincoln’s poorest individual results lie in (non-residential) burglary and homicide* offences – both in the lowest two quartiles – although neither is worsening

  * This includes murder, manslaughter and infanticide, but excludes attempted murder (part of violence with injury) Numerically there were 20 that year

• Drug, robbery and sexual offences are all in the best quartiles – and although robbery and sexual offences are worsening, drug offences are improving

• Importantly – total recorded crime compared to the benchmark group is the highest at 87.97 crimes per 1000 head of population
% Household waste sent for re-use, recycling and composting

Percentage of household waste sent for reuse, recycling and composting (Raw values) (2012/13 2011/12 2010/11) for Lincoln & All local authority districts in East Midlands

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for All local authority districts in East Midlands Raw value</th>
<th>Average for All local authority districts in East Midlands Raw value</th>
<th>Maximum for All local authority districts in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>46.01</td>
<td>22.75</td>
<td>42.30</td>
<td>58.07</td>
</tr>
<tr>
<td>2011/12</td>
<td>44.52</td>
<td>22.58</td>
<td>43.33</td>
<td>61.56</td>
</tr>
<tr>
<td>2012/13</td>
<td>44.08</td>
<td>22.48</td>
<td>43.58</td>
<td>56.70</td>
</tr>
</tbody>
</table>

Source Name: Department for Environment, Food & Rural Affairs

The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected.
% Household waste sent for re-use, recycling and composting

Percentage of household waste sent for reuse, recycling and composting (Raw values) (Latest) for Lincoln & All local authority districts in East Midlands

(Lincoln = 3rd quartile
High is good)
Residual household waste per household

This is the number of kilograms of residual household waste collected per household. Residual waste is any collected household waste that is not sent for reuse, recycling or composting.

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for All local authority districts in East Midlands Raw value</th>
<th>Average for All local authority districts in East Midlands Raw value</th>
<th>Maximum for All local authority districts in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>472.62</td>
<td>390.97</td>
<td>512.36</td>
<td>714.30</td>
</tr>
<tr>
<td>2011/12</td>
<td>481.70</td>
<td>340.66</td>
<td>484.06</td>
<td>632.06</td>
</tr>
<tr>
<td>2012/13</td>
<td>481.70</td>
<td>340.66</td>
<td>484.06</td>
<td>632.06</td>
</tr>
</tbody>
</table>

Source Name: Department for Environment, Food & Rural Affairs
Residual household waste per household

Residual household waste per household (Raw values) (Latest) for Lincoln & All local authority districts in East Midlands

Lincoln

(Lincoln = 2nd quartile
Low is good)
This is the total amount of household waste in tonnes collected by the local authority during the financial year. Household waste includes household bin waste and also waste from civic amenity sites, other household collections and recycling sites.
Total household waste arising

Total household waste arising (Raw values) (Latest) for Lincoln & All local authority districts in East Midlands

Lincoln

Lincoln = 2nd quartile
Low is good

Total household waste (2012/13) (Raw value) - Average for All local authority districts in East Midlands: Total household waste (2012/13)
Total revenue expenditure on environmental and regulatory services per head of population in Lincoln

This is total revenue expenditure, per head of population. It includes employee costs and running expenses.

### Table: Total revenue expenditure on Environmental and regulatory services per head of population (Raw values) (2012/13 2011/12 2010/11) for Lincoln & All local authority districts in East Midlands

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for All local authority districts in East Midlands Raw value</th>
<th>Average for All local authority districts in East Midlands Raw value</th>
<th>Maximum for All local authority districts in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>87.85</td>
<td>47.75</td>
<td>69.82</td>
<td>96.44</td>
</tr>
<tr>
<td>2011/12</td>
<td>78.25</td>
<td>46.54</td>
<td>65.13</td>
<td>84.50</td>
</tr>
<tr>
<td>2012/13</td>
<td>78.78</td>
<td>45.64</td>
<td>63.13</td>
<td>88.43</td>
</tr>
</tbody>
</table>

Source Name: Communities and Local Government
Total revenue expenditure on environmental and regulatory services per head of population in Lincoln

Lincoln

(Lincoln = 4th quartile
Low is good)
CRIME – Burglary in a building other than a dwelling (Offences per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Burglary in a building other than a dwelling</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lincoln Raw value</td>
</tr>
<tr>
<td>2013 Q1 (rolling)</td>
<td>7.88</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>7.97</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>7.89</td>
</tr>
</tbody>
</table>

- This shows police recorded crimes where a trespasser has entered a non domestic building that does not have an entrance to a home to steal or commit damage, but has not used (or threatened to use) force. It also includes attempted burglaries.
- Source – Home Office
- Polarity – low is good
CRIME – Burglary in a building other than a dwelling (Offences per 1,000 population)

Crime - Burglary in a building other than a dwelling (offences per 1,000 population) - quarterly (Raw values) (Latest) for Lincoln & Principal Cities in East Midlands

Lincoln

(Lincoln = 4th quartile
Low is good)
# Crime - Drug offences

(offences per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for Principal Cities in East Midlands Raw value</th>
<th>Average for Principal Cities in East Midlands Raw value</th>
<th>Maximum for Principal Cities in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Q1 (rolling)</td>
<td>2.69</td>
<td>2.29</td>
<td>4.12</td>
<td>6.26</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>3.57</td>
<td>3.33</td>
<td>4.07</td>
<td>6.22</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>3.52</td>
<td>3.52</td>
<td>4.04</td>
<td>5.99</td>
</tr>
</tbody>
</table>

- Crime - Drug offences (offences per 1,000 population) - quarterly - This category shows all police-recorded drug crimes. This includes possessing, making, selling, importing and exporting illegal or controlled drugs.
- Source – Home Office
- Polarity – low is good
Crime - Drug offences
(offences per 1,000 population)

Lincoln = 1st quartile
Low is good
Crime - Homicide offences recorded
(offences per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for Principal Cities in East Midlands Raw value</th>
<th>Average for Principal Cities in East Midlands Raw value</th>
<th>Maximum for Principal Cities in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Q1 (rolling)</td>
<td>0.02</td>
<td>0.01</td>
<td>0.02</td>
<td>0.04</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>0.02</td>
<td>0.00</td>
<td>0.01</td>
<td>0.02</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>0.02</td>
<td>0.00</td>
<td>0.01</td>
<td>0.03</td>
</tr>
</tbody>
</table>

• This is police-recorded homicide. This includes crimes of murder, manslaughter and infanticide, but excludes attempted murder (part of violence with injury).
• Source – Home Office
• Polarity – low is good
Crime - Homicide offences recorded (offences per 1,000 population)

Lincoln (Lincoln = 2nd quartile Low is good)
## Crime - Robbery

(Offences per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for Principal Cities in East Midlands Raw value</th>
<th>Average for Principal Cities in East Midlands Raw value</th>
<th>Maximum for Principal Cities in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Q1 (rolling)</td>
<td>0.73</td>
<td>0.73</td>
<td>1.48</td>
<td>2.15</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>0.67</td>
<td>0.67</td>
<td>1.51</td>
<td>2.31</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>0.70</td>
<td>0.70</td>
<td>1.52</td>
<td>2.41</td>
</tr>
</tbody>
</table>

- This category shows police-recorded crimes where the offender has used force (or threatened to) in order to steal something. This includes stealing both from an individual (robbery of personal property) and from a business (robbery of business property). This category also includes assaults with attempt to rob.
- Source – Home Office
- Polarity – low is good
Crime - Robbery
(offences per 1,000 population)

Lincoln = 1st quartile
Low is good
Crime - Sexual offences

(offences per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for Principal Cities in East Midlands Raw value</th>
<th>Average for Principal Cities in East Midlands Raw value</th>
<th>Maximum for Principal Cities in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Q1 (rolling)</td>
<td>1.18</td>
<td>1.18</td>
<td>1.39</td>
<td>1.65</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>1.27</td>
<td>1.25</td>
<td>1.44</td>
<td>1.60</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>1.38</td>
<td>1.34</td>
<td>1.50</td>
<td>1.63</td>
</tr>
</tbody>
</table>

- This category shows police-recorded sexual crimes. This category includes rape and other sexual crimes such as sexual assault, sexual grooming and trafficking for sexual exploitation.
- Source – Home Office
- Polarity – low is good
Crime - Sexual offences
(offences per 1,000 population)

Lincoln = 2nd quartile
Low is good
Crime - Total recorded offences
(excluding fraud) (per 1,000 population)

<table>
<thead>
<tr>
<th>Period</th>
<th>Lincoln Raw value</th>
<th>Minimum for Principal Cities in East Midlands Raw value</th>
<th>Average for Principal Cities in East Midlands Raw value</th>
<th>Maximum for Principal Cities in East Midlands Raw value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Q1 (rolling)</td>
<td>88.54</td>
<td>62.20</td>
<td>76.63</td>
<td>96.54</td>
</tr>
<tr>
<td>2013 Q2 (rolling)</td>
<td>88.74</td>
<td>63.40</td>
<td>76.71</td>
<td>96.74</td>
</tr>
<tr>
<td>2013 Q3 (rolling)</td>
<td>87.67</td>
<td>64.49</td>
<td>76.80</td>
<td>97.97</td>
</tr>
</tbody>
</table>

• This category shows all crimes recorded by the police (with the exception of fraud which is recorded centrally as part of Action Fraud)
• Source – Home Office
• Polarity – low is good
Crime - Total recorded offences (excluding fraud) (per 1,000 population)

(Lincoln = 4th quartile
Low is good)
PERFORMANCE SCRUTINY COMMITTEE 20 MARCH 2014

Report by Councillor Fay Smith, Portfolio Holder for Environmental Services and Public Protection

The purpose of this report is to provide members with an update on the Council’s performance in relation to supporting environmental and public protection issues. This report provides both background text and specific data relating to environmental and public protection issues. It makes use of the data now collected for the Council’s corporate dash board of metrics, and supports this with more detailed information where this is considered appropriate.

Background

Within this portfolio fall a wide range of services. To aid understanding the subject area has been divided up into nine key areas under the following broad headings:

a) Waste and Recycling
b) Cleansing
c) Public Toilets
d) Open Spaces Maintenance (street scene)
e) CCTV
f) PPASB
g) Environmental Protection
h) Bereavement Services
i) Food Health and Safety

For each section a short summary is provided giving a quick overview of the service, followed by key issues associated with the service.

1. Waste /Recycling

This service covers the removal of waste/recycling/composting material from domestic properties (and some other properties as identified in the Controlled Waste Regulations 2012). Following the decision by the Council to extend the contract in 2011, the service has now settled and operated successfully for two years on a substantially reduced budget, delivering a significant saving towards the MTFS.

The Council’s waste services continue to perform very well, witnessed by the reported performance statistics. Satisfaction with this service remains very high at 92.6% for domestic waste, and 91.4% for recycling (November 2013). For both services over 95% of respondents reported being very or fairly satisfied with the reliability of the service.

The Council’s combined recycling and composting rate is at 44.6% for the period April to September 2013. During the second quarter recycling tonnages made up 21.27% of the total waste stream (compared with 19.84% during the same period the
previous year). Whilst composting tonnages have reduced as a result of the introduction of charging (21.83% of the waste stream, in quarter 2, compared with 28.03% the previous year), those people who have bought in to the service are making very good use of it: in 2012 the average household put 79kg of garden waste in their free green bin during quarter 2, in 2013 the average household put 128kg of garden waste in to their paid for green bin(s).

The county waste partnership has a joint recycling / composting target of 55% for Lincolnshire by 2015 (taking in to account waste collected by each of the seven districts, plus that collected at Household Waste Recycling Centres by the County Council). In 2012/13 52.6% of waste county-wide was recycled or composted. The County Waste Partnership is addressing the need for a new county strategy for next year now, with work having already started on this through a joint officer/member county workshop in February.

The biggest area of change for this service area has been in respect to green waste. The decision to charge for green waste was implemented with effect from 1st July 2013. The uptake has been good for the service with customers now in the region of 16,500. Complaints against the service have been few and satisfaction with the service has been very good. The most recent survey in autumn 2013 showed that 94.3% of respondents (after removing those who didn’t give a positive or negative response, usually because they do not use the service) rated the service as very or fairly satisfactory. 96.7% of those who gave an opinion reported being very or fairly satisfactory with the reliability of the service.

Work has continued on reducing the levels of contamination in recycling bins, which had increased significantly in 2011/12. A combination of publicity, individual contact with residents and careful collections has resulted in a reduction in contamination levels, down to 8.7% in 2012/13, and to 7.1% in quarter 3 of this year.

The Council’s Assisted Bulky Collection service (ABC), despite having undergone significant change in recent years, continues to offer a free at point of use collection service to those most in need. Delay times for this service have fluctuated, but more recently the service has endured sustained pressure, leading to increased delays (an average wait of 4.3 weeks between April and December, serving an average 271 households per month). A survey of collection details has shown that a significant proportion of those using the service are doing so on the basis of their being in receipt of Child Tax credits or Working Family tax credits, which are not limited to those most in need. It has been agreed to make some changes to the criteria, meaning that the receipt of the above tax credits alone does not mean a right to the free service. This will ensure that this service continues to be available to those most in need in our society, within a reasonable timeframe.

An area where a step forwards has already been achieved is in terms of consolidating the Council's waste policies. In 2013 the Council agreed an integrated central waste policy document, that set out in one place for the first time what waste services the Council delivers to the public, and how it does this; a role model which other districts in Lincolnshire are now considering as a format for their waste services.
2. Cleansing

This covers all areas of street cleansing, including street sweeping, litter picking, litter bin emptying, fly tipping, and the removal of graffiti and abandoned vehicles.

The 2013 summer Citizens Panel survey showed that satisfaction with the cleanliness of the city had increased to 85.2% which also reflects the low number of complaints received on the subject.

2013/14 has seen an increase in the number of fly tipping incidents. Trends have been analysed in relation to number, location and type of waste fly tipped, and an action plan will be agreed, and delivery work started, in spring 2014.

The council’s decision last year to reduce its street cleansing contract costs means that officers are now implementing changes to effect a budget cut in the order of £145,000 pa, with effect from 1st June. The Contractor is working constructively with the Council to achieve these cuts, and whilst an impact will be felt, it is expected this can be minimised and restricted to delays in requests for service, rather than losses of service.

As a part of the above, consideration was given to closing the Council’s SAS service, which is a dedicated fly tipping collection service. In recognition of wider service changes, and recent increases in fly tipping, it was agreed to retain this service. The SAS service collected some 120 tonnes of fly tipped waste in the last 12 months.

Currently the Council provides both litter and dog waste bins. There is no legal requirement for two types of provision, as dog waste can be placed in litter bins. Some councils have already moved to a single type of bin provision, and it is felt that a review of this would be timely, and could provide an opportunity to reduce costs.

The Council has a reputation for sustained success in recent years in the national Clean Britain Awards. Given the pressure on services, and the budget cuts being implemented currently, it has been decided that we will drop out of the biannual competition for the time being, and review opportunities to re-engage in the future.

3. Public Toilets

This service has again this year achieved a Gold award for two of its main toilets, - Castle Hill and Tentercroft Street (unfortunately the judges visit was during the closure of the Lucy Tower Street toilets and so that facility was not judged on this occasion). In sharp contrast to these high standards the service still faces several problems. These are listed as being:

- The abuse of urinals
- The abuse of night toilets
- The condition of the facilities at High Bridge, St Peter at Arches, Sincil Street and the Bus Station.

The abuse of facilities is leading to closures of differing terms dependant on the issue. Damage to facilities, and in one case the collapse of a drain beyond economic
repair, has now meant that Monks Road and Stamp End urinals are closed. Asset Review Group has considered the position and their long term closure is now likely. There have been very few objections to their temporary closure. In some cases the Council has received positive comment from their closure, as this has removed them as a focal point for groups to congregate, and anecdotally reduced wider nefarious activity.

High Bridge toilets remain closed due to severe structural faults. A report on the details of this is being drafted for the Executive’s consideration shortly. Permanent closure is the expected outcome.

On a more positive note Boultham Park toilets, brought back into operation in 2012 following a grant from the Cory Trust, has worked well over the last year, despite its relatively isolated location.

The toilets service remains under review currently, and whilst some savings have been achieved by reducing water bills, outstanding is the requirement to cut staff operating costs. A Management of Change (MoC) procedure has been started with staff and is ongoing, with staff being consulted on a revised shift pattern.

4. **Open Spaces Maintenance**

Specifically street scene issues, rather than parks. Although managed by the same section and contract, parks, recreation grounds and other public open spaces do not fall within the remit of this portfolio.

General grounds maintenance duties are part of one single ‘street scene’ contract so as to maximise efficiencies and cut costs. As these services are a part of the contract that has been extended, and as savings have been taken from this work area, there are no plans currently to make significant changes to the bulk of this work in the near future.

The one exception to this is the work relating to trees, where it has been identified that an escalating workload, and the potential benefits of undertaking proactive tree surveys in order to mitigate corporate risks, means that a change to the way we currently work needs to be considered. A consultant has reported back in 2013 on the options for change for the Council, and this is being pulled into a report presently, with detailed costings. This report will provide options for the Council to consider shortly.

5. **CCTV**

The CCTV service review was completed last year, and delivered forecast savings in the order of £85,000 per year from 2014/15. Any possible savings in year 1 (rota changes commenced in October 2013) have been offset by redundancy payments and the costs associated with training of new relief staff. Staffing numbers were reduced, and the service is now predominantly single staffed, with double staffing in place only for periods of predicted high volumes, such as Friday and Saturday nights.
The CCTV unit has always collected useful data to show the work it undertakes. Between April and December 2013 CCTV staff were involved in 7,823 incidents at the request of other bodies (most notably Lincolnshire Police) and involvement in a further 1,451 incidents was initiated as a result of proactive CCTV monitoring.

Members may wish to note that the CCTV unit is now exploring opportunities for income generation, including monitoring of cameras for private enterprises. This is at a very early stage and it is hoped that the service will be able to report positive outcomes shortly.

6. Public Protection and Anti-Social Behaviour

This service area covers public nuisance, (rubbish, smells, defective drainage etc.), waste enforcement, noise, the Animal Warden service and Anti-Social Behaviour, along with other supplementary elements such as pet shop licensing.

This service area completed its service review in 2013, which concluded in September 2013, and underwent some fundamental changes so as to contribute savings in the order of £35,000 pa to the medium term financial strategy (MTFS). The service is still settling from the changes, which saw a reduction in line management, the loss of a litter/waste enforcement post, and consolidation of functions with the potential for greater generic working in the future.

i. Nuisance

The calls for attention on this can be varied in nature to say the least; however the service dealt with some 229 calls of this nature in the period stretching from September 1st 2013 to 31st January 2014. 6 statutory notices have been served during the period. In the main this service deals with the prevention of damage by pests and an array of statutory nuisances including domestic smoke and lights etc.

ii. Waste Enforcement

The staffing dedicated to this work has halved in the last year, but despite this the officer remains high profile and proactive in the community. The function has received and addressed some 383 enquiries in the period stretching from September 1st 2013 to 31st January 2014.

iii. Noise

The service responded to 193 complaints of noise in the last 12 months stretching from September 1st 2013 to 31st January 2014. These were mainly complaints of domestic noise, but complaints are also received about commercial and industrial noise. These tend to be smaller in number, but often affecting more people and involving greater challenges, so can be more difficult to address. The Council served 15 notices in the same period.
iv. Animal Warden Service

The Animal Warden responded to 398 complaints and request for service in the period stretching from September 1st 2013 to 31st January 2014. These included reports of strays and lost dogs, dog fouling, animal welfare, dangerous dogs and accumulations of faeces, among others. In addition to this the Animal Warden also investigated 40 complaints of noise from animals and deals with the licensing of the pet shops within Lincoln City.

v. Anti-Social Behaviour

The Anti-Social Behaviour service responded to 329 complaints in the period stretching from September 1st 2013 to 31st January 2014. These included complaints such as rowdy behaviour, malicious communications, throwing missiles, street drinking, general disorder and neighbour nuisance. Actions may be around an issue or location, or specific to an individual.

Going forwards the service area is placing greater attention on satisfaction from service delivery, and has started to monitor both satisfaction with the way staff handled the complaint, and satisfaction levels with the outcomes. Preliminary data across the breadth of the services covered by PPASB suggest a fairly consistent level of satisfaction at around 85%.

vi. Housing

Our specialist housing officer has received 18 referrals in the period between the 1st September 2013 and 31st January 2014. Through this work three statutory notices and three acceptable behaviour contracts have been implemented.

7. Food, Health and Safety

A number of factors continue to impact on the performance of the Food, Health & Safety team. In particular, an EHO vacancy arose in the team in October 2013 reducing the operational capacity by 20%.

As at the end of December 2013 a total of 131 inspections that should have been carried out had not been carried out. In response to this backlog contractors have been engaged to undertake the lower risk to public health inspections.

It is proposed that agreement will be sought to recruit into the vacancy during 2014/15.

In January 2014 a Which report placed City of Lincoln Council Food Safety Team 15 out of 400 local authorities for delivering its inspection programme and targeting the non compliant businesses, this was based on the previous year’s inspection performance.

The team continues to focus on those businesses that present the greatest risk to public health and key actions that have been delivered over the last year include –
i. Of the 1100 food businesses in the city the percentage that are fully compliant continues to rise from 71.3% in 2012 to 73.2% in 2013.

ii. Over a tonne of unsafe food was removed by the Team from the City’s retail shops, restaurants and takeaways.

iii. There has been a significant increase in the amount of enforcement taken against businesses in the city in the last 12 months - over 350 written warnings and 30 hygiene improvement notices were issued which is an increase of over 20% on 2012/13. The following cases were dealt with at Lincoln Magistrates Court.

- A W Curtis Butchers & Bakers Ltd – Long Leys Road Lincoln – joint prosecution with North Kesteven DC following the contamination of a bread roll with a metal screw - pleaded guilty and fined in total £5000 plus costs.
- Mr K Roberts – Elite Meats Bailgate Lincoln – Emergency Prohibition Order granted for serious health condition – risk of contamination of harmful bacteria in the dual use of a vacuum packer for both raw meat and ready to eat foods. A food Condemnation Order was also granted and required to pay food destruction costs.

As of February 2014 the food hygiene ratings for businesses in Lincoln are

<table>
<thead>
<tr>
<th>Food hygiene rating (out of 5 stars)</th>
<th>No. of businesses 2013</th>
<th>No. of businesses 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 (Very Good)</td>
<td>620</td>
<td>646</td>
</tr>
<tr>
<td>4 (Good)</td>
<td>173</td>
<td>172</td>
</tr>
<tr>
<td>3 (Generally Satisfactory)</td>
<td>81</td>
<td>61</td>
</tr>
<tr>
<td>2 (Improvement Necessary)</td>
<td>9</td>
<td>25</td>
</tr>
<tr>
<td>1 (Major Improvement Necessary)</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>0 (Urgent Improvement Necessary)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>911</td>
<td>920</td>
</tr>
</tbody>
</table>

(It should be noted that the businesses achieving 0 stars in 2014 are not the same as those achieving 0 stars in 2013)
8. **Bereavement Services**

i. **Summary of Stats**

Information on IMPS shows that it is running within tolerance with the exception of the 'unit cost of burial' as this has risen to £879.24 in the last quarter. This cost is found by looking at the costs of providing the service against the number of burials. The cost of the service in the last quarter was slightly higher than normal due to an invoice for refuse collection being paid in the wrong quarter. The number of burials was also the lowest we have seen since we started this monitoring in 2011.

The crematorium has again been able to continue to increase income due to the hard work of staff and the excellent service that we offer the public and the funeral directors.

ii. **Building Works and Improvements**

During the past year a number of works have taken place at the Crematorium.

- Replacement of the floral canopy at the customer exit of the building.
- Re-decoration of the chapel, entrance canopy and inside the Book of Remembrance building. The external areas around the book of remembrance building will also be decorated in the next few months as the weather improves.
- Parquet flooring in the crematorium building and the book of remembrance building have been repaired and re-sealed.
- New furniture in the waiting room and also extra seating provided in the chapel near the windows.
- New floral display units in the book of remembrance building and also new floral units on the outside of the building so flowers can also be left at time when the book of remembrance building is closed.
- New granite display units on the floral tribute area to replace the old wooden units that had started to rot.

iii. **Service Improvements**

A number of service improvements have commenced. The Book of Remembrance is currently being digitised and an electronic display screen is already fitted. When the book is scanned customers will be able to view the book without having to ask a member of staff to turn pages.

Funeral Directors will soon be able to make electronic bookings for cremation services directly onto the crematorium booking software. This will provide a better quicker service to funeral directors and bereaved families.

iv. **Long Leys Road Cemetery**

The site is now 99% complete and we are waiting for the last section of grass to grow and stabilise before the site can be open for burials. Given the new grass and
wet weather, if we allow diggers and customers onto the area before it has stabilised it may permanently damage the grass. A firm opening date has not been set and will be dependent on the weather over the next couple of months. Funeral directors will start to be shown around the site in the next few weeks.

v. Public Health Funerals

The Council has a duty under the Public Health (Control of Disease) Act 1984 to “...cause to be buried or cremated the body of any person who has died or been found dead in their area, in any case where it appears to the authority that no suitable arrangements for the disposal of the body have been or are being made otherwise than by the authority”. (Note: where these circumstances arise and the person has died in hospital, then the hospital will make the funeral arrangements.) On average, from 2009/10 to 2012/13, the Council received 12-13 service requests per year regarding welfare funeral provision, resulting in the Council actually providing an average of 4 funerals per year. However, from 1 April 2013 to present, the Council has seen a doubling in the amount of service requests resulting in it arranging more than twice the annual average number of funerals (9 for the year to date). Each funeral costs around £1500 (including cremation fees) and there is currently a budget of only just of £2000 allocated for this purpose. It should be noted that the Act does enable the Council to recover its costs from the deceased’s estate. However, it is unusual for there to be sufficient value, if any, in the deceased’s estate to cover the cost of the arrangements.

9. Environmental Protection

i. Contaminated Land

Work has continued during the last year on the site in the western part of the city where 36 residential properties were identified as having contaminated gardens. A bid was submitted to DEFRA’s Contaminated Land Capital Programme for the clean up of the gardens but this was unfortunately not successful. However two companies have been identified as potential Appropriate Persons under the legislation and thereby responsible for the remediation works required. The legislation regarding contaminated land is complex and there are a number of matters that are currently being considered by the Legal section. The team continue to provide residents with updates as appropriate.

ii. Air Quality

We have continued to monitor air quality within the City using a combination of a nitrogen dioxide continuous analyser and nitrogen dioxide diffusion tubes.

The diffusion tube network is made up of 11 sites that are mainly within the or close to the boundary of the existing nitrogen dioxide Air Quality Management Area (AQMA) and where there is relevant exposure to the public.

The continuous nitrogen dioxide analyser on Canwick Road is operated on behalf of DEFRA as part of the national monitoring network and benefits from DEFRA’s quality control regime.
A further analyser monitoring levels of fine particulates (PM$_{10}$ – particulate matter smaller than 10 microns) is currently being installed on Broadgate adjacent to the library.

IMPS has three measures for air quality – POLL 7, POLL 8 and POLL 9.

- **POLL 7** measures the number of nitrogen dioxide diffusion tube sites that show compliance with the national annual mean air quality objective. For 2013, 81.8% (9 out of 11 sites) showed compliance with the air quality objective, compared with 72.7% (8 out of 11 sites) in 2012. (Note: The data used to for 2013 is not yet fully ratified by Defra. However, the percentage reported for this measure is unlikely to change once the fully ratified dataset is available.)

- **POLL 8** measures the number of diffusion tube sites within the existing AQMA showing a downward trend (i.e. a reduction in nitrogen dioxide pollution over the last 5 years). For 2013, 0% of locations showed a downward trend, the same as for 2012. However, it is worth noting that the 2013 nitrogen dioxide levels at all sites have decreased for the last two years.

- **POLL 9** measures the number of days that PM10 pollution levels (particulate matter smaller than 10 microns) exceed the national air quality objective. There is currently no data available for 2012 and 2013. However, as noted above, a particulate analyser is currently being installed on Broadgate adjacent to the library, which will start to gather data over the next few weeks.

The Council’s annual air quality progress report in 2013 identified that there is likely to be breach of an additional air quality objective within one of the existing Air Quality Management Areas (AQMA). The AQMA in question is Air Quality Management Area No.1, which was declared in 2001 due to the likely exceedence of the annual mean nitrogen dioxide diffusion tube sites that show compliance with the national annual mean air quality objective. For 2013, 81.8% (9 out of 11 sites) showed compliance with the air quality objective, compared with 72.7% (8 out of 11 sites) in 2012. (Note: The data used to for 2013 is not yet fully ratified by Defra. However, the percentage reported for this measure is unlikely to change once the fully ratified dataset is available.)

The original Order was therefore been amended in February 2014 to include the hourly mean objective. The Amendment Order came into effect on 1 March 2014.

### 10. Licensing

The Licensing Team underwent a “Lean Review” in 2012/2013 which resulted amongst other things, the loss of one licensing officer.

Additional licensing functions were added to the team’s responsibility in 2013, namely, the Scrap Metal Act 2013 which has resulted in the legal requirement to licence scrap metal dealers, motor salvage operators and itinerant scrap metal collectors. The Government gave very short notice of the implementation of the Act, but the team were successful in getting all licences out on time to ensure continuity of business.
The Team have also completed an overhaul of the fees structure and the Council is now fully compliant in its duty of applying full cost recovery to all licences. This has meant that some fees rise and others fall.

Statistics:

**Licensing Act 2003**

418 live licences/club premises certificates with 15 new applications and 25 variations made in 2013.

There have been 5 objections made to applications which resulted in 3 hearings and 2 withdrawals.

Two reviews of premises resulted in both licences being revoked.

Since April 2012 the Council has been able to enforce the non-payment of annual fees by suspending licences. Non-payment has been referred to the Team and in the first year it recovered £15,900 which gave a recovery rate of 91%. For the financial year to date £12,795 has been recovered representing a recovery rate of 88%. There are currently 15 (6 of which are in this financial year) suspended licences and these are mainly in respect of premises that had ceased trading and the operators were not contactable.

There are 1140 personal licences with 73 new applications.

**Taxi Licensing**

During the year the team has dealt with the supervision/grant/renewal of the following licences:

- 13 Private Hire Operators;
- 483 Private Hire Drivers;
- 286 Private Hire Vehicles;
- 33 Hackney Carriage drivers
- 31 Hackney Carriage Vehicles.

It has taken part in a joint operation involving VOSA and the Police to ensure the safety of taxi vehicles.

**Gambling Act 2005**

There are currently:

- 18 betting shops;
- 3 bingo premises;
- 1 adult gaming centre
- 12 licensed premises gaming machines;
- 65 gaming machine notices;
- 14 licensed club machine premises; and
- 104 small society lotteries.
During the year there has been media concern on the rise of betting shops but this Council has had no new applications. Other concerns surround the fixed odds betting terminals in the betting shops. Officers have enquired into the supervision and control that proprietors and members of staff have over their usage and of those examined it appears that there are robust measures in place to protect the vulnerable gamblers.

**Scrap Metal Act 2013**

The team dealt with 5 scrap metal dealers/motor salvage operators and 6 scrap metal collectors applications.

**Other Functions**

The team deals with many other licensing functions which include the registration of horses on the commons, street and house to house collections, animal boarding and stabling, sex shops and sexual entertainment venues etc. During the year, one sex shop has closed leaving just the one on the High Street. None of the shops or venues have caused the Council problems in their operation.

**11. Carbon Reduction**

The low carbon Lincoln plan has been agreed by our strategic partners and identifies a 25% target to reduce CO2 by 2020. Lincoln has reduced CO2 emissions by 21% since 2005. The plan outlines how further reductions in emissions can be achieved and will be used to monitor progress up until 2020. We are looking at opportunities for further CO2 reduction beyond 2020 as part of the growth agenda, a feasibility study will be carried out by the CarbonTrust for a decentralised energy network.

The councils corporate greenhouse gas emissions reduced by 4% between 2012 and 2013 and 28% since 2008, we are currently working with the Carbon Trust to identify further opportunities to reduce our GHG emissions in the future.

A further 5 council houses will be built on the Ermine to sustainable code level 4 in 2014.

Many of the services that come under my portfolio have been subjected to a lean systems review and financial savings have had to be made. In some instances this has resulted in staff redundancies and reduced budgets. I would, therefore, like to pay tribute to all the staff employed in the area of my portfolio. The achievements recorded in this report are down to their hard work and commitment under increasingly difficult circumstances

Councillor Fay Smith
Portfolio Holder for Environmental Services and Public Protection
1. Purpose of Report

1.1 To provide Performance Scrutiny Committee with the key financial performance information in relation to the 2013 Lincoln Christmas Market.

2. Executive Summary

2.1 The Lincoln Christmas Market (LCM) has historically cost the Council money to organise and deliver. Current financial constraints have been a key factor in producing a Business Plan for the Market that has looked at all elements of expenditure and income to enable the event to become cost neutral for the Council. The delivery of the 2013 market is the second year of key changes to stall fees and charges and the first year of several new three year contracts for the main market contractors including stewarding, electrics and signage.

2.2 The large number of visitors experienced in 2011 led to a full review of the Event Safety Plan and the implementation of a number of changes designed to maintain the Market as a safe event. These changes in practice led to a range of cost increases across most expenditure categories.

2.3 The 2013 Market was budgeted to have an overall cost to the Council of £15,500; however the projected performance has meant that the Council may need to find an additional £72,110 within the cash limit element of the budget to fund the overall cost of the Event.

2.4 Income for the Market was £66,945 short of its budgeted target of £560,730. This was due mainly to a fall in stall income and coach bookings. The continued refurbishment of Lincoln Castle meant there were less stalls in this area and reduced income as a result.

2.5 Expenditure for contractor payments exceeded the approved budget by £120,331. Some of this additional expenditure was incurred as a result of the high winds at the market requiring additional infrastructure. 4.16 reflects the expenditure required for contractors to operate LCM.

2.6 The 2014 Market budget will be closely monitored and any possible steps to reduce the expenditure costs will be taken. All Market contracts were re-tendered in 2013 with some costs savings implemented. An analysis of costs for each zone.
of the market including park and ride are currently being completed. This may result in some changes to the Market layout and use of wooden chalets for several zones is currently being explored.

2.7 The Business Plan is being revised and will incorporate the impact of changes, both financially and in delivery terms, of the 2014 budget coupled with work in 2014 to identify other potential income sources including sponsorship to enable the Market to have an overall cost neutral impact on the Council.

3. Background

3.1 The Lincoln Christmas Market has historically been an event that has cost the Council money to organise and deliver. This has always been seen as good value for money as the event generates millions of pounds for the local economy both directly during the event itself and in terms of raising the profile of the City and its offer to encourage repeat visits at other times of the year. This has been supported by evidence in an Economic Impact Assessment study completed by The University of Lincoln in May 2013.

3.2 At the meeting on 22nd January, Members were provided with a provisional outturn report in terms of the 2013 LCM based on the broad income and expenditure lines of the budget. At that time the position showed a ‘trading’ surplus of approx. £34,000, subject to finalisation of invoices, etc. = That figure did not reflect the cost of the core staff of the Events Team charged to the LCM nor the impact of the surplus for the Market as specified in the Medium Term Financial Strategy (MTFS). This outturn report now contains these figures and is, therefore, a more complete picture of the financial position of the 2013 event.

3.3 It may be of use to provide some context for Members of the Committee in terms of the developing business plan for the LCM and the challenges that the event has experienced in recent years, which in turn make forecasting costs and income difficult.

3.4 In 2009 the decision was made to procure a comprehensive package of contracts for events services for all the events the Council has a responsibility to provide; this included the Market itself, the Lincoln 10k, Christmas Lights and Civic Events. This was the first time the work had been procured in this way and the outcome led to a number of new contractors being appointed, working to more tightly defined specifications than in previous years.

3.5 The first LCM that these contracts applied to was in 2010, which as Members know was cancelled because of the snow. In 2011, the first year the contracts were applied to a ‘live’ LCM, the event experienced unprecedented numbers of attendees. This did create additional income from Park and Ride but there were also considerable additional costs incurred during the event to manage the numbers and risks created.

3.6 A comprehensive event review was carried out in 2012 combined with some further business planning work to look at the charging schedule, with the aim of securing as a minimum a full cost recovery. The event review led to some changes in the layout of the Market, extensions to the trading area (but not the number of stalls) and the introduction of the now infamous one-way system. The 2012 LCM,
whilst returning to more normal numbers of visitors, nevertheless incurred additional costs in terms of stewarding the extended trading area and one-way system.

The costs of the 2012 event also included the one off costs of the reviews referred to above, which combined with the failure to secure the surplus identified in the MTFS led to the overall shortfall of £101,000 reported to your Committee in 2013.

3.7 During 2013 the events contracts were again subject to procurement, with revised specifications drawing on the experience of the previous 3 years. As a result of that re-tendering, a number of the contractors changed and the balance of costs also altered (essentially some went up others went down). Over 2011 and 2012 the events and culture team also found some of the other agencies that had not previously charged the Council introduce a charge (Fire & Rescue) or increase their existing charge (Police).

3.8 The arrangements for the LCM itself saw an abandonment of the one-way system and a slightly lower number of visitors; general feedback from visitors and traders was very positive and the feeling was that the Market had ‘returned to form’. The 2013 event wasn’t without its challenges – the current building work in the Castle meant that a significant amount of space we are usually able to let was not available. A number of stalls remained unlet, which combined with the issues in the Castle (which will persist in 2014) had a significant impact on our income. Whilst Park & Ride income remained buoyant, the number of coaches fell.

3.9 These factors are understood in the outturn budget position and have been taken into account in determining the actions outlined at the end of the report. The Events and Culture Team Team, working through the DDES DMT, will revise the Business Plan for the Market during the coming year alongside the review of the fees and charges for 2014.


4.1 The majority of expenditure for the Lincoln Christmas Market is with the key contractors including stewarding, electrical supply and other infrastructure costs. These main contracts are let for three-year periods, 2013 was the first year of three for 11 contracts that provide infrastructure for the market. These contracts have the possibility to be extended for 1 year to 2016. These contracts were awarded in August 2013 after a full procurement exercise to review and reduce these costs where possible and enable some cost certainty for future markets.

4.2 The Christmas Market generates the majority of its income from letting stalls to traders at the market, with the remainder generated from park and ride, coach parking income and much smaller amounts from sponsorship, brochures and merchandise.

4.3 In 2012 the stallholder charges were increased, with additional charges for hot food stalls in particular to reflect the increased costs associated with them for the Council. Coach parking charges were also increased to reflect the cost of this provision. In 2013 stall fees had an inflationary increase. Additional income sources, particularly around sponsorship will be looked at for the Market in 2014 and 2015.
4.4 **Actual Financial Performance** - The 2013 Lincoln Christmas Market was budgeted to produce an in cash-limit surplus of £80,630 and an overall final position (including Council’s own central support charges) of a £15,500 cost to the Council.

4.5 The final financial position will not be known until closure of accounts. The actual financial position is a projected surplus within the cash limit of £8,520. This means that the Council will have to use £72,110 of other resources to fund the in-cash limit deficit. At quarter three budget monitoring reported to Executive on 24th February 2014 the projected in-cash limit deficit was estimated at £46,160, however further costs relating to electrical work have now come to light.

4.6 **Income** - The income performance for the 2013 Market was budgeted at £560,730 and actual performance is projected to be £449,646 which will be a shortfall of £66,945. This shortfall can be attributed to a combination of lower than expected coach bookings and a reduction of stalls in the Castle as a result of a revised layout to accommodate reduced capacity during the works on the Castle Revealed project.

4.7 The stalls income for 2013 was £307,750. The Neustadt food court accounts for £20,000 of this income. The fairground accounts for £16,200 of this income.

4.8 The income from park and ride for 2013 was £116,697. Officers will review this income stream for 2014 and its charging policy to attain if this will remain a charge per car or chargeable per person.

4.9 The income for coaches was £24,929. As 4.10 reflects coach income has continued to decline year on year.

4.10

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Type</td>
<td>£</td>
<td>£</td>
<td>£</td>
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<tr>
<td>Stall Holder Income</td>
<td>359,328</td>
<td>381,850</td>
<td>307,750</td>
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<tr>
<td>Park &amp; Ride</td>
<td>147,425</td>
<td>107,601</td>
<td>116,967</td>
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<tr>
<td>Coach Parking</td>
<td>27,980</td>
<td>28,256</td>
<td>24,929</td>
</tr>
<tr>
<td>Total</td>
<td><strong>534,733</strong></td>
<td><strong>517,708</strong></td>
<td><strong>449,646</strong></td>
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</table>

4.11 **Contractor Costs** – The review of the event safety plan meant some significant cost implications for the 2012 budget.

4.12 As a result of the review of the event safety plan stewarding levels increased significantly. The level of stewarding for the 2013 market was deemed necessary to ensure the safe running of Lincoln Christmas Market.

4.13 The reviewed contracts for delivery of the 2013 market looked at best value options. The contractor costs for 2013 compared to 2011 and 2012 are outlined below.
4.14

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2011 Cost</th>
<th>2012 Cost</th>
<th>2013 Cost</th>
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<tr>
<td>Policing</td>
<td>£54,808</td>
<td>£62,900</td>
<td>£63,000</td>
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<tr>
<td>Fire &amp; Rescue</td>
<td>£0</td>
<td>£4,291</td>
<td>£4,291</td>
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<tr>
<td>Stewarding</td>
<td>£49,137</td>
<td>£73,519</td>
<td>£72,500</td>
</tr>
<tr>
<td>Lighting &amp; generators</td>
<td>£5,210</td>
<td>£14,400</td>
<td>£8,081</td>
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<tr>
<td>CCTV</td>
<td>£8,318</td>
<td>£12,416</td>
<td>£10,000</td>
</tr>
<tr>
<td>Radios/PA system</td>
<td>£7,835</td>
<td>£11,206</td>
<td>£10,572</td>
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<tr>
<td>Toilets</td>
<td>£10,890</td>
<td>£12,542</td>
<td>£4,460</td>
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<tr>
<td>Park &amp; Ride bus provision</td>
<td>£33,335</td>
<td>£36,873</td>
<td>£37,901</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>£169,533</strong></td>
<td><strong>£228,147</strong></td>
<td><strong>£210,805</strong></td>
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**Income**

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<tr>
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<tbody>
<tr>
<td>Stalls Income</td>
<td>£359,328</td>
<td>£381,850</td>
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<td>£147,425</td>
<td>£107,601</td>
<td>£116,967</td>
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<tr>
<td>Coach Parking Income</td>
<td>£27,980</td>
<td>£28,256</td>
<td>£24,929</td>
</tr>
</tbody>
</table>

| Approved Budget      | £24,640  | £43,330  | -£80,630 |
| Actual Amount        | £22,634  | £59,523  | -£8519   |
| Variance             | £2006    | £102,853 | £72,110  |

4.15 **Weather Costs** – a provision is made in the budget every year to cover costs associated with dealing with weather conditions and subsequent reinstatement costs. The opening day of the 2013 market saw high winds which required the use of additional weights for marquees to be used.

4.16 **Stall Income** – In 2013 the stall income was projected to be £307,749 compared to an income of £381,849 in 2012. This reduced income is in part a reduction of stalls in the Castle as a result of a revised layout to accommodate reduced capacity during the works on the Castle Revealed project. The fees and charges for the Market in 2013 were increased whilst maintaining discounts for local businesses and charities.

4.17 To attract high quality, original, charity and local traders to Lincoln Christmas Market we offer a range of discounts. Discounts were applied to stalls on the following criteria the following table outlines the amount off stalls that were eligible for these discounts. Some stallholders are eligible for multiple discounts i.e. a local crafts stall. The following table is a reflection of the total discounts.
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<th>2011</th>
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<td>- Charity Discount</td>
<td>7</td>
<td>7</td>
<td>8</td>
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<tr>
<td>- Craft/ Fairtrade Discount</td>
<td>47</td>
<td>83</td>
<td>99</td>
</tr>
<tr>
<td>- Non UK Stallholders</td>
<td>5</td>
<td>8</td>
<td>7</td>
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<tr>
<td>- Local Traders – within</td>
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<tr>
<td>Lincoln City Boundary</td>
<td>13</td>
<td>45</td>
<td>56</td>
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<tr>
<td>- Local Traders – within</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Lincolnshire</td>
<td>37</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Total discounts applied</td>
<td>109</td>
<td>153</td>
<td>184</td>
</tr>
<tr>
<td>Total Amount of stalls</td>
<td>195</td>
<td>243</td>
<td>266</td>
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</table>

4.18 **2014**- Work to review the layout of the 2014 market is being undertaking to review the layout of stalls particularly within The Lawn and Food Court.

4.19 After the success of a small trial of 5 wooden chalets at the 2013 market in Minster Yard the use of wooden chalets will be extended to Castle Hill and Lincoln Castle. A full procurement exercise is being undertaken to procure approximately 65 chalets for these zones.

4.20 Officers will continue to work hard to achieve an overall cost neutral position of the event for the Council.

4.21 A review of the cost for each zone of the market is currently being completed to scrutinize the cost of infrastructure and the income earned within each market area. This will assist in the planning and layout of the 2014 market.

4.22 A review of the 2014 park and ride operation will be completed. This will review the possibility of paying per person rather than paying per car.

4.23 The amount of charity stalls will be reviewed with a maximum limit set.

5. **Strategic Priorities**

5. **Growing the Local Economy**

Growing the local economy – the Christmas Market is the major event organised by the Council that generates millions of pounds directly and indirectly in to the local economy both during the event and in subsequent repeat visits and interest generated by the raised profile of Lincoln.

6. **Organisational Impacts**

6.1 Finance – the financial implications are detailed in section 4 of the report.

6.2 Legal Implications including Procurement Rules - there are no legal implications arising from the report.
7. Risk Implications

7.1 (i) Options Explored

7.2 (ii) Key risks associated with the preferred approach

8. Recommendation

8.1 That Committee consider the report and provide feedback.

Is this a key decision? No

All key decisions require 28 days’ public notice. If in doubt, please check with Democratic Services.

Do the exempt information categories apply? No

28 days’ public notice must be given to Democratic Services before any Executive meeting held in private. If in doubt, please check with Democratic Services.

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

Please note that any background papers must be provided to Democratic Services with your report for publication. If in doubt as to the definition of a background paper, please contact Democratic Services.

Lead Officer: Kate Ellis – Assistant Director (Planning & Regeneration)

Telephone (01522) 8738824
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1. **Purpose of Report**

1.1 To present members with the Performance Scrutiny Committee draft work programme for 2014/15 (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. The work programme also includes the list of portfolio holders under scrutiny.

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**

**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:** Alison Hewson, Democratic Services Officer

Telephone 873370
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## Performance Scrutiny Committee Work Programme 2014-15

### 12 June 2014 (Monitoring Overview)

<table>
<thead>
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<th>Item(s)</th>
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<td><strong>Standard Items</strong></td>
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<td>Confirmation of Housing Scrutiny Sub-Committee Members</td>
<td>Democratic Services</td>
<td>Annual confirmation</td>
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<td>Work Programme for 2014-15 – Update</td>
<td>Democratic Services</td>
<td>Regular report</td>
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<td>Identify subject item for Thematic Review following next meeting.</td>
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<td>Regular report</td>
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<td>Financial Performance (Detailed): Outturn 2013/14</td>
<td>Jaclyn Gibson/Rob Baxter</td>
<td>Quarterly/annual report</td>
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<td>Portfolio Performance Overview</td>
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### Monitoring Overview

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<td>Work Programme for 2014-15 – Update/ Identify themed reviews for the</td>
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<td>Pat Jukes</td>
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<td><em>(Portfolio Holder for Housing to be invited to attend)</em></td>
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15 January 2015 (*Thematic Reviews*)

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<td>Regular report</td>
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<td>Jaclyn Gibson</td>
<td>Annual Session</td>
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<td>Responsible Person(s)</td>
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<td>Pat Jukes</td>
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<td>Democratic Services</td>
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<td>Christmas Market 2014 Outturn Report</td>
<td>Kate Ellis</td>
<td>Requested by Committee</td>
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<td>Planning Policy and Economic Regeneration</td>
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<td>Recreational Services and Health</td>
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