

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 23 August 2018

6.00 pm

Committee Room 1, City Hall

Membership: Councillors Gary Hewson (Chair), Helena Mair (Vice-Chair), Thomas Dyer, Ronald Hills, Lucinda Preston, Pat Vaughan, Loraine Woolley, Laura McWilliams and Sue Burke

Substitute member(s): Councillors Chris Burke

Officers attending: Democratic Services, Rob Baxter, Jaclyn Gibson, Pat Jukes, Claire Moses and Martin Walmsley

AGENDA

SECTION A	Page(s)
1. Confirmation of Minutes - 12 July 2018	3 - 14
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. City of Lincoln Council Annual Report 2017/18	15 - 54
4. Income and Arrears Monitoring	55 - 62
5. Revenues and Benefits Performance Update	63 - 72
6. Financial Performance- Quarterly Monitoring	73 - 98
7. Strategic Risk Register- Quarterly Review	99 - 112
8. Q1 2018-19 Operational Performance Report	113 - 132
9. Work Programme for 2018/19 - Update	133 - 144

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- Present:** Councillor Gary Hewson (*in the Chair*)
- Councillors:** Alan Briggs, Kathleen Brothwell, Chris Burke, Sue Burke, Thomas Dyer, Laura McWilliams and Pat Vaughan
- Also in Attendance:** None.
- Apologies for Absence:** Councillor Helena Mair, Councillor Ronald Hills, Councillor Lucinda Preston and Councillor Loraine Woolley

12. Confirmation of Minutes - 24 May 2018

RESOLVED that the minutes of the meeting held on 24 May 2018 be confirmed.

13. Confirmation of Housing Scrutiny Sub-Committee Minutes - 18 June 2018

RESOLVED that the minutes of the meeting of the Housing Scrutiny Sub-Committee held on 18 June 2018 be confirmed.

14. Declarations of Interest

No declarations of interest were received.

**15. Portfolio Holder under Scrutiny
(a) Portfolio Performance Overview**

Pat Jukes, Corporate Policy Business Manager:

- a) gave a presentation outlining the performance of the Our People and Resources Portfolio, which included:
- contextual information on the corporate environment in the City of Lincoln Council. The following points were noted:
 - the number of full time equivalent staff working for the Council had decreased from 590.9 in 2016/17 to 557.9 in 2017/18. An average of 20.5 apprentices was in addition to this figure. Quarter one performance for 2018/19 indicated a revised figure of 555.4;
 - the percentage of staff turnover at the end of quarter four was 2.83%, which was an increase of 0.48% compared to the previous quarter. Quarter one performance for 2018/19 indicated a figure of 3.31%;
 - there were 73 active projects in Vision 2020 in 2017/18 and going forward into 2018/19 there would be over 60 active projects;
 - during 2017/18 there were 48 new apprentices on the programme, all of which completed on time. For quarter one, six people had completed their apprenticeships and six people had enrolled as new apprentices;
 - the General Fund this year had a net requirement of £14.3 million, which was up from £10.4 million in 2017/18;
 - in 2017/18 the Towards Financial Sustainability target was overachieved by £30,390;
 - as part of the business rate pilot in 2018/19, the Council would receive 60% of business rates, with 40% going to Lincolnshire County Council.

- latest population estimates, with the biggest age range being around the 15-29 bracket due to the impact of the Universities in the city;
- latest population splits, with the gap between the number of males and females reducing. This currently stood at 720 which was down from 1,169 in 2016;
- Lincoln population per square kilometre, with Lincoln having the sixth highest density of population per square kilometre when compared to the Council's nearest neighbours;
- sickness comparisons year on year, by type and with East Midlands local authorities;
- followers to the Council's social media sites and social media following compared to other local authorities.

b) highlighted the following key points:

- sickness levels were growing due to higher than normal long term sickness;
- the City of Lincoln Council continued to increase its social media reach and was the third highest on Twitter per 100,000 population in comparison to its nearest neighbours;
- the Council's online facility 'Myinfo' was increasing in popularity, with over 50% more users in quarter four than in quarter three;
- performance in respect of time taken to answer calls had dropped in quarter four but this was expected to recover well in the first quarter of 2018/19;
- the 2017/18 council tax collection rate overachieved its target;
- non-domestic rate collection, whilst lower than last year, still achieved its target.

c) invited members' questions and comments.

Question

The increase in people using technology and social media, in particular, was excellent, but were there measures in place for people who could not use or did not have access to the internet or social media?

Response

The Council would always cater for people who could not use or did not have access to social media or the internet, with there being other ways for people to access the Council's services not necessarily reliant on such technology.

Question

Was the Council involved in any initiatives to help people improve their ability with technology and the internet?

Response

People could access computers in the Lincoln Jobcentre based at City Hall where officers were able to show them how to use various pieces of hardware and software. This was particularly relevant to Universal Credit applications.

Question

Was the Council considering use of a wider range of social media platform to engage with a younger demographic that did not necessarily use Facebook or Twitter who instead tended to use Snapchat or Instagram?

Response

The Council's Communications Team were in the process of looking into different social media platforms in addition to Facebook and Twitter. It was important, however, that the platforms used by the Council were kept up to date and that there

was a continued presence on them. There would therefore be resource implications associated with managing any additional social media platforms to make the Council's social media presence effective. It was noted, however, that the team was always trying to look a new ways of getting messages out to the public.

Comment

The number of followers to the Council's social media platforms was not a measure of how effective the respective platforms were. The majority of Tweets on the Council's Twitter page appeared to signpost people to the County Council with it not being clear in some Tweets that the person had been acknowledged. The County Council used its Twitter account to provide updates on its public meetings, which was something the City Council did not do but was a good way of promoting this aspect of the Council.

Response

The points raised were valid observations which would be considered further. When someone was questioning the Council or there was a reputational risk to the authority then a public response would often be made, however, lots of enquires are dealt with through direct messages on a one-to-one basis outside of the public facing account. The sheer volume of Tweets and comments on Facebook was difficult to manage, especially given the relatively small size of the Communications Team. It was suggested that a member development session on social media should be held to consider the points raised with a view to improving the Council's presence on social media. Different volumetrics and information other than the number of followers was available and could be shared as part of this session. It was noted that the comments raised were in no way a criticism of the team, with it highlighted that members of the team often responded to posts on the Council's social media accounts over weekends and in their own time.

RESOLVED that the presentation be noted.

(b) Portfolio Under Scrutiny Session - Our People and Resources

Councillor Ric Metcalfe, Leader of the Council and Portfolio Holder for Our People and Resources:

- a) presented a report which set out:
- contextual information relating to the changing political landscape nationally and the impact that this was having on the Council's resources;
 - an overview of the Council's priorities via its Vision 2020 and a summary of key achievements;
 - key achievements in relation to the Our People and Resources Portfolio, including:
 - progress on reshaping local government, working with partners which could support a possible future Greater Lincolnshire bid submission for infrastructure projects;
 - financial sustainability and delivery against the Towards Financial Sustainability savings targets;
 - the Revenues and Benefits Shared Service;
 - procurement;
 - asset optimisation;
 - emergency planning;
 - business continuity;
 - risk management;
 - corporate health and safety;
 - Human Resources;

- Work Based Learning, including apprenticeships;
 - communications;
 - Civic and International Partnerships.
- b) highlighted those service areas and responsibilities that were within the former Corporate Management and Customer Services Portfolio and had moved under the responsibility of other Portfolios following the introduction of new Executive Portfolios.
- c) outlined the key Portfolio performance results up to quarter four in 2017/18, as set out in the previous item.
- d) presented future challenges for the Portfolio going forward, including planning for the second phase of projects as part of the Vision 2020.
- e) Invited members' questions and comments.

Comment

The new Central Car Park was opened in November 2017 and the top floor to the car park was still not able to be used. Similarly, part of the fourth floor was recently closed. This did not look good for people visiting the city.

Response

The extremely hot weather experienced recently had prevented works being finalised on the top floor of the Central Car Park. The Council had experienced significant growth in use of the car park since it was opened, with positive feedback having been received from customers, together with national recognition in respect of the standards of the car park. Councillor Metcalfe shared concerns regarding the delay in completion of the top floor. Work was due to commence next week which consisted of complex waterproofing on the top floor of the car park. The recent unavailability of part of the fourth floor was due to the storage of materials in anticipation of being able to commence with works on the top floor. All materials had since been cordoned off, which allowed for part of it to be open. The car park had seen 98,000 visitors since it opened in November 2017 and was running between 50% and 60% capacity.

In terms of car parking generally, Councillor Metcalfe highlighted that car parking in the city had not increased as anticipated over the last few years with people finding new ways of getting into the city. He emphasised, however, that Lincoln was not unique in this respect and that there were a number of contributing factors as to why this was the case. Avoidance of car parking charges and people parking in residential streets was an issue that needed to be addressed. The extension of residents parking zones could be a way of alleviating this. However, with 98,000 people visiting the Central Car Park it was obvious that travelling into the city by car was still popular. Improvements to the city's offer, such as the Cornhill Quarter regeneration project, would further encourage people to visit the city centre. Councillor Metcalfe suggested that fewer, larger car parks that were easy to find would be a much better solution for a city the size of Lincoln. Location and accessibility were key considerations as part of the development of the Central Car Park.

The Council would be looking into the following initiatives going forward to further support better use of car parking facilities in the city:

- improved residents parking zones to eradicate commuter parking and revert people to using the Council's car parks;

- working better at supporting events in the city and promoting the Council's car parks;
- offering more permit parking initiatives for larger employers in the city.

Comment

As an entrepreneurial Council there should be an increase in revenue from the authority's car parks as a result of the introduction of the new Central Car Park.

Response

Income from car parking was increasing and was a lot higher than in previous years, with the introduction of the Central Car Park having a significant impact on spaces.

Question

Was the recent decision for the Council to purchase two NCP car parks a strategic decision, contrary to the statement made earlier that Lincoln needed fewer, larger car parks rather than lots of small car parks?

Response

The decision to acquire the NCP car parks was nothing to do with car parking strategically and was purely a commercial opportunity. In purchasing these car parks the Council became owners and recipients of payment, with NCP continuing to operate them. There was a mixed economy in the city with public and private sector car parking provision. The Council's share of that provision was smaller than the private sector's, so attempting to develop an overarching car parking strategy was not in the Council's gift.

Comment

There had not been any recent updates in respect of the Western Growth Corridor project and it was unclear what the current status of the project was.

Response

Officers were still working extremely hard to secure additional external funding to resolve the infrastructure costs associated with the proposed development and an answer from the Government following an infrastructure bid was still awaited. This was a real challenge in a relatively depressed housing market where the margins at this particular site were already rather narrow. There was a balance in respect of viability against the challenge of improving congestion in the area. The Western Growth Corridor remained part of the Council's Local Plan and was the best opportunity by far for a sustainable urban extension to Lincoln.

Question

Had the Western Growth Corridor project stalled? Additional funding from the Council towards the project had recently been approved yet nothing appeared to be happening. It was not good enough to be waiting for the outcome of a Government grant application.

Response

If the Western Growth Corridor was commercially viable it would have been developed by now. The challenging and complex nature of the site made it very expensive to develop and would result in a low yield. This was why development of the site would only happen as a result of public investment. Without the City Council's intervention the land would remain undeveloped so it was important to keep going because this was the biggest opportunity the city had for significant growth.

Comment

The introduction of new CCTV in the city was excellent but there were areas of the city, such as Witham Ward, that were not covered which should be looked into further.

Response

The city centre in Lincoln had been made a priority in respect of CCTV, however, mobile functionality was available if there were particular issues in other areas that required surveillance. Work was currently taking place to launch free public Wifi in the city centre which was expected to take place in the next month. Additional CCTV cameras were due to be installed in the Sincil Bank area as part of its regeneration project and would act as a trial for CCTV in high density residential areas.

Councillor Metcalfe added that he was pleased to see the progress that had already been made in respect of Sincil Bank, but acknowledged that there was still lots to do.

Question

Did all of the Council's contractors pay the national living wage?

Response

No the Council's contractors did not all pay the national living wage but the Council did not have the means or sanctions to make them pay it. The authority could, however, persuade and encourage its contractors to pay the national living wage, which it had done quite successfully in a number of cases. Other aspects such as health and safety expectations above and beyond statutory requirements, use of apprentices and social value had also featured as part of the Council's procurement processes in this respect.

Question

What would the £3.2 million from Homes England for specialist affordable housing provide?

Response

This funding would support health and social care funding to provide specialist housing which was a step further than sheltered accommodation but was not a care home. This housing element was just one aspect of a wider partnership initiative, with the funding adding to health and social care funding.

Comment

The Shared Revenues and Benefits Team had been nominated for three national awards.

Response

Universal Credit remained very challenging and had not yet been fully rolled out. Evidence from the Department for Work and Pensions had suggested that Universal Credit was not achieving what it was initially set out to achieve. Lincoln had been exemplar in its joined up approach and ensuring that people had the information and support they needed, which was all credit to the team of officers who deserved their nominations for the three awards.

Comment

The Polling Station review should involve all members of the Council, not solely the Ethics and Engagement Committee.

Response

All members of the Council would have an opportunity to put forward their views as part of the consultation process associated with the Polling District, Polling Place and Polling Station review scheduled to be carried out later this year.

Question

How many companies or organisations had signed up to the Social Responsibility Charter?

Response

The Social Responsibility Charter was very important but had not yet been formally launched. In approximately ten days work would take place to seek to sign up businesses and organisations to the Charter, with lots of preparatory work having already taken place to date. The Social Responsibility Charter went further than the legal obligations already placed on employers and conveyed the City of Lincoln Council's values. There were a lot of organisations in the city who took social responsibility seriously, particularly given that this mattered to consumers, and would be keen to sign up to the Charter.

Question

How many of the 200 Waterloo houses had the Council purchased or were likely to purchase?

Response

Of the properties Waterloo were building on former City of Lincoln Council land, the Council was planning to purchase 139 in total. 12 purchases had been completed at Blankney Crescent in February this year, with the next 81 on the sites at Lytton Street and Ingleby Crescent during autumn and the final 46 at Westwick Drive in December 2018 or January 2019.

Question

How many properties was the Council likely to expect to see covered by the Trusted Landlord Scheme and over what timescale?

Response

There was an error in the report whereby the number of properties covered by the scheme at the end of March 2018 was 282 rather than 482. The target for the Trusted Landlord Scheme was to have 15% of the housing stock into the scheme by 2021. With a baseline of 9,632 privately rented homes in the latest stock condition survey, this equated to a target of 1,445 properties to be covered by the scheme by 2021. As of 4 June 2018 there were 343 properties in the scheme, which was 23.7% of the target.

Question

Please could you provide details of the £225,000 improvements that were noted as environmental improvement works across housing sites?

Response

The 2017-18 environmental programme of work was delivered on 25 projects across the city and included communal bin store improvements, car park resurfacing works, communal landscaping, communal drying area works and garage site resurfacing works at a number of areas in the city. Full details were available upon request. All projects were completed as planned with the full £225,000 invested in these improvements. It was noted that local members should be informed of scheduled improvements in their respective wards via the housing newsletter.

Question

What had been achieved in improving employment opportunities for people in the Sincil Bank area? Was there agreement from the Travelodge to only employ local people?

Response

The Council was in discussions with Travelodge about the possibility of providing employment opportunities for local people as a priority and using the local labour market where possible. This was something, in principle, representatives of Travelodge were prepared to consider but, as with any business or organisation, people would ultimately be employed on their own merit. Providing local people with an opportunity to apply for jobs in the first instance would be positive for the area.

Question

Could the new CCTV be applied more effectively to help reduce instances of graffiti?

Response

Instances of graffiti had increased substantially but the process of removal was labour intensive and the Council no longer had a dedicated graffiti removal team. The use of CCTV was an option but it would be difficult to know where exactly to position the cameras. The issue was more problematic when it came to a person being caught as it was unclear how the Police would respond to such a situation, with graffiti being relatively low on their list of priorities. Graffiti did pose an unwelcoming and intimidating atmosphere to an area so it was important that it was addressed and removed.

Question

Were there any expectations in respect of fluctuations in business rates base levels within the city over the next year or so and the impact this would have on gross value added levels, taking into account the pilot scheme involving 100% retention of business rates?

Response

There were lots of things that impacted this issue, with the environment being in a very volatile state. British Home Stores, Ruddocks and House of Fraser were three examples of large, well-established retailers in the city that had closed or would soon be closing which represented the state of highstreets up and down the country. The Council would need to work with retailers to make the city a better place to visit and provide a better offer and experience for people coming into the city, complementing the online offer available to people. Details on the performance of the 100% retained business rates pilot could be provided to a future meeting of the Performance Scrutiny Committee.

Question

What sort of entries were covered under the deleted and amended lines referred to in the report with regard to the Electoral Register?

Response

Deleted entries reflected those instances where a person had either moved out of a property or had deceased. Amended entries could be instances whereby a person had opted out of the open register or changed their name. A new application would be required even if a person was moving house within the city boundary, resulting in a deletion from the former property and an addition to the new property on the register. Maintenance of the electoral register was therefore an ongoing process throughout the year and did not occur solely as part of an election or the annual canvass.

Question

The percentage of spend on contracts that had been awarded to local contractors had dropped in 2017/18 – was there a reason for this?

Response

Whilst trying to secure as much for the local economy as possible, proper procurement practices had to be adhered to which in 2017/18 had resulted in a drop in the use of local contractors based on the percentage of spend. Value for money and social value were important aspects of the Council's procurement policy.

RESOLVED that the report be noted.

16. Thematic Review - Homelessness

Alison Timmins, Housing Solutions and Support Manager:

- a) presented a report which provided the Performance Scrutiny Committee with information relating to the provision of homelessness services following the enactment of the Homelessness Reduction Act 2017 on 3 April 2018.
- b) explained that the Homelessness Reduction Act 2017 placed new duties on Councils so that everyone who was homeless or threatened with homelessness would have access to meaningful help, irrespective of their priority need status or local connection to the authority they approached. The new Act was the biggest legislative change in homelessness in the last 15 to 20 years.
- c) reported that a significant amount of work was required by local authorities to be ready for the new duties which came into effect in April 2018. The Council's Housing Solutions Team had received specialist training to assist them and, following a visit in May by the Homelessness Advisor, the Council was statutorily compliant with the new Act.
- d) explained that it was difficult to predict what the impact of the Act would have, although it was predicted that homelessness applications would increase by 25%, with acceptances expected to reduce together with the use of temporary accommodation. It reported that the team had noted a significant increase in applications since April 2018, with the majority of these being single people who the authority would previously not have had any duties other than the provision of advice and assistance.
- e) highlighted that rough sleeping had become more visible, particularly in the city centre, over the last two years. Despite the city having a night shelter, supported accommodation and a street outreach team, numbers continued to rise and currently approximately 30 people slept rough in Lincoln each night.
- f) reported that the Lincoln Business Community had been working with the Council and had launched a diverted giving scheme to encourage people to give donations to a fund which would be used to help and support rough sleepers. The Council had also successfully bid for £376,474 of funding to target rough sleeping and prevent the flow of new rough sleepers onto the streets of Lincoln.
- g) invited members' questions and comments.

Question

The growth in homelessness in the city was a direct result of reduced funding centrally – had any additional funding been received as part of the introduction of the Homelessness Reduction Act 2017?

Response

Additional funding had been received but this was currently on a short-term basis with there being no guarantees at this stage that this would be ongoing. It was currently being used for additional staffing due to the increased number of applications that were being submitted.

Question

Lots of different agencies and organisations supported homeless people and rough sleepers, using various funding streams in different ways. Was the Council successfully engaging with them?

Response

Yes the Council was actively engaging with other agencies and organisations in the city to address the issue of homelessness. It was acknowledged that rough sleeping had increased in the city significantly over the last couple of years, but the Homelessness Act did not just focus on the issue of rough sleeping.

Question

Was provision in place for the hidden homeless, such as those people who were 'sofa surfing'?

Response

Yes as part of the 2017 Act these people would still be considered as homeless and would be supported through the application process.

Question

As part of the Countywide Homelessness Strategy, did all District Councils in the county work together to support the City of Lincoln as the main urban area in the county?

Response

All District Councils and the County Council did work together strategically in partnership with a range of services such as probation, social care and health. However, they did not specifically work together to support the City of Lincoln in particular but instead considered collectively the wider strategic implications of homelessness across the county as well as some local issues. Each District Council, for example, would have its own homelessness problems to address.

Question

The City Council had allocated 15 properties from its housing stock to P3 to support homelessness. How was that moving forward?

Response

This particular project was in its very early stages and a second bid for the development stage of the initiative had very recently been submitted.

Question

From the perspective of local connection, in view of the amount of people that were sent to Lincoln, it could be perceived that Lincoln was a 'soft touch'.

Response

Lincoln was certainly not a soft touch but the city did have significant accommodation, services and support compared to other neighbouring areas which were obviously attractive to people suffering from homelessness. This support was now being provided in other areas across the county, as a result of the Countywide Homelessness Strategy and the work of partners.

RESOLVED that:

- (1) The report be noted.
- (2) That an updated report on the first year post-introduction of the Act and outcomes of the rough sleeper initiatives be presented to the Performance Scrutiny Committee in due course.

17. Christmas Market Outturn Report 2017

Simon Walters, Director of Communities and Environment:

- a) presented a report which provided the Performance Scrutiny Committee with the key financial performance in relation to the 2017 Lincoln Christmas Market.
- b) reported that the total direct expenditure for the 2017 Christmas Market was £552,039 against an expenditure budget of £487,080, equating to an overspend of £64,959.
- c) reported that income received was £611,745 against an income budget target of £602,970, equating to an overachievement of £8,775.
- d) reported that core staffing costs amounted to £113,456 against an expenditure budget of £124,550, equating to an underspend of £11,094.
- e) reported that, overall, the 2017 Christmas Market produced a loss of £53,750 which was £45,090 higher than the budgeted £8,660 cost to the authority.
- f) highlighted the following key influencing factors affecting the final outturn of the 2017 Christmas Market:
 - breakdown of the event commenced around 24 hours earlier than planned due to adverse weather conditions and severe weather warnings, which had an adverse impact on both costs and income;
 - the national threat level remained at 'severe' following a number of terrorist attacks in crowded places which occurred early in 2017. Additional police and extra security measures, including the use of controlled vehicle access points, resulted in a significant increase in police and security costs;
 - stall holder income;
 - park and ride income;
 - coach parking income;
 - expenditure resulting from staffing costs, venue hire costs and contractor payments, including policing and security costs;
 - contractors.
- g) reported that the Council was in the process of reviewing the format of the Christmas Market for future years and would seek to consider how it could be improved and the potential for extending it to other parts of the city, such as Lincoln high street.
- h) invited members' questions and comments.

Comment

Too much criticism for the closure of the Christmas Market last year was allowed to be accrued to individual officers at the Council, namely the Strategic Director of Communities and Environment, when 19 agencies were included in discussions leading up to and contributing to that decision. A single officer should not be left to take the blame and a more joined up approach, involving members, would need to be followed should similar circumstances occur in the future.

Comment

There were opportunities for the Christmas Market to extend down Lincoln high street and the prospect of it crossing the railway line should be explored, incorporating places of interest such as the Guildhall and St Mary Le Wigford Church.

Comment

The review of the Christmas Market was welcomed as it was important to develop and improve it where possible.

Question

Lincoln Castle was looking to hold its own Christmas Market this year – how would that impact the Council's Christmas Market?

Response

Heritage Services at the County Council was being encouraged to move to a 'budget zero' model and would be seeking to generate income for themselves as part of holding a Christmas Market. It was proposed that this market would take place after the Council's Christmas Market and would incorporate a different model in that it would be held over a period of two weeks rather than over three days. Officers would be in close liaison with Lincoln Castle representatives and were interested to see how successful the market at the castle would be this year.

Question

The Christmas Market generated huge benefits to the local economy, but this was not very well reflected in the local media with the main concentration in 2017 being on the early closure. Was there anything that could be done to ensure that more positive messages were published by local media?

Response

The Council did continue to push positive messages to local media, such as the significant contribution the Christmas Market had on the local economy, but unfortunately they would always naturally focus on a negative angle.

Question

Did the Council have any insurance in place to cover it for an early closure of the Christmas Market in the event of adverse weather conditions?

Response

Yes the Council did have insurance in place, with the variance being nearer £90,000 to £100,000 should this cover not have been in place. The Council encouraged individual stall holders to take out their own insurance for adverse weather but unfortunately some stall holders opted not to do this. The Council had refused to reimburse any losses to stallholders as a result of closing one day early in view of the fact that they were advised to take out their own insurance. If the Council had reimbursed stallholders it would have cost the authority up to £415,000.

RESOLVED that the report be noted.

18. Work Programme for 2018/19 - Update

RESOLVED that the work programme be noted.

SUBJECT:	CITY OF LINCOLN COUNCIL ANNUAL REPORT 2017/18
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	JAMES WILKINSON, STRATEGIC DEVELOPMENT PROJECT MANAGER

1. Purpose of Report

1.1 For the City of Lincoln Council Annual Report 2017/18 (Appendix) to be considered by Performance Scrutiny Committee and referred to Executive and Council for adoption and publication.

2. Executive Summary

2.1 The Annual Report 2017/18 is a backward looking document that highlights the authority's key activities and outcomes over the past year. It also considers what preparations have taken place for new projects, and what the council has done in the here and now to put us on a strong footing for the future.

2.2 The last year has been a very significant one for City of Lincoln Council, as it saw the delivery of Phase One of Vision 2020. This ambitious strategic plan sets out the authority's strategic priorities and aspirations for both the city and the council. This Annual Report has been aligned to these.

3. Main Body of Report

3.1 The Annual Report 2017/18 shows the achievements and key activities delivered over the past year. It covers each of the council's four strategic priorities, as well as the important strand of work focusing on delivering high performing services.

3.2 The report also includes a summary of the annual accounts and a summary of the annual governance statement.

4. Strategic Priorities

4.1 The purpose of this report is to identify what the council has done over the last year to work towards meeting all four strategic priorities, as well as the strand of work to deliver high performing services.

5. Organisational Impact

5.1 Finance

There are no financial implications arising from this report.

5.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

5.3 Equality, Diversity & Human Rights

There are no equality, diversity and human rights implications arising from this report.

6. Recommendation

6.1 That the City of Lincoln Council Annual Report 2017/18 to be referred to Executive and Council in September 2018 for consideration and adoption.

Is this a key decision? No

Do the exempt information categories apply? No

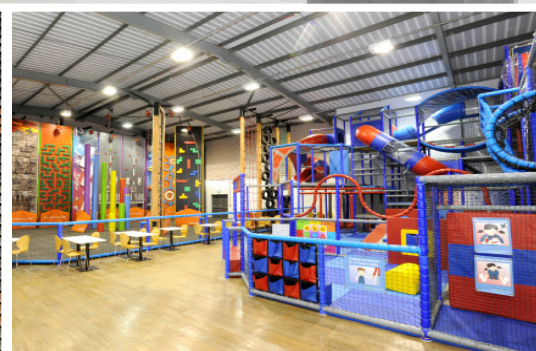
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? One

List of Background Papers: None

Lead Officer: James Wilkinson, Strategic Development Project Manager

Telephone (01522) 873325



VISION 2020

Annual Report 2017/18



Contents

Proud to be Lincoln3

An introduction to our great city.....4

Performance to be proud of.....5

Local democracy that works.....7

Vision 2020.....10

Let’s drive economic growth.....11

Let’s reduce inequality.....16

Let’s deliver quality housing.....20

Let’s enhance our remarkable place24

High performing services28

Corporate social responsibility32

Our annual governance statement 2017/18.....33

Our finances.....36

Other formats.....39

PROUD TO BE LINCOLN

Throughout 2017/18, the city council has worked closely with its partners, across all parts of the city, to deliver Vision 2020.

This important strategy contains our long term aspirations for Lincoln, along with the initial steps we are taking to bring us closer to delivering these. Over the past year, the council has delivered Phase One of Vision 2020, and we are proud to demonstrate the progress made in the city in this Annual Report.

Perhaps one of the most visible signs of Vision 2020 making a difference in Lincoln, is the work that has taken place to build the integrated transport hub, which includes a 1,000 space multi-storey car park; a 14 bay bus station capable of 650 departures each weekday; and an improved public realm that connects this to the train station and cycle hub. This development has been a catalyst in the re-development of the Cornhill Quarter, which will eventually deliver over 150,000 square feet of retail and commercial floor space.

Vision 2020 has also driven changes in the way we operate as a council. Overseen by a new High Performing Services Board, performance in Revenues and Benefits, Planning Services, Housing Benefits and Food Health and Safety has improved; a new Universal Credit Support Team has been created to provide residents with digital and budgeting support as they transition to the new welfare system; and more services are moving online enabling almost 29,000 users to self-serve in 2017/18.

The council has also taken a more commercial approach to ensuring our services are sustainable into the future, through investment in two new car parks, and a new hotel building. And, whilst the challenges faced by local government are far from over, Vision 2020 will ensure we continue to respond to these challenges innovatively, making best use of the opportunities they present, and taking the steps needed to deliver Lincoln's ambitious future.



Councillor Ric Metcalfe
Leader



Angela Andrews
Chief Executive

An introduction to our great city



However, Lincoln is much more than just a great place to work and invest. Its variety of restaurants, cafés, theatres, and events such as the Lincoln Christmas Market; Asylum Steampunk Festival; and Comedy Feast: Lincoln, contribute to making Lincoln a great place to visit. The result is over four million tourism visits a year, contributing £190m to the local economy through visitor and tourism spend.

“An influx of students and tech firms has brought fresh energy and contemporary edge to the cathedral city”

The Sunday Times, 04 Feb 2018

Lincoln is a city famous for its heritage. Lincoln’s impressive cathedral, which stands in the centre of the cultural quarter of Lincoln, is one of Europe’s finest examples of gothic architecture. Work on the cathedral began back in 1072, and it was consecrated in 1092. Close by is Lincoln Castle. Built by William the Conqueror in 1068, the castle is home to an original 1214 Magna Carta.

Lincoln was recently highlighted as one of the best places to live in 2018 by The Sunday Times, and whilst the historic character of the city contributed to this, its contemporary edge and technology industries are what helped our historic city stand out from the crowd.

With a population of just under 97,800 residents, and the greater Lincoln area containing almost 200,000 residents, Lincoln is the largest employment, services leisure and retail hub in the county, and one of five principal urban areas in the East Midlands.

The city has a strong economy that supports 2,850 enterprises in the administrative boundary alone, employing approximately 55,000 people. Lincoln’s top sectors by number of employees are public administration (19,500); retail, transport, accommodation and food (15,750); and business services (8,000); further highlighting the role Lincoln plays as a hub for services and leisure in the county and region.

In addition, the city is growing. The Central Lincolnshire Local Plan for an additional 23,654 homes in Greater Lincoln by 2036, and a significant number of the 11,894 new jobs plans for Central Lincolnshire are expected to be in Greater Lincoln. Much of Greater Lincoln’s development will take place across the four sustainable urban extensions in and around Lincoln.

The council is also aware of the number of challenges in the city. Whilst unemployment is historically low, like many other urban areas in the country it remains just above the national average; and the Indices of Multiple Deprivation highlights neighbourhoods in the city that need co-ordinated action from partners. This is why our plan for Lincoln, Vision 2020, is so important. It is the cornerstone upon which we will ensure everyone benefits from Lincoln’s future economic growth.

[Follow this link to view Vision 2020, and find out more about our exciting plans for Lincoln.](#)

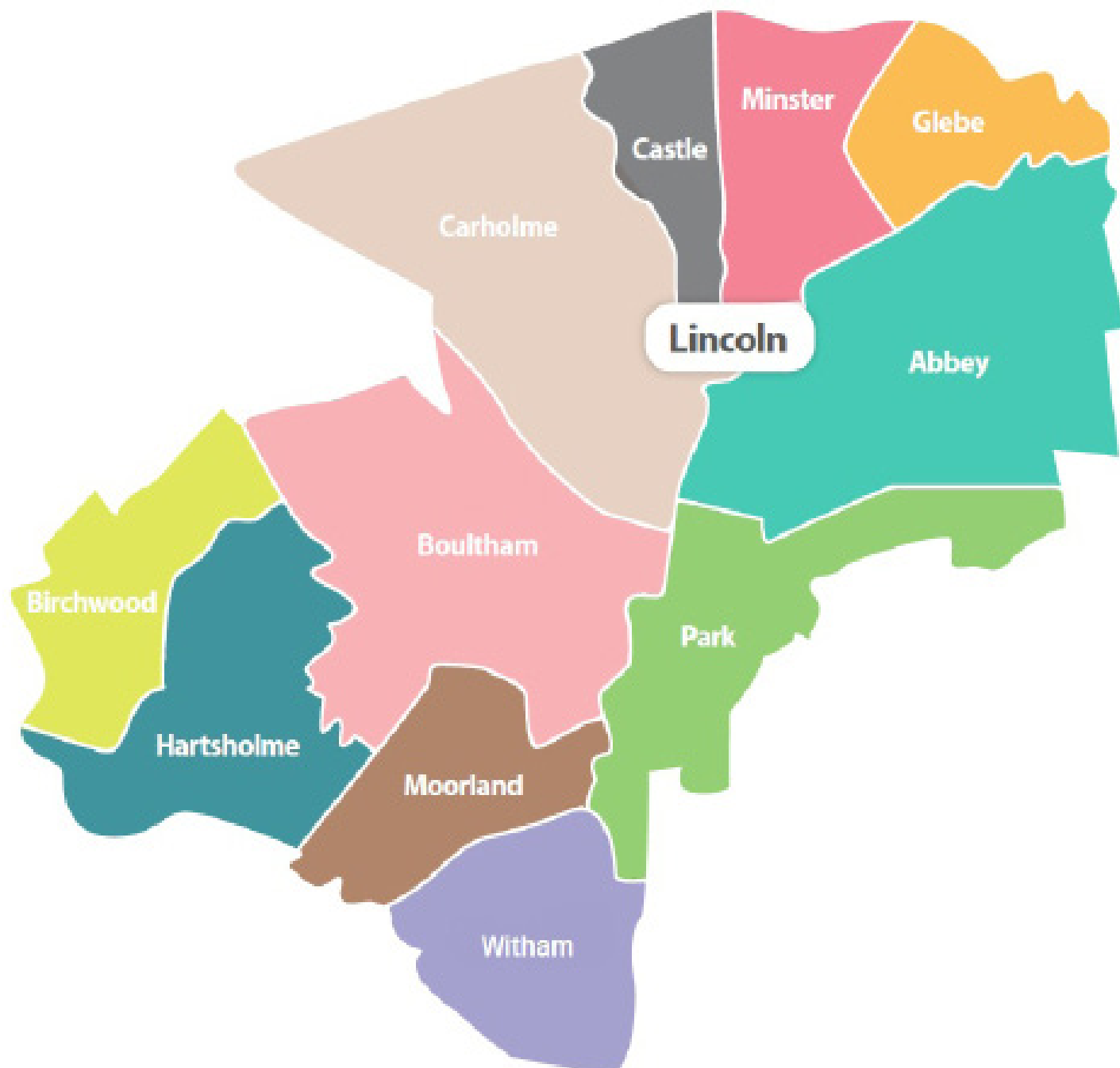
[Follow this link to view the latest Lincoln City Profile, and see in-depth information on Lincoln.](#)

Outcomes to be proud of in 2017/18

Delivered...

- The Lincoln Transport Hub has been built to drive economic growth by making Lincoln more accessible for commuters, shoppers, service users, and tourists. As an important gateway to the city, it will help our businesses and economy flourish.
- A new network of CCTV cameras has been installed to help protect Lincoln as a remarkable place, and keep those in the city centre and beyond safe. It also includes functionality for city centre WiFi, making the centre a more modern and easy place to do business and access services.
- To support people rough sleeping, reduce inequality, and tackle associated issues in the city centre, the ACTion Lincs partnership has been set up. The £1.3 million project will help ensure Lincoln's city centre is a safe place for all, by working with rough sleepers, and supporting them into housing.
- A £4 million project to restore Boultham Park, and a £1.5 million project to renovate Birchwood Leisure Centre, have enhanced Lincoln as a remarkable place for leisure, with the restoration of Boultham Park in particular helping to protect our natural and historic heritage.
- The Sincil Bank Regeneration action plan which is now being delivered evidences the council's commitment to working with local partners in the delivery of Vision 2020, and in dealing with issues important to local communities.
- Embedding Vision 2020 in the culture of the organisation is vital to its success, which is why the Leader and Corporate Management Team have undertaken a series of staff roadshows to increase staff awareness and engagement with Vision 2020.

Lincoln City Electoral Wards 2017/18



Local democracy that works

City of Lincoln Council is your local council, which is why knowing who your councillors are and how they are elected is important.

There are 33 councillors. You elect your councillors by thirds, which means every year 11 councillors (one for each ward) are up for election. There are no city council elections every fourth year. The most recent election took place in May 2018, in which five new members were elected to council;

- Councillor Christopher Reid (Conservative) – Minster Ward
- Councillor Hilton Spratt (Conservative) – Witham Ward
- Councillor Alan Briggs (Conservative) – Birchwood Ward
- Councillor Bill Bilton (Labour) – Abbey Ward
- Councillor Laura McWilliams (Labour) – Carholme Ward

Your councillors perform a range of roles that include representing your views; shaping and creating policies; and ensuring high standards of service delivery. The next city council election will take place in May 2019.

Abbey

Councillor Kathleen Brothwell - Labour
Councillor Fay Smith - Labour
Councillor Bill Bilton - Labour



Birchwood

Councillor Alan Briggs- Conservative
Councillor Rosanne Kirk - Labour
Councillor Eddie Strenziel - Conservative



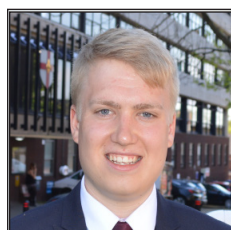
Boultham

Councillor Gill Clayton-Hewson - Labour
Councillor Ralph Toofany - Labour
Councillor Gary Hewson - Labour



Witham

Councillor Thomas Dyer - Conservative
Councillor Keith Weaver - Conservative
Councillor Hilton Spratt- Conservative



Carholme

Councillor Lucinda Preston - Labour
 Councillor Laura McWilliams - Labour
 Councillor Neil Murray - Labour



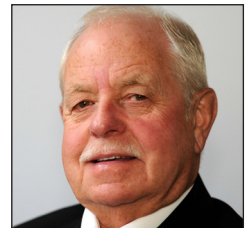
Castle

Councillor Jim Hanrahan - Labour
 Councillor Lorraine Woolley - Labour
 Councillor Donald Nannestad - Labour



Glebe

Councillor Richard Metcalfe - Labour
 Councillor Jackie Kirk - Labour
 Councillor Patrick Vaughan - Labour



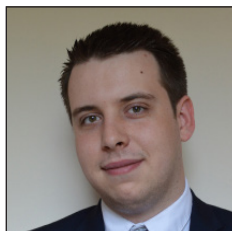
Hartsholme

Councillor Biff Bean - Labour
 Councillor Andrew Kerry - Conservative
 Councillor Ron Hills - Conservative



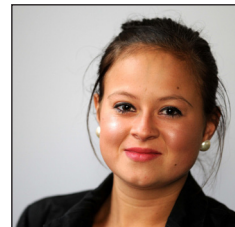
Minster

Councillor Christopher Reid -
 Conservative
 Councillor Naomi Tweddle - Labour
 Councillor Yvonne Bodger - Conservative



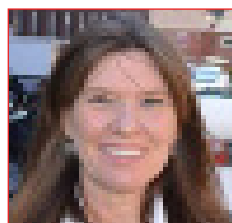
Moorland

Councillor Geoff Ellis - Labour
 Councillor Adriana McNulty - Labour
 Councillor Bob Bushell - Labour



Park

Councillor Helena Mair - Labour
 Councillor Sue Burke - Labour
 Councillor Chris Burke - Labour



Vision 2020

City of Lincoln Council is committed to Lincoln’s future, and is best placed to deliver for the city. Our residents are at the heart of what we do, and in January 2017, after weeks of speaking to residents, businesses and other partners, we published Vision 2020.

Vision 2020 is the city council’s current strategic plan. It sets out not only our long-term vision for the city; but also what the council will do between now and 2020 to work towards that vision. This Annual Report demonstrates what has been delivered in 2018/19.

“Together, let’s deliver Lincoln’s ambitious future”

A key part of achieving this vision is working closely with our partners. By ensuring a joined up approach, the council can achieve much more for Lincoln.

Co-ordinating resources with other organisations to deliver more with less, is key to making Lincoln’s ambitious future a reality.



The strategic priorities that support our vision are:

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

These are underpinned by a commitment to professional, high performing service delivery, and are supported by three core values that guide the city council’s approach:

- Let’s be approachable
- Let’s be innovative
- Let’s be trusted to deliver



Let's drive
economic
growth

What does Vision 2020 tell us about this priority?

Economic growth, in particular the provision of a diverse range of employment opportunities, a skilled local workforce, innovation, and effective infrastructure; has long been recognised as key to tackling poverty and creating prosperity. Lincoln, while operating in a competitive environment, has some unique and special assets. These are particularly around heritage, engineering, education, and overall quality of life; positioning Lincoln to attract further investment. These opportunities need to be maximised for the benefit of all to build a strong, viable and prosperous future for Lincoln.

Lincoln Transport Hub

The new £30m transport hub development has been completed and provides:

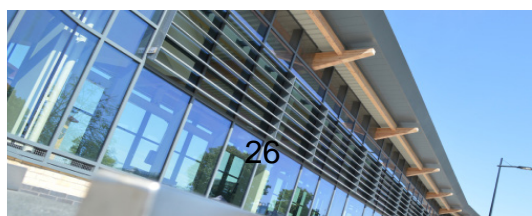
- The new 1,000 space pay on exit Lincoln Central Car Park which was opened ahead of schedule in November 2017, ready for the Christmas light switch-on. The car park has LED lighting; open span decks; wider than average parking spaces; large, well lit entrance lobbies; four passenger lifts; and space counters on each level. The car park also includes 11 electric vehicle charging points; disabled car parking on the ground and first floor; and dedicated taxi drop off points on the ground floor of the car park.
- The new state of the art bus station opened in January 2018, which has fourteen bus bays each with its own real-time passenger information screen; a café; the city's first Changing Places facility on the ground floor; and lifts to provide access to the first floor toilets. The bus station handles approximately 650 departures each weekday. It operates a 'drive in, reverse out' system for buses, and includes automatic doors to provide access onto and off the buses from the concourse.
- Road improvements along St. Marys Street, including traffic calming measures; a modern public realm; and a safe crossing point from the railway station over the road into a new piazza area guiding pedestrians to the bus station, Lincoln Central Car Park, and the city centre.
- A new vehicle access into the railway station car park, away from the pedestrian area at the front of the railway station together with a newly configured paved station forecourt.
- New digital signage and maps of the city in the piazza area.

The scheme was delivered with funding from Department for Transport; Greater Lincolnshire Local Enterprise Partnership; Network Rail; and City of Lincoln Council. Stagecoach has also invested £3m in new buses which boast more comfortable seating and charging points, to attract more bus users and reduce car journeys into the city.

Following the first six months of opening, the transport hub has received three awards:

- Lincoln Central Car Park has received a Park Mark Award for safe car parking
- Lincoln Central Bus Station has received an Award for Safer Buses – the first in Lincolnshire
- The transport hub has also won the East Midlands Civil Engineering project of the year 2018

The transport hub development has also acted as a catalyst for the wider Cornhill Quarter re-development.





Western Growth Corridor

Work has been progressing throughout 2017/18 on the delivery of this important site for the city's future growth, including a summer consultation period which sought out the views of our residents and businesses. The consultation closed in November 2017, and following an excellent response from community members, the responses to the consultation process have been collated and released to the general public.

Current draft proposals include:

- Up to 3,200 dwellings, with a local centre comprising of retail and commercial units and a new primary school
- A commercial employment area of up to 20 hectares
- A regional sport and leisure complex, comprising a new stadium; health and leisure facilities; a hotel; and ancillary food and drink elements
- Improved highway links including bus priority; cycling and walking routes connecting to and from the surrounding areas
- Flood defence improvements that enable the development and provide better flood protection to existing residential areas



Public Realm Strategy

The city council's Public Realm Strategy was published in November 2017, and was developed with local partners including the county council, and re-form Landscape Architects. The purpose of this strategy is to provide a vision and set of principles to steer future public realm activities, and ensure the quality of the city centre is maintained.

A safe and welcoming public realm is a key aspect for the future prosperity of the city centre, and ensures it remains an attractive place to visit and invest in. Defined as the spaces between buildings that are freely accessible to people, it includes streets; squares; green spaces; cycle ways; and pedestrian areas. The public realm provides places for commerce; culture; and social interaction, all of which are particularly important in the context of the changing trends in the way the city centre is used, with a gradual shift from retail, to food and leisure use.



Growth Conference

Held on 16 March 2018, the theme for the Growth Conference was Proud to be Lincoln, and provided 150 delegates from a range of businesses and other partner organisations the opportunity to reflect on progress made in the city over the last 18 months, including the new transport hub and work on the eastern bypass.

Speakers at the event presented future plans, including the announcement of the university's investment in a new medical school; the next regeneration phases of the Cornhill Quarter; Siemens' recent investment and continuing operational plans; Cathedral Connected proposals including a new visitor centre; and the city council's plans for improving leisure services, the delivery of more housing, and the development of a place marketing strategy.

Delegates also participated in four workshop discussions themed around some of the key opportunities for Lincoln's future growth; smart cities, inclusive growth, leisure and culture, and housing delivery on brownfield land.



Supporting our independent businesses

In the run up to Christmas, Lincoln businesses were invited to a free workshop to prepare them for the busy Christmas period. The workshop, organised by Lincoln BIG and City of Lincoln Council, was led by internationally renowned business adviser Corin Birchall. The workshop focused on expert advice and tips, and allowed businesses to ask questions about ways to maximise their sales.





Civic and international partnerships

In December 2017 the Mayor, Mayoress and Civic & International Partnerships Manager visited Lincoln's sister city, Neustadt an der Weinstrasse, Germany at the invitation of their Oberbürgermeister who was retiring after 16 years. The Lincoln delegation were invited as 'special guests' to celebrate his retirement, along with over 300 other people. In his speech to the press, the retiring Oberbürgermeister spoke fondly of Lincoln and how the twinning had played a large part in education, tourism and economic development e.g. the Lincoln Christmas Market.

The Mayor, Mayoress and Civic & International Partnerships Manager also met the new Oberbürgermeister, Marc Weigel who, with effect from 01 January 2018, took up the post for the next eight years. He is elected by the citizens of Neustadt an der Weinstrasse. Marc is extremely interested in

arts, culture and heritage, and is keen to visit Lincoln and strengthen the twinning links between our two cities.





Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on driving economic growth. This includes;

- Delivering services through our managed workspaces to ensure flexible office space options are available for small to medium sized enterprises (SMEs)
- Day-to-day support and advice to SMEs through our Small Business Support Team
- Working across a range of sectors to support the city's future growth, including supporting emerging initiatives such as;
 - The Cornhill Quarter re-development
 - The Lincoln Science and Innovation Park
 - The University of Lincoln's Medical School proposals and masterplan
- Through its planning department, the council also works closely with partners such as the University of Lincoln on the development of student accommodation at various locations across the city centre, including the University's campus
- Close liaison with partners such as the local enterprise partnership; the county council; and neighbouring district councils, to ensure a joined up and sustainable approach to growth and infrastructure development

Let's reduce inequality

Citywide review of inclusive growth

The city council's Community Leadership Scrutiny Committee has worked with partners from the private, public and voluntary sectors to undertake a review of inclusive economic growth in the city. Committee considered how the economy could work for residents and employees, by creating high quality and secure employment. Additionally, it considered the needs of businesses, and how people could be supported to retrain as the economy grows in the coming years.

Committee's recommendations were approved at Executive on 29 May 2018, and will form part of an inclusive growth work programme to be delivered over the coming year.



What does Vision 2020 tell us about this priority?

Over the past few years the city council has worked hard to develop new partnerships between the public, private and voluntary sectors. Over the next few years we must ensure these partnerships are further built upon.

We will also make sure delivery plans are in place to ensure access to services for all our residents. With some of the most deprived areas in the country located in Lincoln, addressing the key causes of financial exclusion and deprivation are important.

Work to ensure immediate help to deal with the effects of financial exclusion in the 'here and now' will also be delivered. In addition, helping families into well-paid work is vital.



Training and employment opportunities

In 2015, the city council secured £98,000 from the Lincoln Health and Wellbeing Board to commission employability courses for those who may not be able to afford them. These continue to be delivered through Lincoln College, and monitored regularly by the city council.

In 2017/18, 141 people undertook employment skills related course, of whom 104 passed, and 42 went on to either find employment or secure an increased salary within six months of completing the course.

Multi-agency support for rough sleepers



ACTion Lincs is a new countywide partnership set up in September 2017 to provide life-changing support and tackle some of the most complex homelessness cases in Lincolnshire. Once accepted onto the long-term programme, support will be provided to the 120 individuals in any setting whether that is on the street; in prison; or in someone's home. The project is being delivered thanks to a £1.3m Social Impact Bond from Central Government, and was one of only eight projects in the country to receive this funding.

The project is being managed by P3, and is the result of a partnership between the city council; the six other district councils in the county; the county council; Addaction; and the Integrated Offender Management Teams. The city council has identified 20 properties to support this project.

Overseeing this project is a citywide stakeholder steering group chaired by Cllr Ric Metcalfe, and supported by the city council. This focuses on three key areas designed to respond to the challenges surrounding rough sleeping; individual case management, solutions on access to support, and enforcement. A City Centre Intervention Team will shortly be commissioned to address these concerns

Social responsibility charter

With support from the Lincoln Living Wage and Social Responsibility Forum, the city council has introduced the Lincoln Social Responsibility Charter. This charter aims to recognise those organisations in the city that go the extra mile in supporting their employees and the local community. Initial proposals were received well at the April 2018 Lincoln Growth Conference, with more than 20 businesses showing an interest.



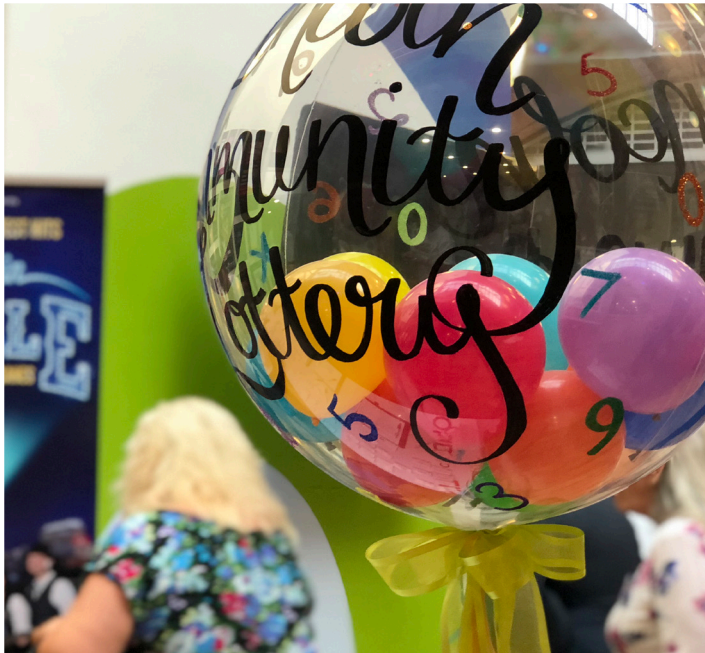
Encouraging diverted giving to support homelessness charities

The city council is helping to promote a diverted giving campaign led by Lincoln BIG to encourage visitors and residents in Lincoln to donate money to homeless charities in the city. This central fund, managed by Lincolnshire YMCA, provides a safe and effective method for the public to donate to, to support rough sleepers receive the lasting help they need.

Our new Universal Credit Team

The Universal Credit Support Team was created in February 2018 in preparation for Universal Credit Full Service being introduced to Lincoln Jobcentre from 07 March 2018. The purpose of the team is to deliver the Vision 2020 commitment of helping our residents respond to welfare reform and Universal Credit in a holistic, supportive and customer-focussed manner.

Between April and June 2018, the team has worked hard to provide 133 Lincoln residents with digital support; 65 residents with budgeting support; and 30 residents with both digital and budgeting support.



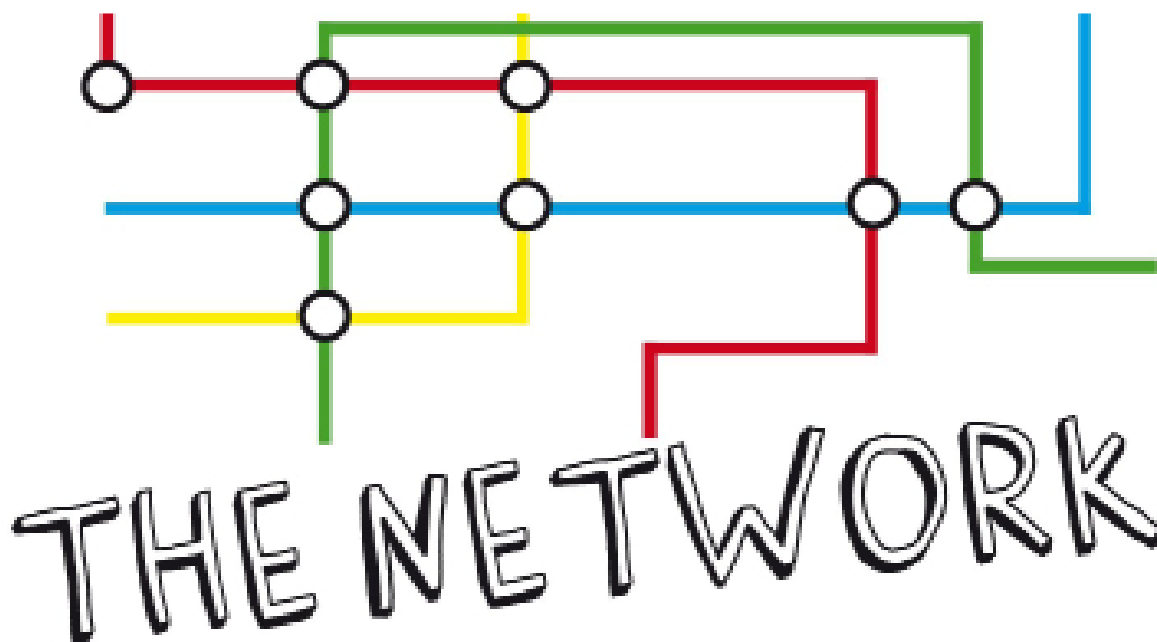
In August 2018, the city council launched the Lincoln Community Lottery to support local voluntary and community organisations in the city and nearby villages. All funds raised will benefit local people and communities, with 60% of the proceeds going to local causes. In June 2018, more than 60 organisations attended a launch event to start the sign up process, and in July 2018, the lottery site went live for ticket purchases. The lottery is run in partnership with an external lottery manager.

Social Value Policy

The city council has developed and launched a Social Value Policy. This is a formalisation of the existing approach to ensure we consider the economic, social and environmental wellbeing of the city and its residents when commissioning and procuring contracts. This approach is based on the vision, aspirations and strategic priorities in Vision 2020.

The policy also ensures council employees, contractors, and suppliers are aware of the commitment to long term social, ethical, environmental, and economic sustainability through the council's procurement process. Social value is an evolving area where suppliers and officers alike are still developing best practice.





In 2017/18, The Network supported 312 young people, and worked with over 60 partners through appointments and events. This includes the 'Launch Into...' series which focused on a particular employment sector or industry, inviting partners to promote their business and opportunities to young people. The Network held events based around construction, engineering, hospitality, and hair and beauty.

Around 170 referrals to partner agencies have been made, reflecting The Network's aim to signpost young people to relevant organisations and promote a joined up working approach in Lincoln.

Other activities include face-to-face appointments, in which around 130 young people have visited The Network's office to receive careers advice and guidance. As a result, 60% of the young people seen for appointments have progressed into education, employment, or training (27 have moved into employment; six have started an apprenticeship; five have gained work experience; and 40 are working towards or have gained a qualification). The Network also proactively engages and communicates through its social media accounts, promoting support services and job vacancies.

Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on reducing inequality. This includes;

- Providing benefits advice and regulated money advice which, in 2017/18, secured additional benefits for customers to the value of almost £1.8m
- Holding weekly advice sessions in our most deprived communities
- Offering free use of 20 public access PCs with the Department for Work and Pensions (DWP)
- Managing the Public Services Hub at City Hall, which includes the city council; the DWP Jobcentre; the DWP Medical Examination Centre; Lincoln Voluntary Centre Services; Lincolnshire Credit Union; and The Network
- Delivering housing benefit and council tax support
- Providing discretionary housing payments to give people extra help with rent or council tax in special circumstances
- Ensuring fair debt collection through the Fair Collection and Debt Recovery Policy



Let's deliver
quality
housing

What does Vision 2020 tell us about this priority?

The national housing crisis is regularly reported in the media. It is a challenge that is felt locally in Lincoln as well. There is a significant shortage of housing of all types in the city, and the Central Lincolnshire Local Plan identifies this as a key need.



Delivery of affordable homes

Demand for housing in the city is increasing, which is why the council has entered into arrangements with housing providers to not only facilitate at least 400 new homes by 2021, but also take ownership of a number of properties to increase the supply of affordable housing owned and offered by the council. Sites include;

- 16 affordable homes built on former city council land on Blankney Crescent by Waterloo Housing Group, of which 12 were purchased by the city council
- 88 affordable homes built on former city council land on Ingleby Crescent and Welton Gardens by Waterloo Housing Group, of which the council has an option to purchase 74
- 60 affordable homes built on former city council land at the former Moorland School site, of which the council has an option to purchase 46
- 45 affordable homes are being built by Westleigh Developments Ltd. on a design and build contract for the city council.
- 7 affordable homes are being built on former city council land on Lytton Street by Waterloo Housing Group. The council has agreed to buy back these homes when complete in September 2018.
- Additionally, the council has undertaken a market assessment to understand housing need in the city to inform possible future housing delivery sites for 2019/20, such as Queen Elizabeth Road; Searby Road; and Rookery Lane.



Spa Road

In addition to the developments above, the city council has been allocated up to £2.8m from the Housing Infrastructure Fund for marginal viability support of the Spa Road development site. This is a brownfield, derelict site close to the city centre which requires land remediation. It will unlock over 250 homes, and will include a significant proportion of affordable homes.



Empty Homes Strategy

The city council has launched the Empty Homes Strategy which will aim to bring empty homes back into use in Lincoln over the next four years. Despite a decrease of 200 empty homes over the last three years, there were 419 homes empty for six or more months at the start of 2018 (out of a total of 43,900 residential properties in the city). Through the delivery of this strategy, the council will aim to bring 25 homes every year back into use.

Supporting housing delivery on brownfield sites

A brownfield register has been published to identify previously developed sites that are potentially suitable for housing-led redevelopment. The register contains two parts. The first part lists previously developed land that is considered by the council to be suitable, available and achievable for housing-led development. The second part highlights those sites which we can grant 'permission in principle' for housing-led development. In accordance with the Brownfield Land Register Regulations, the register will be reviewed and updated on an annual basis.

De Wint Court

The city council successfully bid for £3.2m from Homes England for specialist affordable housing to part-fund the redevelopment of the former supported housing building, De Wint Court. It is proposed the site will provide an Extra Care Facility consisting of 70 apartments, with a mix of one and two bedrooms, and incorporate additional personal support for older people. A greater range of facilities will also be included, such as a 40 cover restaurant; a lounge; a salon; a small shop; activity and craft rooms; a therapy room; and a consultation room. It is envisaged the new facility will improve community cohesion by allowing the public to use some facilities, as well as provide an affordable high quality extra care provision for Lincoln.



CITY OF
Lincoln
COUNCIL

Trusted Landlord



Trusted Landlord Scheme

The purpose of the Trusted Landlord Scheme is to provide standards of accommodation, management of tenants and neighbourhood relations. It also offers public recognition and support to landlords that participate in the scheme. The accreditation scheme works alongside national, regional and local accreditation schemes operating in Lincoln. At the end of 2017/18, 282 rented properties in Lincoln were accredited.

Tackling rogue landlords

Following the successful 2017 bid for £440,000 to deliver an additional two year programme of inspections in private rented properties in parts of the city, in June 2018 a landlord in Lincoln received a bill for over £400,000 in fines and costs for a total of 28 offences across two properties. It is believed to be one of the biggest financial penalties ever handed out for an individual rogue landlord case in Britain, and is intended to act as a deterrent to other rogue landlords whose tenants live in terrible conditions.





Environmental improvement programme

Throughout 2017/18, the council completed a £225,000 environmental improvement programme of 25 projects on council housing sites across the city. The work included communal bin store improvements; car park resurfacing; garage site resurfacing; communal drying area works; and communal landscaping.

Providing rough sleepers with accommodation and increased outreach

The city council has been successful in applying for funding from central government to help rough sleepers into accommodation. The £376,000 grant will enable the council to provide additional services with partners to complement the work already being done in the city to ensure rough sleepers with complex needs receive the help they need. This includes increasing homeless outreach services; providing specialist support on a case by case basis; creating an additional 15 bed spaces; and establishing a rough sleeper co-ordinator post.

Ongoing service delivery

In addition to delivering a broad range of projects, it's important to reflect the day-to-day activities that have a tremendous impact on delivering quality housing. This includes;

- Preparing for the Homelessness Reduction Act 2017 to ensure full compliance. This includes making sure people in priority need and unintentionally homeless are provided accommodation; and non-priority need households are provided the advice and assistance they need.
- Meeting the obligation to reduce our rent levels by 1% year on year until 2019/20.
- Preventing homelessness by offering advice and support to enable people to stay in their homes.
- Retaining good quality flooring in council houses to reduce costs to new tenants.
- Signposting new tenants to our own advice along with other support agencies.
- Providing Lincare remote monitoring which offers a low-cost rental service to support vulnerable or disabled people living at home.
- Maintaining in the region of 7,685 council homes.
- Working hard to keep the average re-let time for council properties low (at year end 2017/18 it was 26.8 days for the final quarter).
- Keeping rent arrears low. At the end of 2017/18, at 2.11%, rent arrears as a proportion of rent debit (excluding housing benefit adjustments) was the lowest for several years (against a target of 2.15%). The council will work hard to minimise the impacts of Universal Credit on this throughout 2018/19.



Let's enhance
our remarkable
place

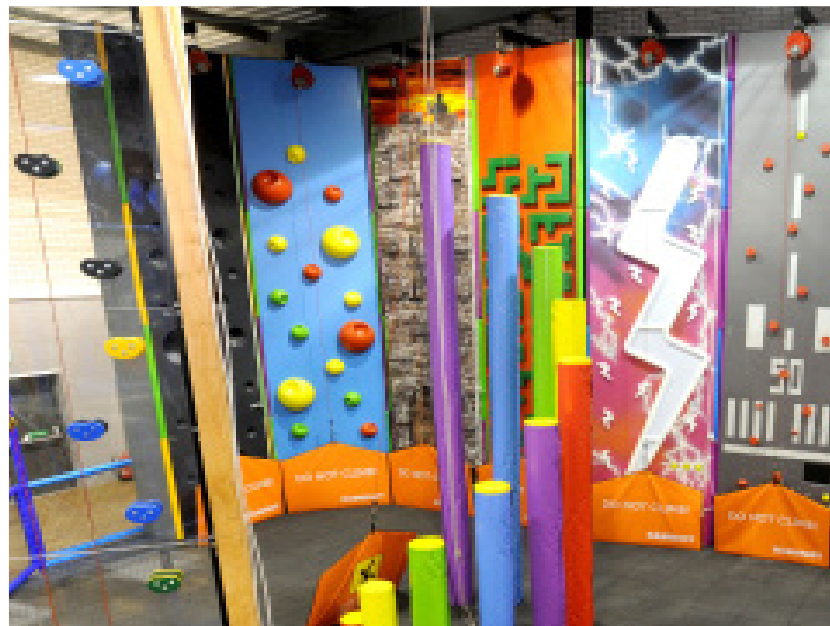
Transformation of Birchwood Leisure Centre

A major £1.5m project to transform Birchwood Leisure Centre took place over the last year. The renovation work saw changes including the complete refurbishment of the centre, including construction of a new children's soft play area; a climbing wall; and a modern immersive spin studio which features a cinema-scale screen and sound system. The new facilities also include a toning tables studio for the less physically active; a larger fitness gym; and a large central foyer with café space. Further improvements to the outside of the building will be completed over 2018/19.

What does Vision 2020 tell us about this strategic priority?

Ensuring the continued enhancement of Lincoln's place is fundamental to the lives of residents and visitors alike. Getting this right is crucial to delivering Lincoln's ambitious future. We recognise that, without the city having the right environment, there is a real risk our other achievements won't be fully realised, recognised, and enjoyed.

For this reason, this strategic priority will ensure a sustainable and well-rounded place, which focuses on creating healthy communities; ensuring opportunities for leisure; making amazing environments for everyone to enjoy and experience; ensuring our cultural and arts heritage is interactive and engaging; promoting and attracting tourism; and lowering both the fear of, and risk of crime.



Boultham Park Restoration

After five years of work, the £4 million project (which received £2.7m Heritage Lottery and Big Lottery funding), Boultham Park Restoration Project was successfully completed. An Opening Celebration took place on 19 May 2018, and provided residents and visitors an opportunity to enjoy the restoration work that was completed, including;

- A café for park visitors with extra toilet facilities
- CCTV and lighting near the bowls club and playground
- Improved and new park furniture, bins and signage
- Restoration of the foundation, bandstand, sundial and the parks bridges
- A clear and visible outline of the old hall's footprint
- Improvements to a number of pathways and park furniture
- Improvement to some of the park boundaries
- Soft landscaping work
- Tree works including selective removals where appropriate
- An education centre and glasshouse for Linkage students



New CCTV system and city centre WiFi

A £400,000 investment has been made to upgrade the city's CCTV network, and introduce free access public WiFi in the city centre. The new cameras were switched on in February 2018 and provide crystal clear images on an array of high definition split screens in the control room in City Hall. The new system provides 360 degree vision creating a 'safe zone' covering the city centre between the Bailgate, top of the High Street, and St Mary's Street / Wigford Way.

The investment has improved footage quality, coverage and evidence collation systems, WiFi,

and the use of IT software to support and enhance the CCTV operators' work. The upgrade has 'future proofed' the CCTV service to allow for more expansion in the future, and has resulted in reduced ongoing maintenance costs.



Investing in our allotments

The council has undertaken a refresh of the allotment strategy. This includes a commitment to a £1m investment in allotments in Lincoln. The investment is across 17 sites, and is taking place over two phases. Phase One was completed in 2017/18, and Phase Two is being planned, with delivery expected over the coming year.

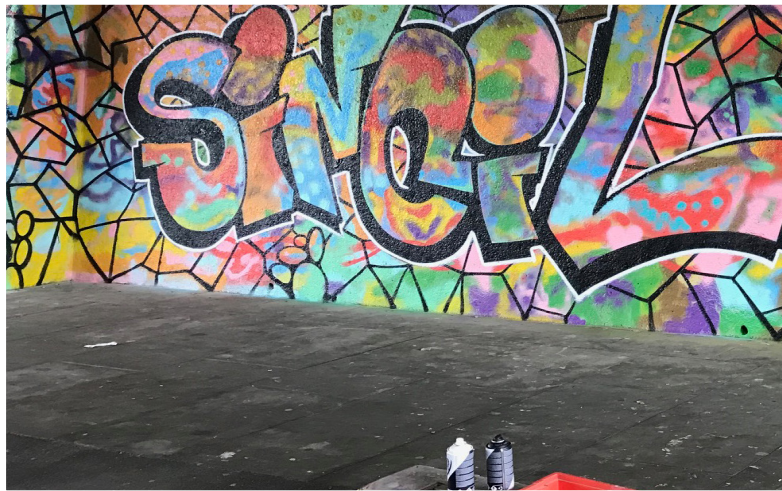


Sincil Bank Regeneration Scheme

The council is working with the Sincil Bank Community Partnership to make Sincil Bank a better place for people to live and work, both now and in the future. In 2016, the Sincil Bank Community Partnership organised for a placeshaping framework to be created. In 2017/18, work began on its delivery.

A key milestone has been working towards a central office for the neighbourhood team in Portland Street. The premises, which was formerly known as Kubus Mini Market, is being leased from Lincolnshire County Council for three years.

In addition, work has taken place to prepare to pilot the use of CCTV to reduce fly tipping; refurbish cast iron street name plates, tackle wheelie bins left on street, and tackle some of the worst empty homes in the area to improve the look and feel of the area. As the partnership continues to develop the confidence and support of the community, attention will move to addressing longer term issues, including improving the traffic management system, as well as enhancing open spaces.



Tackling To Let Boards

A number of public consultations in areas of the city where there are particularly high numbers of To Let Boards have been completed. In total, 134 consultation responses were received, with 85 of those responses calling for a total ban on To Let Boards. In addition, an 'on street' survey of To Let Boards in January 2018 identified 394 across the study area. As a result, the council has applied to the Secretary of State by way of a Regulation 7 Directive for such boards to be banned in certain areas of the city, which if granted, would result in a total ban on To Let Boards in Monks Road; the West End; Sincil Bank; Union Road; and Waterloo Street. The council is expecting to be advised of Government's decision in 2019.

Good news for returning Christmas Market stallholders and visitors

Despite needing to increase the stall fees by 8% at the 2018 Christmas Market to cover increased costs associated with keeping people safe, the council agreed to freeze the price at 2017 levels for returning stall holders. Park and ride and coach fees have also been frozen at 2017 levels. The market continues to be one of the premier Christmas markets in the country and the city council is commencing work in 2018/19 on preparing a long term vision for the market to enable it to move and respond to changing tastes and trends and hence keep it fresh and at times innovative – offering something different to visitors.



Festive free parking

To support businesses following the difficult decision to close the Christmas Market a day early due to adverse weather forecasts, the council provided free parking in uphill Lincoln over the last two weekends before Christmas. The free parking was applied to over 300 spaces across five car parks, bringing shoppers straight to the heart of the Bailgate and historic Lincoln. In addition, the city council provided free late night shopping parking for free at the Christmas lights switch on and each late night shopping evening running up until Christmas, something the council has committed to do again for 2018.

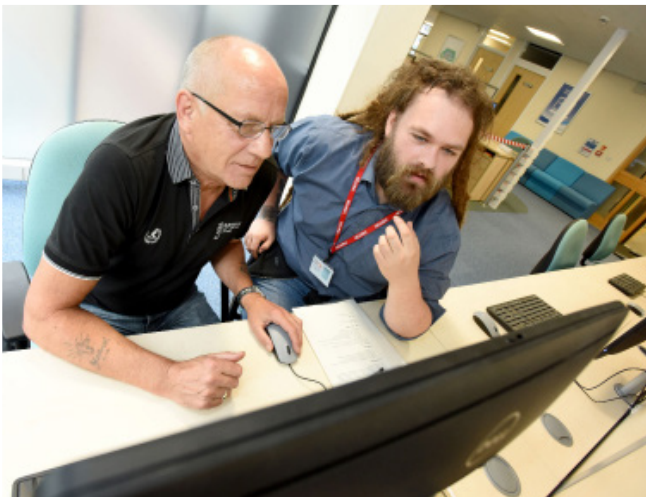


Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on enhancing our remarkable place. This includes;

- Dealing with 3,117 Public Protection and Anti-Social Behaviour cases in 2017/18
- Delivering a CCTV service which deals with over 13,000 incidents each year
- Making three million refuse collections each year, across almost 43,900 homes. This involves the collection of 36,000 tonnes of refuse, recycling and green waste.
- Maintaining 147.8 hectares of ground which is made up of open spaces; amenity land; and highway areas.
- Overseeing over 400 listed buildings that have historic significance
- Receiving over 200,000 visits to Yarborough Leisure Centre every three months. That's 800,000 each year at one location alone.
- Managing the cremation of over 1,900 bodies each year; organising over 160 full burials.
- Adopting the City of Lincoln Community Infrastructure Levy enabling contributions for funding infrastructure such as schools and transport.

Professional High Performing Services



What does Vision 2020 tell us about this important strand of work?

Since 2010 local authorities across the country have experienced unprecedented challenges, and City of Lincoln Council is no exception. Central government funding reductions; all time low returns on investments; national economic conditions affecting jobs; and housing and business growth have all created pressure on local income streams. Coupled with this is rising demand for council services from customers who rely on the safety net provided by local government; and changes to the way local government is funded.

The city council will continue to do all it can to minimise the effects of these reductions on our residents, and will prioritise services that are needed the most. Although transferring significant financial risk and inherent uncertainty, the changes also present opportunities for authorities to end their reliance on central government.



A loyal, motivated and competent workforce

The council's workforce is central to delivering services that can be relied on to meet the needs of residents. With that in mind, we are continually finding ways to support an effective and motivated workforce. Throughout 2017/18, this has included;

- Adoption of the Health and Wellbeing Strategy and underpinning action plan to promote healthier lifestyles; and provide prevention, intervention, and rehabilitation
- Creation of a "Your Health Matters" section on the staff intranet site (City People) which has a variety of tools; self-assessments; and podcasts to provide information and support on healthy eating; stopping smoking; physical activity; and mental health
- A health and wellbeing group has been formed with representation across the council and Trade Unions, to adopt best practice, and to consider and discuss new initiatives

- The council has successfully signed up to receive "Mindful Employer" status to provide additional support to our staff when they need it
- The Sickness Absence and Managing Stress policies have both been reviewed and updated. Training has been given to managers. Additionally, stress risk assessments have been complete and an overview of the mental health first aider training has been delivered.
- A staff recognition scheme and staff awards ceremony has been approved to recognise the contribution of staff and ensure they feel valued. The awards are based on three categories which have been launched at the Vision 2020 briefings, and work has begun to commence the nomination process.
- An internal "thank you" card system is in development to encourage staff to actively thank each other

Vision 2020 staff roadshows

The Leader and Corporate Management Team undertook a series of roadshows to provide staff with the opportunity to attend and find out about what had been delivered throughout Phase One of Vision 2020. It also gave staff the chance to learn about the next phase; what key projects would be delivered between now and 2020; and ask any questions they may have.

Together, let's deliver
Lincoln's ambitious future



Creation of a new High Performing Services Board

To ensure robust oversight and management of this strand of work, a new High Performing Services Board has been created. Chaired by the Chief Executive, and supported by key project and programme managers, it works closely with the Towards Financial Sustainability Board to monitor the ten key performance areas identified through Vision 2020, as well as any short term objectives identified as part of the council's normal performance monitoring activity. This covers many areas from financial sustainability, to customer service and staff needs; as well as ensuring staff have efficient and effective tools for the job.



Towards Financial Sustainability savings

Through the Towards Financial Sustainability work programme, the council is continuing to make savings to ensure services can be delivered sustainably into the future, against a backdrop of national funding reductions. The savings and income target for 2017/18 was £3,500,000 (cumulative with previous years), and the council achieved savings of £3,530,390, showing an overachievement of £30,390.

Exceptional performance

Some exceptional improvements in performance across areas of the authority have also been achieved, including in rent collection, planning applications, and revenues and benefits;

- The percentage of major planning applications determined within the government target was 91.4% in 2016/17, and 100% in 2017/18.
- The number of users taking advantage of the online self-service system “MyInfo” increased from 21,574 in 2016/17, to 28,849 in 2017/18.
- Current tenant rent arrears as a percentage of the annual rent debit surpassed its target of 2.2%, with a figure of 2.1% in 2017/18.
- Our Welfare Advice Team helped 5,484 people with their enquiries
- The council’s Revenues team has significantly reduced its backlog of outstanding customer changes from 296 in the last quarter of 2016/17, to 121 in the last quarterly of 2017/18. It was also shortlisted for three 2018 IRRV Performance Awards focusing on ‘Team of the Year’; ‘Most Improved Team of the Year’; and ‘Excellence in Partnership Working’.
- The percentage of non-major planning applications determined within the government target was 88.3% in 2016/17, and 95.0% in 2017/18.



Customer Experience Strategy

The council has adopted a Customer Experience Strategy that seeks to transform the way we engage and support our customers. This includes a move towards self-serve, where customers can better access the information they need at any time, which allows the council to focus on helping the most vulnerable members of the community.

The online claim for Housing Benefit and Council Tax Support is now completed by claimants, in most cases with no assistance from officers. Online forms that are integrated directly into our systems have replaced emails for a number of high volume service requests including missed bins; and requests for new or replacement wheelie bins. The garden waste system has facilitated the collection of £2.7 million with over 55,000 self-serve transactions. Over four fifths of applications are now completed as entirely self-serve,



Investment in a hotel building

The council has made a £13m investment in a new, modern hotel building currently under construction on Tentercroft Street. This investment will support the city's tourism industry; create jobs; and provide a good level of return to support the delivery of services to our residents despite a reduced government grant.



Purchase of two car parks

A £6.6m investment has been made in purchasing two NCP car parks, which have been leased back to NCP to operate. This arrangement provides revenue for the authority, and further underpins a more commercial approach to securing council services well into the future.

Corporate social responsibility

We care about supporting our residents, place and economy in a sustainable and fair way, as demonstrated throughout this Annual Report. We also go a step further, and think about our social, economic and environmental impact as an employer, and as an organisation. We are also committed to fighting Modern Slavery and are engaged in several campaigns which encourage responsible employment practices.

- **Paying the real Living Wage as opposed to the National Living Wage:** In April 2018, we increased the salary of 32 employees to the Living Wage, so that none of our staff earn below £8.75 an hour.
- **Taking animal welfare seriously:** Thanks to changes to our animal policy that restricts the sale of puppies, kittens and primates in pet shops in the city, the RSPCA awarded the council a Bronze Animal Activity Licensing Footprint.
- **Dying to Work Charter:** The council has pledged its support to the Dying to Work Campaign by signing a charter that protects the rights of terminally ill employees.
- **Fairtrade City:** In early 2018, the council helped promote Fairtrade Fortnight to raise awareness of the benefits of purchasing Fairtrade products.
- **Global Challenge:** Our staff are being encouraged to get healthy as part of the Global Corporate Challenge. This is a 100 day event and goes well beyond focussing on increased activity, by encouraging improved nutrition; sleep; and psychological wellbeing.
- **Mayor's Charities:** Each year, our newly appointed Mayor nominates the charity or charities they will raise money for. For the 2017/18 Mayoral Year, Cllr. Burke's chosen charities were Lincoln Foodbank and Lincoln Community Larder, for which he raised £6,720.84.
- **National Citizen Service:** Staff from the city council attended a number of National Citizen Service events in 2018, where they led workshops involving hundreds of young people to encourage them to think about their local communities, and inspire them to complete community based social action projects.
- **Low Carbon Lincoln Charter:** The council is a signatory to the Low Carbon Lincoln Charter, which commits us to work with other signatories to create a low carbon, sustainable city.
- **Christmas Sacks:** Staff undertook a collection of gifts and food for the Christmas Sacks project, which collects for those struggling financially at Christmas time.
- **L.I.V.E.S.:** One of our housing repairs employees volunteers for L.I.V.E.S., and is given the freedom to respond to medical emergencies, whilst doing repairs across the city.



Our annual governance statement 2017/18

Governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. The council must ensure there is a sound system of governance in place; that its business is conducted in accordance with the law and proper standards; and that public money is safeguarded and used economically, efficiently and effectively. Our governance structure is reflected below:

Council, Executive, Leader

- Provide leadership; set, develop and implement policy
- Ensure the Vision 2020 strategy is taken forward
- Develop, adopt and implement the budget framework
- Support the city's diverse communities and neighbourhoods to thrive

Leadership and decision making

- All decision meetings held in public (unless exempt within the legal framework)
- Decisions recorded on the council's public website
- Resources directed according to priorities as set out in Vision 2020

Risk management

- Risk registers identify both operational and strategic risks
- Strategic risks are considered by CMT and Executive every quarter
- Internal audit provides independent objective assurance
- Council's arrangements comply with the requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010)

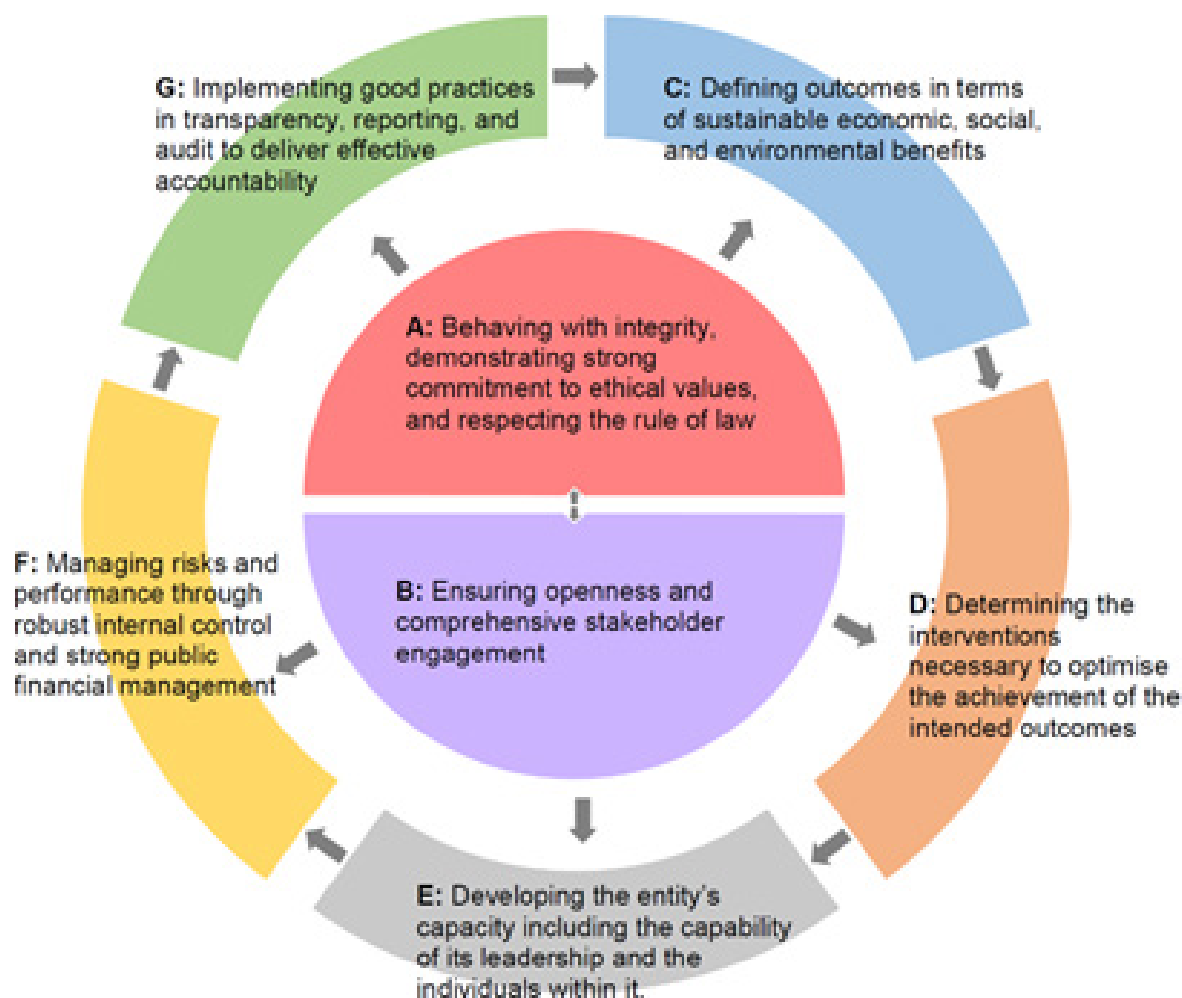
Scrutiny and review

- Scrutiny committees review council policy and can challenge decisions to hold Executive to account
- Audit and Performance committees review governance, costs vs budget, risk, internal control and delivery of agreed plans
- Ethics and Engagement Committee and/ or Monitoring Officer deals with complaints about, or suspected breaches of member conduct
- Any two members can hold the Executive to account outside of scrutiny and review by requesting Call-In and reconsideration of an Executive decision

Corporate Management Team (CMT)

- The CX is the Head of Paid Service and is responsible for all council staff and for leading an effective Corporate Management Team (CMT)
- CMT ensures there is clear accountability for the use of resources in achieving desired outcomes for service users and the community
- The Chief Finance Officer (CFO) is the council's Section 151 Officer and is responsible for safeguarding the council's financial position and securing value for money. The council's financial management arrangements comply with the governance requirements of the CIPFA Statement on the role of Chief Financial Officer in Local Government (2015)
- The City Solicitor is the council's Monitoring Officer and is responsible for ensuring legality, good governance and promoting high standards of conduct

During 2016/17, the council reviewed its governance arrangements to reflect the new CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government' which defined the seven principles set out below.



How we are meeting these defined responsibilities is detailed in a new Code of Corporate Governance, which is found on our website under "Your Council > Information Policies and Publications > Corporate Publications. www.lincoln.gov.uk

The full Annual Governance Statement, found in the Annual Statement of Accounts, details how the city council has complied with its own Code of Corporate Governance over the last year.

Summary of how we are we doing;

We can provide a high level of assurance that the governance arrangements operating at City of Lincoln Council, in line with our Code of Corporate Governance, are appropriate, fit for purpose, and working well in practice.

ICT disaster recovery: arrangements to cover major recovery events are now complete with secondary ICT location established, tested and fully functional at Hamilton House. The Draft Disaster Recovery Plan is complete and was reviewed by the Business Continuity Group. The plan was considered by the Corporate Management Team and approved on 31 October 2017. An internal audit on the Disaster Recovery Plan and on business continuity issues is now complete.

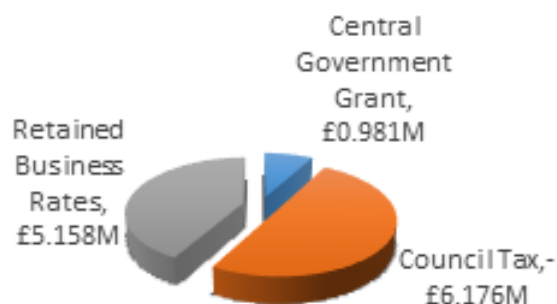
Our finances

The council produces a full set of accounts in compliance with relevant standards. In order to present the most important information from the accounts in a more user-friendly, understandable format, this summary of accounts has been produced. The full statement of accounts is made up of a number of key statements, and the main ones are summarised below.

Net expenditure	£'000
Chief Executive	5,798
Housing and Regeneration	1,010
Housing Revenue Account (HRA)	(13,177)
Communities and Environment	8,712
Major Developments	5,345
Corporate Services	(270)
NET COST OF SERVICES	7,418
Add: Corporate Income	(11,436)
Less: Corporate Charges	10,118
Amount to be met by government grants and local taxation	6,100

Financed by	£'000
Central Government Grant	(981)
Council Tax	(6,176)
Retained Business Rates	(5,158)
Surplus on Provision of Services	(6,215)
Statutory Adjustments	6,918
General Fund balance brought forward	(2,312)
General Fund Balance Carried Forward	(1,609)

The council's total gross spend on services for the year was approximately £84.4m. Council Tax equated to 6% of all income received by the council. The city council received £6.2m of Council Tax in 2017/18. The Band D rating for Council Tax to the city council was £259.38.



Balance Sheet

The Balance Sheet shows the current financial position of the City of Lincoln Council at the end of the year. It shows the value of all assets and liabilities (what the council owes and is owed).

Balance Sheet	£'000
Fixed Assets (land and buildings)	355,862
Stock (stores of materials)	220
Debtors (people who owe money to the council)	10,374
Investments (value of money invested)	16,089
Current Liabilities (council debts payable within 1 year)	(20,499)
Long-Term Liabilities (debts payable after 1 year)	(166,759)
Assets held for sale	4,575
Cash at bank	876
Total Net Assets	200,738
Financed By:	
Accounting Reserves	165,464
General Balances	2,633
Earmarked Reserves	32,641
Total	200,738

Assets

- The council's most valuable asset is Yarborough Leisure Centre, worth £7.8m.
- At the end of the year, the council had £16.1m worth of investments.
- Investments earned £0.1m in interest.
- At the end of the year the council had £77.4m worth of borrowing.
- £3.1m was payable on borrowing during the year.

Cash flow statement

This table shows the flow of cash during the year:

Cash flow statement	£'000
Cash at 1 April 2017	241
Net cash flow from operating activities	9,542
Net cash flow from investing activities	(15,660)
Net cash flow from financing activities	6,753
Cash at 31 March 2018	876

Housing Revenue Account

It is a legal requirement that all income and expenditure on council houses is kept in a separate account called the Housing Revenue Account. The council owns 7,685 homes, consisting of the following types.

Property type	Number
Low-Rise Flats	1,625
Medium Rise Flats	1,743
High Rise Flats	295
Houses/Bungalows	4,022
Total	7,685

During the year, 67 properties were sold.

Housing Revenue Account	£'000
Income	
Council house rents (gross)	(28,122)
Other income	(518)
Expenditure	
Repairs and maintenance	8,465
Supervision and management	6,123
Capital financing costs	454
Corporate costs	2,494
(Surplus)/Deficit for year	(11,104)
Statutory Adjustments	11,168
HRA balance brought forward	(1,087)
HRA balance carried forward	(1,023)

Capital Expenditure

Capital expenditure represents money spent by the council on purchasing, and upgrading or improving assets that will help achieve the council's priorities over a number of years. Examples are regeneration; building construction; and IT updates. In 2017/18, the council's capital expenditure totalled £39.8m.

Capital spend	£'000
Works to the Housing Stock	7,528
Council House New Builds	2,068
Lincoln Transport Hub	16,934
Purchase of investment properties and assets held for sale	9,470
Leisure and Community Centre Improvements	1,538
Parks and allotments improvements	973
Other	1,294
Total Capital Spend	39,805

General Fund Investment Programme	29,098
Housing Investment Programme	10,707
Total Capital Spend	39,805

Other languages

City of Lincoln Council is passionate about promoting equality and diversity. If you have difficulty in understanding anything in this document, please go to City Hall, Beaumont Fee, Lincoln or any other Council office, where we can call in an interpreter for you through the Big Word Services.

Polish:

Rada Miasta Lincoln (z ang. City of Lincoln Council) jest w pełni zaangażowana w promowanie równości i różnorodności. W razie jakichkolwiek trudności ze zrozumieniem niniejszego dokumentu, prosimy udać się do ratusza - City Hall, Beaumont Fee w Lincoln lub do innego urzędu rady miasta, gdzie będziemy mogli zorganizować dla Państwa tłumacza z Big Word Services.

Russian:

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Lithuanian:

Linkolno miesto savivaldybė skiria daug dėmesio lygybės ir įvairovės skatinimui. Jei šio dokumento nesuprantate, eikite į Miesto rotušę - City Hall, Beaumont Fee, Lincoln, arba į bet kokią kitą savivaldybės skyrių, kur Big Word vertimų agentūra mums padės susisiekti su vertėju.

Czech:

Rada města Lincoln intenzivně podporuje rovnost a diverzitu. Pokud něčemu v tomto dokumentu nerozumíte, dostavte se, prosím, do městského úřadu City Hall, Beaumont Fee, Lincoln nebo do jiné kanceláře tohoto úřadu, kde pro Vás prostřednictvím služeb společnosti Big Word můžeme zajistit tlumočnicka.

Latvian:

Linkolnas pilsētas padome dedzīgi veicina vienlīdzību un daudzveidību. Ja jums ir grūti saprast kaut ko šajā dokumentā, lūdzu, dodieties uz City Hall, Beaumont Fee, Linkolnā vai arī uz jebkuru citu Padomes biroju, kur mēs ar aģentūras Big Word palīdzību varēsim piedāvāt jums tulka pakalpojumu.

Chinese (Simplified):

林肯市议会(City of Lincoln Council)致力于促进平等和多样化。如果你有困难理解本文件中的任何内容，请前去位于林肯市(Lincoln)Beaumont Fee 的市政厅(City Hall)，或者是任何其他的市场议会办公室，我们可以在那里通过 Big Word 为你找来一位口译员。

Slovak:

Mestský úrad mesta Lincoln so zariadením podporuje rovnocennosť a rozmanitosť. Pokiaľ niečomu v tomto dokumentu nerozumiete, dostavte sa, prosím, do mestského úradu City Hall, Beaumont Fee, Lincoln alebo do inej kancelárie tohto úradu, kde pre Vás prostredníctvom Big Word Services môžeme zaistiť tlmočnicka.

Portuguese:

A Câmara da Cidade de Lincoln tem o compromisso de promover igualdade e diversidade. Caso tenha dificuldade em compreender alguma coisa neste documento, deverá dirigir-se ao City Hall, Beaumont Fee, Lincoln ou outro departamento da Câmara, onde podemos contactar um intérprete através dos serviços da Big Word.

If you would like this information in an alternative format - large print, audio CD or electronically - please contact us on (01522) 873443 or email communications@lincoln.gov.uk

PROUD

TO BE

LINCOLN

SUBJECT: INCOME AND ARREARS MONITORING

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

**REPORT AUTHOR: CLAIRE MOSES, REVENUES AND BENEFITS MANAGER
(SHARED SERVICE)**

1. Purpose of Report

- 1.1 To update Members on the position with regard to amounts of monies owed to the City Council as at 1st April 2018, (and Business Improvement District levy to the end of June 2018).

2. Executive Summary

- 2.1 This update is provided to Members of this Committee each year once all figures have been collated.
- 2.2 The report summarises the in-year collection of Council Tax, Business Rates, the Business Improvement District (BID) levy, Housing Rents, Former Tenant Rent Arrears, Sundry Debtors and Housing Benefit Overpayments to the 31st March 2018, and sets out the arrears brought forward position at 1st April 2018, (BID to the end of June 2018).

3. Background

- 3.1 2017/18 continued to provide challenges for the Revenues and Benefits service, particularly with ongoing impacts of welfare reforms – which included continuation of Universal Credit rollout in Lincoln (albeit to a relatively small client group at this stage). Also, many citizens are facing financial difficulties – and our team remains committed to helping alleviate such issues wherever possible, but also there is the need to make every effort to ensure recovery of monies is maximised. Officers aim to agree realistic and affordable repayment schedules, to help avoid undue financial hardship to customers.

4. Council Tax Collection

- 4.1 The Council Tax net collectable debit for 2017/18 after Council Tax Support, discounts and exemptions had been granted was £38,639,453. This is an increase of £1,416,160 from 2016/17.
- 4.2 Total payments received in respect of 2017/18 were £38,090,851. This is an increase of £1,966,164 from 2016/17.
- 4.3 Council Tax arrears brought forward from all previous years at 1st April 2017 totalled £3,229,713. By 31st March 2018 these arrears decreased to £2,063,692.

- 4.4 The table below shows comparisons between 2016/17 and 2017/18 in respect of; in-year collection rate, arrears brought forward and number of arrears cases.

Council Tax	2016/17	2017/18	Increase/ (Decrease)
Collection Rate	97.09%	97.17%	0.08%
Arrears @ 1 st April (Value)	£3,229,713	£4,523,063	£1,293,350
Arrears @ 1 st April (Cases)	12,558	13,520	962

- 4.5 The new arrears figure of £4,523,063 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2017 as set out in 4.3 above, the Council Tax due in 2017/18 and not collected, court costs raised in 2017/18 and still unpaid, and other adjustments made in 2017/18 in respect of previous years.
- 4.6 In terms of the amount of Council Tax written-out during the financial year 2017/18 (which could be outstanding Council Tax from any financial year), the figure was £241,629. This compares to £109,080 written-out during 2016/17 and £65,623 in 2015/16. Officers acknowledge the write-outs have increased for 2016/17, however, due to the write-out process, it may be possible that write-outs identified in one financial year, may not get signed off until the next financial year, and so, the figure will fluctuate.
- 4.7 It is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information has come to light.
- 4.8 Officers have undertaken comparisons of collection rate to deprivation statistics and rankings. There is a strong correlation between the two sets of figures and it is possible to set a line of best fit using an exponential function. This suggests that City of Lincoln are collecting 1.6% more Council Tax in per year than could reasonably be expected and gives a ranking outcome of 20th.

When comparing collection rates nationally, City of Lincoln's collection rate is ranked 204th out of 326 billing authorities.

5. Business Rates Collection

- 5.1 The Business Rates net collectable debit for 2017/18 after empty voids, charity entitlements and other reliefs had been granted was £43,813,019. This is a decrease of £290,336 from 2016/17.
- 5.2 Total payments received in respect of 2017/18 were £44,309,559. This is an increase of £450,537 from 2016/17. Collection is above the net debit due to a large payment from one of the accounts. When reporting total payments, all payments received are taking into account, however, for the purposes of reporting collection, accounts in credit are ignored (which this account was). Due to the large increase in collectable debt, the total number of payments received for 2017/18 has also increased significantly from 2016/17.

- 5.3 Business Rates arrears brought forward from all previous years at 1st April 2017 was £627,673. By the 31st March 2018 these arrears had decreased to £460,422
- 5.4 The table below shows comparisons between 2016/17 and 2017/18 in respect of; in-year collection rate, arrears brought forward and number of arrears cases.

Business Rates	2016/17	2017/18	Increase/ (Decrease)
Collection Rate	99.43%	98.87%	(0.56%)
Arrears @ 1 st April (Value)	£627,673	£1,109,376	£481,703
Arrears @ 1 st April (Cases)	217	271	54

- 5.5 The new arrears figure of £1,109,376 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2018 as set out in 5.3 above, the Business Rates due in 2017/18 and not collected, the balance of court costs raised in 2017/18 and still unpaid and any other adjustments made in 2016/17 in respect of previous years.
- 5.6 Although City of Lincoln's in-year collection rate decreased, this was mainly due to some large rateable value schedules coming back from the Valuation Office Agency in March 2018 which were input by officers increasing the debit due considerably – without a realistic expectation of payment coming in during the current financial year (i.e. 2017/18).
- 5.7 When comparing collection rates nationally, City of Lincoln's collection rate is ranked 108th out of 326 billing authorities.
- 6.1 Members will be aware that the Authority is responsible for the administration and collection of the BID Levy.
- 6.2 The BID financial year runs from July to June and the figures given below represent collection up to the end of June 2018.
- 6.3 The 2017/18 net collectable debit raised in respect of the Levy was £391,728.
- 6.4 A comparison of in-year collection rates between the BID financial years ending 30th June 2017 and 30th June 2018 shows a significant increase in collection and is shown in the table below:

Year ending 30 th June 2017	99.33%	Increase/ (Decrease) 0.63%
Year ending 30 th June 2018	99.96%	

7. Housing Rents Collection

- 7.1 The net Housing Rent debit for 2017/18 (collectable rent) excluding Housing Benefits and other adjustments was £15,422,836 of which 98.48% was collected. This is a reduction of 0.77% on 2016/17 collection of 99.25%.
- 7.2 For administration purposes, Housing Rent Arrears are split between 'current' and 'former' tenants. The table below shows comparisons between 2016/17 and 2017/18 in respect of in-year collection rate, arrears brought forward and number of arrears cases.

Housing Rents	2016/17	2017/18	Increase/ (Decrease)
Collection Rate	99.25%	98.48%	(0.77%)
Arrears @ 1 st April (Value)	£1,600,099	£1,467,323	(£132,776)
- Current	£738,086	£574,427	(£163,659)
- Former	£862,013	£892,896	£30,883
Arrears @ 1 st April (Cases)	1,042	2,093	1,051

8. Sundry Debtors Collection

- 8.1 A total of 10,095 new debtor accounts were raised in 2017/18 amounting to £10,849,455 in cash terms.
- 8.2 The table below shows comparisons between 2016/17 and 2017/18 in respect of arrears brought forward and number of arrears cases.

Sundry Debtors	2016/17	2017/18	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£1,876,212	£2,522,762	£646,550
Arrears @ 1 st April (Cases)	3,253	3352	99

There were 588 Sundry debt invoices which were raised in March 2018 which were not due recovery action until the beginning of April 2018 had an outstanding balance on 31st March 2018 of £907,165. The collection rate for 2017/18 was 82.78% - this is a decrease from 2016/17 of 7.36%.

Former tenant arrears collection for 2017/18 was 24.25% - this is the same as 2016/17.

9. Housing Benefit Overpayments Collection

- 9.1 The balance of outstanding Housing Benefit Overpayments as at 1st April 2018 was

£4,219,349 and compares to £4,081,522 at 1st April 2017, an increase of £137,827.

9.2 A total of £1,797,723 in Housing Benefit overpayments was raised in 2017/18. Total credits received in 2017/18 were £1,565,479 – this includes cash payments, direct deductions from ongoing benefit, payments from our collection agents, underlying entitlement and payments via attachments from the Department for Work and Pensions (DWP) and employers.

9.3 The total number of cases with a debt outstanding in the Debtors system at the 1st April 2018 was 3,885.

The table below shows comparisons between 2015/16 and 2016/17 in respect of arrears brought forward and number of arrears cases in the Debtors system.

Housing Benefit Overpayments	2016/17	2017/18	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£4,081,522	£4,219,349	£137,827
Arrears @ 1 st April (Cases)	3,885	3,885	No change

9.4 A specific project has been in place to tackle Housing Benefit overpayments and has implemented some key improvements to processes, recovery action and collection performance. For example, collection in 2017/18 was 81.81%, collection in 2016/17 was 76.38% - an improvement of 5.43%.

9.5 Effective collection and recovery arrangements are in place with a wide range of techniques being utilised. Officers have implemented a Housing Benefit Overpayment Recovery action plan, which was implemented from 18 June 2018 and has already produced significantly positive results.

Key information is broken down as follows and shows the position as at 1 July 2018:-

	Outcome	Comments
✓	Total value of outstanding overpayments has decreased by £58,211	Total overpayments at 1 June 2018 were £4,180,532 – this has now reduced to £4,122,320
✓	Number of overpayments at *clawback stage have increased from 1,664 to 1,715	Staff training has been positive – staff are setting clawbacks at first point of contact with customers
✓	Value of overpayments at this stage have decreased by £63,086	Staff training has been positive - clawback values are higher, with staff undertaken income and expenditure assessments to ascertain appropriate level

✓	Number of overpayments at sundry debtors (invoice) less than 4 months old has decreased by 57	Successful introduction of cut-off of 4 months – anything older than this will go to the HBOP recovery team for action. Workload adjusted for member of staff undertaking this work – to ensure they can concentrate on these debts, and these debts only.
✓	Value of overpayments at this stage has decreased by £47,203	As above
x	Number of overpayments at sundry debtor over 4 months old has increased by 61	The 4 month cut-off has resulted in more debts coming across to the HBOP team. Within these debts, also includes: - <ul style="list-style-type: none"> ✓ The debt recovery service action whereby, 247 cases have been successfully identified for attachment of earnings. As a result of this, once in place, the level of recovery will be much higher than the local authority could have recovered. ✓ Old system (Civica) overpayments are being reviewed
x	Value of overpayments at this stage has increased by £52,088	As above Once the attachment of earnings starts, this figure will be expected to reduce.

***Clawback is where an overpayment can be recovered by reducing ongoing Housing Benefit entitlement**

10. Strategic Priorities

10.1 Let's reduce inequality: The Benefits Service has a key role in reducing poverty and disadvantage; by ensuring residents receive the benefits they are entitled to and through providing money/debt advice. A Fair Collection and Debt Recovery Policy is in place.

11. Organisational Impacts

11.1 Financial: Prompt and efficient recovery of amounts due to the Council helps to ensure that income receivable is collected in order to finance critical services.

11.2 Legal Implications including Procurement Rules: There are no direct legal implications from this report.

12. Risk Implications

12.1 A Risk Register is in place for the Revenues and Benefits shared service.

13. Recommendation

13.1 Members are asked to note the contents of this report.

Key Decision Yes/No

Do the Exempt Information Categories Apply? Yes/No

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Claire Moses, Revenues and Benefits Manager (Shared Service), Telephone 01522 873764

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SUBJECT:	REVENUES AND BENEFITS PERFORMANCE UPDATE
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	CLAIRE MOSES, REVENUES AND BENEFITS MANAGER (SHARED SERVICE)

1. Purpose of Report

- 1.1 To provide Members with an update on performance in the Revenues and Benefits shared service.

2. Executive Summary

- 2.1 This report provides an update on Revenues and Benefits performance information for City of Lincoln Council, up to the end of Quarter 1 2018/19.

3. Background

- 3.1 Our Revenues and Benefits function is administered as part of a shared service with North Kesteven District Council, with City of Lincoln Council being the host authority for the shared service.
- 3.2 Performance for both City of Lincoln and North Kesteven is monitored by the Revenues and Benefits Joint Committee on a quarterly basis – the next report is to be presented to the Joint Committee in September 2018.
- 3.3 This report focuses on the performance for City of Lincoln.

4. Revenues Performance

4.1 Council Tax

- 4.2 As at the end of Quarter 1 2018/19, in-year collection for City of Lincoln Council is 0.09% higher than as at the same point in the previous financial year.
- 4.3 The annual in-year collections for Council Tax, since the shared service formed (1st June 2011), are shown in the table below:

End Q1 2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
27.09%	97.17%	97.09%	97.12%	96.93%	96.56%	96.32%	96.80%

With an increased collection rate of 97.17%, it should be noted that the total net receipt has also increased from 2017/18 by £1.9m.

The table below shows how 'Net collectable debit' and 'Total net receipt' compared for each local authority, between 2017/18 and 2016/17:

	Collection %	Net collectable debit (£)
2017-18	97.17	39,199,219
2016-17	97.09	37,223,239
Difference	+0.08%	+1,975,980

Officers consider these to be extremely positive outturns given the ongoing welfare reforms, the general economic climate and taking into account 2017/18 is the first year to see a change in the Council Tax Support Scheme, which has resulted in a reduction in the level of Council Tax Support paid out for some residents.

Officers have undertaken comparisons of collection rate to deprivation statistics and rankings. There is a strong correlation between the two sets of figures and it is possible to set a line of best fit using an exponential function. This suggests that City of Lincoln are collecting 1.6% more Council Tax in per year than could reasonably be expected and gives a ranking outcome of 20th.

When comparing collection rates nationally, City of Lincoln's collection rate is ranked 204th out of 326 billing authorities.

4.4 Business Rates

4.5 Compared to the same point in 2017/18, as at the end of Quarter 1 2018/19 in-year Business Rates collection is up by 0.03%. This performance is encouraging and with the increased financial risks to the local authority due to the Business Rates retention scheme introduced from April 2013 – and a 'full retention scheme' proposed by 2020, this means that effective collection in this area as well as a new duty of trying to 'predict' changes in Rateable Values and growth are of paramount importance.

4.6 The table below shows in-year collections for Business Rates, from 2011/12 to 2017/18:

End Q1 2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
35.86%	98.87%	99.43%	99.78%	99.46%	99.31%	99.08%	99.20%

4.7 Although City of Lincoln's in-year collection rate decreased, this was mainly due to some large rateable value schedules coming back from the Valuation Office Agency in March 2018 which were input by officers increasing the debit due considerably – without a realistic expectation of payment coming in during the current financial year (i.e. 2017/18).

This had an impact on the total net receipt, which also decreased from 2016/17 by £290k

The table below shows how 'Net collectable debit' and 'Total net receipt' compared for each local authority, between 2017/18 and 2016/17

	Collection %	Net collectable debit (£)
2017-18	98.87	43,813,019
2016-17	99.43	44,103,355
Difference	-0.56%	-290,336

When comparing collection rates nationally, City of Lincoln's collection rate is ranked 108th out of 326 billing authorities.

4.8 Outstanding Revenues Customers

4.9 The table below shows the number of outstanding Revenues correspondence in our Document Management System, at the end of each of the last five financial years, as well as the position at the end of Quarter 1 2017/18.

End Q1 2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
659	121	296	448	1,025	683	939	1,713

4.10 The number of outstanding Revenues Customers as the end of quarter 1 2018/19 shows an increase since 31 March 2018. This is due to the reduced numbers of staffing (unforeseen circumstances) within the team during this quarter. The position will be improved in-year due to the resolution of the staffing issues and the continued implementation of changes to current processes through the introduction of new electronic / self-serve forms. The Council Tax Administration team are currently working with City of Lincoln Business Development Team to continue to implement and improve processes to channel shift customer contact, internal contact and adopt 'lean' principles. These have included online e-forms for 'reporting a move' and reporting changes for student accommodation. The e-forms are populated by the customer with their information, and this is integrated into the back-office system. This removed the re-keying of information by the officer – it is simply reviewed, and the change in occupier / account / property information is processed and an updated bill is generated.

However, figures are similar to quarter 1 in 2017/18 with 503 customers outstanding.

4.11 Housing Benefit Overpayments

4.12 The table below shows in-period collection rates as a percentage of the debt raised over the last six financial years (2011/12 is not shown, due to the changeover to the Northgate ICT system for Lincoln during that financial year and a number of conversion exercises that had to be undertaken relating to Housing Benefit Overpayments).

4.13 As at the end of Quarter 1 2018/19, in-period collection stood at 107.66% - an increase on the 2017/18 year outturn position of 81.81%. Effective collection and recovery arrangements are in place with a wide range of techniques being utilised. Officers have implemented a Housing Benefit Overpayment Recovery action plan, which was implemented from 18 June 2018 and has already produced significantly positive results.

Key information is broken down as follows and shows the position as at 1 July 2018: -

	Outcome	Comments
✓	Total value of outstanding overpayments has decreased by £58,211	Total overpayments at 31 May 2018 were £4,180,532 – this has now reduced to £4,122,320
✓	Number of overpayments at *clawback stage have increased from 1,664 to 1,715	Staff training has been positive – staff are setting clawbacks at first point of contact with customers
✓	Value of overpayments at clawback stage have decreased by £63,086	Staff training has been positive - clawback values are higher, with staff undertaken income and expenditure assessments to ascertain appropriate level
✓	Number of overpayments at sundry debtors (invoice) less than 4 months old has decreased by 57	Successful introduction of cut-off of 4 months – anything older than this will go to the HB Overpayment recovery team for action. Workload adjusted for member of staff undertaking this work – to ensure they can concentrate on these debts, and these debts only.
✓	Value of overpayments at sundry debtor stage has decreased by £47,203	As above
x	Number of overpayments at sundry debtor over 4 months old has increased by 61	The 4 month cut-off has resulted in more debts coming across to the HBOP team. Within these debts, also includes: - ✓ The debt recovery service action whereby, 247 cases have been successfully identified for attachment of earnings. As a result of this, once in place, the level of recovery will be much higher than the local authority could have recovered. ✓ Old system (Civica) overpayments are being reviewed
x	Value of overpayments at this stage has increased by £52,088	As above Once the attachment of earnings starts, this figure will be expected to reduce.

*Clawback is where an overpayment can be recovered by reducing ongoing Housing Benefit entitlement

- 4.14 It is important to note, that whilst the value of overpayments outstanding is decreasing, staff are still creating overpayments – through delays in changes in circumstances being processed – these delays can be caused by customers, the Department for Work and Pensions (DWP) or by ourselves.

The table below shows the level of outstanding debt as at end of quarter 1 2018/19 and previous year outturn.

Date	End Quarter 1 2018/19	End Year 2017/18	End Year 2016/17	End Year 2015/16	End Year 2014/15
Outstanding Housing Benefit overpayments (£)	£4,163,619	£4,219,349	£4,081,552	£3,510,797	£3,186,971

The vast majority of these overpayments are under arrangement – but due to the amounts involved frequently take extended periods to be repaid to the Councils. Also, most overpayments are out of the local authorities’ direct control, being due to delays in changes in circumstances being reported by customers. Officers will maintain dedicated resource in this area, and will continue to report on performance to Revenues and Benefits Joint Committee on a quarterly basis through overall performance reports.

5. Benefits Performance

5.1 Outstanding Benefits Customers

- 5.2 The table below demonstrates the outstanding Benefits work at the end of each of the last five financial years, also with the position at the end of Quarter 1 2018/19.

End Q1 2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
1,312	696	555	1,064	1,267	2,396	2,004	2,401

The rollout of Universal Credit Full Service has had a significant impact on the processing performance, with the section receiving 5,585 Universal Credit documents since 1 April 2018. Each of these documents require assessment – with benefits officers having to review the document and make a decision as to the assessment required. As a result, there has been a significant increase in incoming documents, which has resulted in customers outstanding almost doubling within a number of weeks.

As a result, overtime has been offered to staff to improve the processing position. This is being undertaken over 4 weeks starting on 28th July 2018 and it is expected the

outstanding number of customers will reduce, with plans to ensure figures are maintained throughout quarter 2 and beyond.

5.3 Average Processing Times

5.4 The table below shows the average time for processing Housing Benefit New Claims and Changes of Circumstance over the last three financial years (figures not shown prior to April 2013, as these included the former national Council Tax Benefit scheme):

Average no. days to process		2017/18	2016/17	2015/16	2014/15	2013/14
City of Lincoln	New Claims	30.13	29.44	25.45	26.14	28.33
	Changes	4.72	4.49	5.40	5.07	6.97

5.5 These figures for change of circumstances are positive and competitive against the national position – the most recent data available (from Department for Work and Pensions) at the time of writing this report, relates to Quarter 3 2017/18 – with the average for new claims being 22 days, and for changes of circumstance 9 days.

However, new claims have increased City of Lincoln and this is due to a significant increase in workload within the quarter, reprioritisation of change in circumstances and the delay in new claim information from the DWP. In Quarter 1 a total of 13,122 changes were processed, compared to 10,873 in the same Quarter in 2017/18. Of these, 5,582 are Universal Credit changes. The changes are much more complex, and require more time to be taken to ensure accurate processing. The Universal Credit changes are also time limited, whereby a two week ‘grace period’ on any overpayment has been given, therefore, priority is being given to this piece of work. In addition, whilst the number of new claims is reducing, those claims that are being received are for the Universal Credit customers where Housing Benefit is still to be claimed (exempt categories). The housing costs are covered by Housing Benefit. As a result, Local Authorities are having to wait for the Universal Credit decision to be made, which is taking around 6 weeks, before an assessment decision can be taken on the Housing Benefit entitlement. This delay by DWP has contributed to the 6 day increase as shown in the above table.

However, taking the above into account, change of circumstances performance levels have improved when compared to Quarter 1 in 2017/18 – at 5.38 days in 2017/18 compared to 3.80 days in 2018/18.

5.6 Taking the above into account, change of circumstances performance levels have improved when compared to July 2017 which was at 5.38 days compared to 3.80 days in July 2018.

5.7 Financial Accuracy of Processing

5.8 An enormous amount of work has been put into addressing financial accuracy of processing, and the table below demonstrates how performance has improved over the last five financial years.

Financial accuracy of processing	
2011/12	65.00%
2012/13	72.41%
2013/14	76.50%
2014/15	78.99%
2015/16	82.81%
2016/17	91.00%
2017/18	87.50%

A total of 41 claims were checked during quarter 1. Whilst the percentage accuracy has reduced for City of Lincoln, the number of claims being checked is increasing as part of the Quality Checking action plan. In July, a total of 48 claims were checked with 45 of these being correct – this is an accuracy rate of 93.75%.

5.9 As an outcome to the implementation of the Subsidy and Quality Control Policy, the percentage accuracy has reduced for City of Lincoln as the number of claims being checked has increased. There are 10 claims checked per week, with the Subsidy and Quality Control Lead managing the timetable for types of claims to be checked. The reviews are a combination of: -

- Targeted reviews for individual staff members;
- Reviews for recent changes to legislation; and
- Reviews for areas highlighted within the Subsidy claim audit.

5.10 **Benefits – Customer Satisfaction**

5.11 Customer satisfaction reviews have not been undertaken for 2017/18 outturn. Officers are currently reconsidering the approach to the reviews and putting forward options to the management team to ensure the reviews are objectives, with the aim of achieving purposeful results.

Customer satisfaction reviews will resume again from 1 October 2018.

Benefits – Customer Satisfaction	
2011/12	93.58%
2012/13	98.27%
2013/14	99.11%

2014/15	98.33%
2015/16	98.51%
2016/17	99.73%
2017/18	N/A

6. Summary

- 6.1 Despite the ongoing challenges to the Revenues and Benefits Shared Service in terms of frequently-changing legislation, as well as uncertainty over impacts of welfare reforms such as Universal Credit, performance on the whole continues to improve as well as delivering savings to the partner local authorities.

The Revenues and Benefits Service plays a key role in reducing inequality by ensuring residents receive the benefits they are entitled to and providing money / debt advice. The Revenues Section is also mindful of the strategic priorities when engaging with business ratepayers as they recover business rates – and also promoting and encouraging growth in the districts. Digital Inclusion, Channel Shift / Customer Experience, Financial Inclusion and Partnership Working are all key priorities for the shared service.

7. Strategic Priorities

- 7.1 Let's reduce inequality: The Benefits Service has a key role in reducing poverty and disadvantage; by ensuring residents receive the benefits they are entitled to and through providing money/debt advice. A Fair Collection and Debt Recovery Policy is in place.

8. Organisational Impacts

- 8.1 Financial: Prompt and efficient recovery of amounts due to the Council helps to ensure that income receivable is collected in order to finance critical services.
- 8.2 Legal Implications including Procurement Rules: There are no direct legal implications from this report.
- 8.3 Equality, Diversity & Human Rights: There are no direct implications arising from this report.

9. Risk Implications

- 9.1 A Risk Register is in place for the Revenues and Benefits shared service.

10. Recommendation

- 10.1 Members note the information as set out in this report.

Key Decision Yes/No

Do the Exempt Information Categories Apply? Yes/No

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Claire Moses, Revenues and Benefits Manager (Shared Service), Telephone 01522 873764

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PERFORMANCE SCRUTINY COMMITTEE

23 AUGUST 2018

SUBJECT:	FINANCIAL PERFORMANCE – QUARTERLY MONITORING
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	ROBERT BAXTER, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1 To present to Performance Scrutiny Committee the first quarter's performance (up to 30th June) on the Council's:

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

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

2. Executive Summary

2.1 As at the end of the first quarter (up to 30th June) the forecast financial position of the Council for 2018/19 is:

	2018/19		
	Budget £'000	Forecast at Q1 £'000	Variance at Q1 £'000
Revenue Accounts			
General Fund –Contribution to/(from) balances	288	(429)	717
Housing Revenue Account (HRA) (Surplus)/Deficit in year	0	37	37
Housing Repairs Service	0	(159)	(159)
Capital Programmes			
General Fund Investment Programme	17,113	17,113	0
Housing Investment Programme	30,198	30,198	0
Capital Receipts			

	2018/19		
	Budget £'000	Forecast at Q1 £'000	Variance at Q1 £'000
General Fund	3,555	3,651	96
HRA	1,719	1,719	0
Reserves & Balances			
General Fund Balances	1,898	1,181	(717)
HRA Balances	1,023	986	(37)
HRS Balances	89	89	0
General Fund Earmarked Reserves	5,833	6,514	681
HRA Earmarked Reserves	1,366	1,373	7

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

3. General Fund Revenue Account

3.1 For 2018/19 the Council's net General Fund revenue budget was set at £14,276,460, including a planned contribution to balances of £288,360 (resulting in an estimated level of general balances at the year-end of £1,897,724).

3.2 The General Fund Summary is currently projecting a forecast variance of £717,343 (Appendix A provides a forecast General Fund Summary). This forecast variance is the result of a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances are provided in Appendix B while the key variances are summarised below:

- Car Parking - reduced income £1,141,000
- Income Volatility Reserve - increased income £(178,070)
- Borrowing Contingency - reduced cost £(200,000)
- Balance Sheet Review - increased income £(82,450)
- Pay Contingencies - reduced cost £(82,600)

3.3 The most significant of these variances is clearly the shortfall of car parking income against its budget target. This is a trend that began to emerge towards the end of 2017/18 and reflects a reduction in demand for shopper car parking spaces. This position is in line with a reduction in footfall in the City Centre and the general decline in high street shopping and fragility of the retail sector. There have over the course of the last 6 months been a number of business failures in the City and many businesses on the High Street are reporting up to a 25% drop in takings year on year.

- 3.4 In response to this emerging trend, £178,070 of the General Fund underspend at the end of 2017/18 was set aside in an income volatility reserve to mitigate part of the shortfall forecasted for 2018/19. In addition to the application of this reserve a number of contingency budgets have been reviewed and released to further mitigate against the forecasted shortfall, these are however one off resources.
- 3.5 Although the forecast outturn for the General Fund is currently estimated to be £717,343, at this stage in the financial year forecast outturns are difficult to predict and often subject to volatility. The forecast for car parking income is key to this forecast and it will continue to be closely monitored by officers and forecasts revised accordingly. By the end of quarter 2 officers will be in a more informed position to review the year end forecast having assessed the impact of the summer season and improved weather conditions plus a number of large scale events in the City.
- 3.6 However, given the scale of the shortfall in car parking income targets CMT have accelerated the implementation of the car parking income generation strategy. This strategy focuses on 5 key strands, as follows:
- Car park improvements – focussing on making our car parks the preferred choice including enhanced ticket machines to improve connectivity and to offer contactless payment and improved security arrangements.
 - Promotion of the City as a destination – focussing on maximising the linkages between visitor numbers into the City and an improving offer in the City with the utilisation of the Council’s parking stock.
 - Maximisation of car parking stock – focussing on ensuring that the Council’s car parks are in the correct location and condition, in line with the Car Parking Strategy, and considering alternative income generation opportunities for some sites.
 - Permit parking – focussing on increasing the number of permit parking arrangements with major employers in the city.
 - Residents parking – focussing on responding to residents’ concerns and encouraging commuters to modal shift or to move into city centre car parks.
- 3.7 Longer term, there is forecasted to be an increase in the demand for City Centre parking through developments such as the Cornhill Quarter, further expansion in the University and direct Lincoln to London trains with consequent increased passenger numbers. These future changes and growth over the next few years are set to increase utilisation of the Council’s car parks, reducing the shortfall against income targets.
- 3.8 Recognising that the financial impact of the actions in the income generation strategy and the expected growth in demand for parking will not be immediately felt, CMT have also requested that;
- An full review of earmarked reserves is undertaken, and

- A review of the self-insurance fund is carried out.

This actions are intended to provide a short term, in year response, to the forecasted overspend in 2018/19. Beyond 2018/19 CMT have also requested that the development of Phase 6 of the Towards Financial Sustainability Programme is bought forward. The development of the programme and the forecasted levels of car parking income over the next 5 years will be considered further in the Budget Strategy report to be presented to the Executive in September 2018.

- 3.9 **Towards Financial Sustainability Programme** - The savings target included in the MTFS for 2018/19 is £3,850,000. Progress against this target, based on quarter 1 performance shows that secured and confident projections total £3,867,900. This results in a current forecast under achievement of the target in 2018/19 of £12,890. In respect of this outstanding target work is currently underway through the ToFS Programme Board to accelerate existing projects in the programme and to develop further new projects. A summary of the current position is shown in the table below.

	£ General Fund
<u>Review/Business Case Approved/Delegated Decision Taken</u>	
Shared Services/Savings/Managing Demand	2,533,170
Commercialisation	833,680
Asset Rationalisation	380,880
Total Savings – Secured	<u>3,747,730</u>
<u>Subject to Review/Business Case</u>	
Shared Services/Savings/Managing Demand	37,500
Commercialisation	0
Asset Rationalisation	51,880
Total Savings - Subject to Review/Business Case	<u>89,380</u>
Overall Savings	<u><u>3,837,110</u></u>
MTFS savings target	(3,850,000)
(Under)/ over achievement	(12,890)

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

	<u>Budget</u> <u>Q1</u> <u>£'000</u>	<u>Actual</u> <u>Q1</u> <u>£'000</u>	<u>Variance</u> <u>£'000</u>	<u>Forecast</u> <u>Variance</u> <u>Q1</u> <u>£'000</u>
Car Parks	(1,581)	(1,265)	316	1,141
Development Management	(111)	(227)	(116)	(75)
Building Regulations	(57)	(36)	21	37
Total	(1,749)	(1,528)	221	1,103

4. Housing Revenue Account

- 4.1 For 2018/19 the Council's Housing Revenue Account (HRA) net revenue budget was set at break even, resulting in an estimated level of general balances at the year-end of £1,023,099.
- 4.2 The HRA is currently projecting an in-year overspend of £37,243, which would reduce General Balances to £985,858 at the end of 2018/19 (Appendix C provides a forecast HRA Summary). The assessed prudent minimum balance for the HRA is currently £1,000,000. The level of forecast HRA balances will be monitored closely during the coming quarter and will be subject to a fundamental review as part of the MTFS 2018-23 process which is currently getting underway.
- 4.3 The components of this underspend are detailed in Appendix D and a summary of the key variances are provided below:
- Staff Vacancies - reduced cost £(205,000)
 - Rental Income – increased income £(108,000)
 - HRS Surplus – increased income £(159,000)
 - Repairs & Maintenance – increased cost £423,000

5. Housing Repairs Service

- 5.1 For 2018/19 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2 At quarter 1 HRS are forecasting a surplus of £159,000 in 2018/19 (Appendix E provides a forecast HRS Summary), with full details of the main variances provided in Appendix F.

6. Earmarked Reserves

- 6.1 The details of all the earmarked reserves and their forecast balance as at 31st March 2019 are attached in Appendix G. In summary:

	Opening Balance	Contributions	Actuals Q1	Forecast Q2-Q4	Forecast Balance
	01/04/18				31/03/19
	£'000	£'000	£'000	£'000	£'000
General Fund	4,559	2,727	0	(771)	6,514
HRA	1,572	3	0	(202)	1,373
Capital Resources	22,358	17,607	0	(32,874)	7,091

7. Capital Programme

7.1 General Investment Programme

7.2 The original General Fund Investment Programme for 2018/19 in the MTFs 2018-23 amounted to £14,208,836. This was increased to £17,032,859 following year end re-profiles from 2017/18. This has been further increased to £17,112,478 during the first quarter of 2018/19. A summary of the overall changes to the programme is shown below:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Revised budget following 17/18 Outturn Report	17,033	500	500	500	500
Budget changes for Executive approval at Q1	80	0	0	0	0
Revised Budget	17,113	500	500	500	500

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

There have been no changes approved by the Chief Finance Officer during the first quarter in conjunction with the Capital Programme Group.

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

- Increase to DFG scheme in line with additional grant received £395,866
- Decrease to Boutham Park scheme regarding in kind funding (£215,900)
- Decrease to telephony scheme due to contribution by supplier (£100,347)

7.5 New projects agreed at Capital Programme Group are then subject to Executive Approval. There are no new projects that require Executive approval for the first quarter.

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

	MTFS 2018-23 Budget	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing & Regeneration	0	415	415	0
Communities & Environment	969	2,587	2,587	0
Chief Executives Department	12,178	12,491	12,491	0
"Mega Projects"		1,393	1,393	0
Total Active Schemes	13,616	16,886	16,886	0
Schemes On Hold/Contingencies	592	227	227	0
Total Capital Programme	14,209	17,113	17,113	0

7.7 The overall spending on the General Fund Investment Programme for the first quarter is £413,204, which is 2.29% of the agreed programme and 2.41% of the active programme. This is detailed further at Appendix J.

Although this appears to be a relatively low percentage of expenditure at this stage of the financial year, the budget for the active programme includes :

- Residual expenditure on the Transport Hub which is the subject of a retention period;
- Disabled Facility Grants of £1m some of which may be committed (offered) but the expenditure is not incurred until later in the year or perhaps the following accounting period;
- The largest scheme (land and building acquisition at Tentercroft Street) is projected to be fully spent during quarter three at circa £12m in 2018/19.

7.8 Housing Investment Programme

7.9 The original Housing Investment Programme for 2018/19 in the MTFS 2018-23 amounted to £25,804,701. This was increased to £29,597,788 following year end movements as part of the 2017/18 outturn. This has been further adjusted to £30,197,788 during the first quarter of 2018/19. A summary of the changes are shown below:

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Revised budget following 17/18 Outturn Report	29,598	14,809	11,601	12,638	12,338
Budget changes for Executive approval at Q1	600	(600)	0	0	0
Revised Budget	30,198	14,209	11,601	12,638	12,338

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

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

- Movement of purchase costs for Ingelby Crescent from generic new build budget to specific scheme budget - £6,870,000
- Movement of purchase costs for two land sites to specific scheme budgets - £335,000.
- Reprofile of door replacement budget from 2019/20 to 2018/19 - £600,000 (see para 7.11)

7.11 New projects agreed at Capital Programme Group are then subject to Executive Approval. There is one new project to be presented to the Executive for the first quarter. Following independent fire compartment health check surveys on Shuttleworth House and St Botolphs Court, improvements are required to the majority of communal and flat fire doors. The 2019/20 housing investment programme has a door replacement budget of £913,851. It is proposed to bring forward £600,000 of this approved budget into 2018/19 to fund the increased door works and this is reflected in the changes requiring Executive approval in para 7.10 above.

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

	MTFS 2018-23 Budget	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	8,618	9,218	9,218	0
Health and Safety	825	825	825	0
Contingent Major Repairs/ Works	637	637	637	0
New Build Programme	15,384	15,384	15,384	0
Land Acquisition Fund	3,215	3,215	3,215	0
Other Schemes	806	806	806	0
Computer Fund	111	111	111	0
Total Capital Programme	29,598	30,198	30,198	0

7.13 Expenditure against the HIP budget during the first quarter was £1,627,783, which is 5.4% of the approved programme. A further £406,019 has been spent as at the end of July 2018. The expenditure is detailed further at Appendix L.

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

- A large element of the programme in 2018/19 is the new build programme, most of which is planned to be delivered during quarter three of 2018/19.

8. Resource Implications

8.1 The financial implications are contained throughout the report.

8.2 There are no legal implications arising from this report.

8.3 There are no equality and diversity implications as a direct result of this report.

9. Risk Implications

9.1 A full financial risk assessment is included in the Medium Financial Strategy 2018-23.

10. Recommendations

Members are recommended to:

10.1 Note the progress on the financial performance for the period 1st April to 30th June 2018 and the projected outturns for 2018/19.

- 10.2 Note the underlying impact of the pressures and underspends identified in paragraphs 3.2 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F)
- 10.3 Note the changes to the General Investment Programme and Housing Investment Programme as detailed in paragraphs 7.4 and 7.10.

Key Decision No

Key Decision Reference No. N/A

Do the Exempt Information Categories Apply No

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

Does the report contain Appendices? Yes

List of Background Papers: Medium Term Financial Strategy 2018-23

Lead Officer: Robert Baxter, Financial Services Manager
Telephone 873361

GENERAL FUND SUMMARY - AS AT 30 JUNE 2018

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,859	1,836	(23)
Chief Finance Officer (S. 151)	B	192	307	115
City Solicitor	C	1,507	1,531	24
Housing	D	754	788	34
Director of Major Developments	E	418	493	75
Communities and Street Scene	F	1,346	2,621	1,275
Health & Environmental Services	G	1,997	2,018	21
Planning	H	886	710	(176)
		8,959	10,304	1,345
Corporate Expenditure	I	1,692	1,495	(197)
TOTAL SERVICE EXPENDITURE		10,651	11,799	1,148
Capital Accounting Adjustment	J	1,858	1,833	(25)
Specific Grants	K	(1,006)	(1,006)	0
Contingencies	L	406	264	(142)
Savings Targets	M	(102)	(89)	13
Earmarked Reserves	N	2,054	1,777	(276)
Insurance Reserve	O	128	128	0
TOTAL EXPENDITURE		13,988	14,705	717
CONTRIBUTION FROM BALANCES		288	(429)	(717)
NET REQUIREMENT		14,276	14,276	0
Retained Business Rates Income	P	28,041	28,041	0
Tariff	Q	(20,620)	(20,620)	0
Collection Fund surplus/ (deficit)	R	462	462	0
Council Tax	S	6,393	6,393	0
TOTAL RESOURCES		14,276	14,276	0

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

General Fund Forecast Variances - Quarter 1

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

Ref		£	Reason for variance
	<u>Additional Spending</u>		
D	Control Centre	67,290	Purchases of new equipment for Ageing Lifelines plus increased maintenance costs – the service is under review to produce a zero variance revised budget.
F	Waste/Street Cleansing	56,840	Overspend projected on the Waste Contract.
	<u>Reduced Income</u>		
B	Housing Benefits	225,280	Expected reduction in the level of Housing Benefits Overpayments raised compared to the budgeted amount which is based on the average amount for the last three years.
F	Car Parks	1,141,000	The budget for the new Lincoln Central Car Park is projected to underachieve due to volatility of income in recognition of a decline in high street trading conditions, further impacted by weather conditions during the early part of the year.
L	Vacancy Contingency	140,740	Reduced vacancies expected during 2018/19 offset by savings in service areas.
C	Apprentice Scheme	65,510	Net overspend after loss of contract to Lincolnshire County Council less staff vacancies and savings on the apprentice levy payable.
	<u>Reduced Spending</u>		
B	Corporate Management	(26,460)	Underspends on Audit Fees and Debt Management Expenses. There is an ongoing saving on audit fees due to the reduction in the audit fee under the new contract from 2018/19 onwards.
I	Bad Debt Provision	(67,460)	Significant reduction in Housing Benefit Overpayments raised is expected in 2018/19 should lead to less being required in the provision.
A	Customer Services	(31,430)	Underspends expected on overtime and Supplies & Services budgets.

Appendix B

Ref		£	Reason for variance
C	Legal Services	(43,430)	Savings made on books and publications, vacancies and increased income on asset sales including Right to Buys.
I	Pension Recharges	(39,070)	Underspend projected on recharges to Lincolnshire County Council.
E	DMD Vacancies	(29,830)	Vacancies projected in the DMD directorate
L	Borrowing Contingency	(200,000)	Borrowing costs not anticipated to increase in the year therefore additional contingency not required in 2018/19.
L	Pay Contingency	(82,600)	At the time of the setting the MTFS the Local Government Pay award was still pending therefore additional amounts were set aside to fund any increases and this amount is no longer required.
H	<u>Additional Income</u> Development Management	(69,930)	Overachievement of income projected in the year due to an increase in larger applications.
I	Release of Balance Sheet Items	(82,450)	A review of the Balance Sheet at outturn 2017/18 has led to the identification of amounts set aside which are no longer required.

HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 30 JUNE 2018

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(27,711)	(27,818)	(108)
Charges for Services & Facilities	B	(383)	(316)	67
Contribs towards Expenditure	C	(45)	(51)	(7)
Repairs & Maintenance	D	8,298	8,721	423
Supervision & Management:	E	6,517	6,447	(70)
Rents, Rates and Other Premises	F	34	99	65
Increase in Bad Debt Provisions	G	290	283	(7)
Insurance Claims Contingency	H	253	253	0
Contingencies	I	(10)	0	10
Depreciation	J	10,697	10,697	0
Debt Management Expenses	K	12	12	0
HRS Trading (Surplus) / Deficit	L	0	(159)	(159)
Net Cost of Service	M	(2,047)	(1,832)	215
Loan Charges Interest	N	2,352	2,352	0
Investment/Mortgage Interest	O	(31)	(31)	0
Net Operating Inc/Exp		273	488	215
Major Repairs Reserve Adjustment	P	0	0	0
Transfers to/from reserves	Q	(273)	(451)	(178)
(Surplus)/Deficit in Year		0	37	37
Balances b/f @ 1st April		(1,023)	(1,023)	0
(Increase)/Decrease in Balances		0	37	37
Balances c/f @ 31st March		(1,023)	(986)	37

Housing Revenue Account Variances - Quarter 1

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

Ref		£	Reason for variance
	<u>Reduced Spending</u>		
E	Staff vacancies	(205,000)	Supervision & Management Vacancies Q1 - under review.
	<u>Additional Income</u>		
A	Rental Income	(108,000)	Effect of revised new build phasing.
C	Court Fee Income	(7,000)	Court Fee income expected to be higher than budget at Q1.
L	HRS Trading Surplus	(159,000)	Forecast HRS repatriation
	<u>Increased Spending</u>		
F	Rents Rates & Other Premises	65,000	Council Tax on voids.
D	Repairs & Maintenance	423,000	Increased number of void property movements as a result of the release of new build properties.

HOUSING REPAIRS SERVICE SUMMARY - AS AT 30 JUNE 2018

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,539	2,443	(96)
Premises	28	30	2
Transport	450	450	0
Materials	1,329	1,287	(42)
Sub-Contractors	2,229	2,195	(34)
Supplies & Services	114	126	12
Central Support Charges	754	754	0
Capital Charges	0	0	0
Total Expenditure	7,443	7,284	(159)
Income	(7,443)	(7,443)	0
(Surplus)/Deficit	0	(159)	(159)

Housing Repairs Service Variances - Quarter 1

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

	£	Reason for Variance
<u>Reduced Spending</u>		
Employees	(95,940)	3 x vacancies ongoing.
Materials	(42,450)	Less Responsive expenditure work versus budget.
Sub-Contractors	(34,000)	Continual reduction of sub-contractor works.

EARMARKED RESERVES – Q1 MONITORING 2018/19

	Opening Balance 01/04/2018 £'000	Contributions £'000	Actuals Q1 £'000	Forecast Q2-Q4 £'000	Forecast Balance 31/03/2019 £'000
General Fund					
Grants & Contributions	787	95	0	(110)	772
Business Rates Volatility	539	917	0	0	1,456
Strategic Projects - Revenue Costs	496	0	0	(193)	303
Mercury Abatement	378	94	0	(58)	414
Budget Carry Forwards	324	0	0	(171)	152
Invest to Save (GF)	307	137	0	0	444
Unused DRF	221	0	0	0	221
Backdated rent review	220	0	0	0	220
IT Reserve	217	100	0	(52)	266
Income Volatility	178	0	0	0	178
Revenues & Benefits shared service	163	0	0	(45)	118
Tree Risk Assessment	106	20	0	(27)	99
Strategic Growth Reserve	100	0	0	(100)	0
Asset Improvement	72	0	0	0	72
Private Sector Stock Condition Survey	63	12	0	0	75
MA Reserve	51	0	0	0	51
Mayoral car	47	0	0	0	47
Property Searches	36	0	0	0	36
City Hall Sinking Fund	36	0	0	0	36
Managed Workspace	35	0	0	0	35
Section 106 interest	32	0	0	0	32
Funding for Strategic Priorities	28	1,342	0	(15)	1,355
Commons Parking	27	0	0	0	27
Electric Van replacement	22	4	0	0	27
Air Quality Initiatives	22	6	0	0	28
Christmas Decorations	17	0	0	0	17
Boston Audit Contract	14	0	0	0	14
Tank Memorial	10	0	0	0	10
Organisational Development	8	0	0	0	8
Yarborough Leisure Centre	2	0	0	0	2
	4,559	2,727	0	(771)	6,514
HRA Repairs Account	624	0	0	0	624
Capital Fees Equalisation Reserve	238	0	0	(24)	214
HRA Strategic Priority Reserve	240	0	0	0	240
Invest to Save (HRA)	140	0	0	0	140
Western Growth Corridor	178	0	0	(178)	0
De Wint Court Reserve	73	0	0	0	73
HRA Survey Works	57	3	0	0	60
Stock Retention Strategy	22	0	0	0	22
	1,572	3	0	(202)	1,374
Total Earmarked Reserves	6,131	2,730	0	(973)	7,888

CAPITAL RESOURCES – Q1 MONITORING 2018/19

	Opening balance	Contributions	Used in financing	Forecast balance 31/03/2019
	£'000	£'000	£'000	£'000
Capital Grants	385	1,298	(1,683)	0
Capital receipts General Fund	41	3,880	(1,195)	2,726
Capital receipts HRA	7,334	819	(8,153)	0
Capital receipts 1-4-1	1,958	900	(2,858)	0
Major Repairs Reserve	12,640	10,710	(18,985)	4,365
Total Capital Resources	22,358	17,607	(32,874)	7,091

General Investment Programme – Summary of Financial Changes

Project Name	2018/19	2019/19	2020/21	2021/22	2022/23	Notes
	£	£	£	£	£	
2018/19 MTFS Budget following 17/18 outturn report	17,032,859	500,000	500,000	500,000	500,000	
Budget for approval	17,112,478	500,000	500,000	500,000	500,000	
Total changes for Q1	79,619	0	0	0	0	
To be approved by the Executive						
Disabled Facilities Grant	395,866	0	0	0	0	Increase in grant
Boultham Park Masterplan	(215,900)	0	0	0	0	Revision to scheme costs for in-kind funding
New Telephony System	(100,347)	0	0	0	0	Reduction in DRF funding
	79,619	0	0	0	0	

General Investment Programme – Summary of Expenditure as at 30th June 2018

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>ACTIVE SCHEMES</u>					
<u>DCE - Communities & Environment</u>					
Skate Park	183,021	183,021	0	183,021	0.00%
Compulsory Purchase Orders	83,700	83,700	0	83,700	0.00%
Disabled Facilities Grant	450,000	1,080,980	31,473	1,049,507	2.91%
Transformation of Birchwood Leisure Centre	278,000	401,364	74,936	326,428	18.67%
Bereavement Services Lighting	0	24,290	24,482	(192)	100.79%
Memorial Tree	0	20,000	24,200	(4,200)	121.00%
	994,721	1,793,355	155,092	1,638,263	
<u>DCE - Community Services</u>					
Flood alleviation scheme - Hartsholme Park	88,293	88,293	0	88,293	0.00%
Boultham Park Masterplan	5,000	134,413	21,964	112,449	16.34%
CCTV Upgrade	0	7,135	0	7,135	0.00%
Allotment Capital Improvement Programme	350,000	564,224	119,972	444,252	21.26%
	443,293	794,065	141,936	652,129	
<u>General Fund Housing</u>					
Housing Renewal Area	367,000	414,545	5,800	408,745	1.40%
	367,000	414,545	5,800	408,745	
<u>CX - Corporate Policy</u>					
New Telephony System	140,512	40,165	0	40,165	0.00%
	140,512	40,165	0	40,165	

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>CX - Chief Finance Officer</u>					
The Terrace	0	0	(2,712)	2,712	0.00%
The Terrace Heat Mitigation Works	257,965	257,965	0	257,965	0.00%
Planned Capitalised Works	200,000	625,401	52,017	573,384	8.32%
Land and Property Acquisition	11,580,000	11,567,232	2,110	11,565,122	0.02%
	12,037,965	12,450,598	51,415	12,399,183	
Lincoln Transport HUB	0	1,392,840	58,961	1,333,879	4.23%
TOTAL BUDGET FOR ACTIVE SCHEMES	13,983,491	16,885,568	413,204	16,472,364	
<u>Schemes Currently Non Active</u>					
Compulsory Purchase Orders	155,833	154,504	0	154,504	0.00%
Non-Disabled Facilities Grants	23,132	26,026	0	26,026	0.00%
Capital Contingencies	46,380	46,380	0	46,380	0.00%
TOTAL BUDGET FOR SCHEMES NON ACTIVE	225,345	226,910	0	226,910	
TOTAL GENERAL INVESTMENT PROGRAMME	14,208,836	17,112,478	413,204	16,699,274	

Housing Investment Programme – Summary of Financial Changes

Project Name	2018/19 MTFS Budget following 17/18 outturn report	Budget increase/ (reduction)	Revised Budget	Reprofile (to) from future years	Notes
	£	£	£	£	
<u>Decent Homes</u>					
Door Replacement	826,799	600,000	1,426,799	600,000	2019/20
Decent Homes	7,562,138	600,000	8,162,138	600,000	
<u>New Build Programme</u>					
New Build Partnership - Waterloo Housing	8,503,680	(6,870,000)	1,633,680	0	
Ingleby Crescent New Build Scheme	0	6,870,000	6,870,000	0	
New Build Programme	15,384,355	0	15,384,355	0	
<u>Land Acquisition</u>					
Land Acquisition Fund	1,520,213	(335,000)	1,185,213	0	
Land Acquisition - 93 Rookery Lane	0	200,000	200,000	0	
Trelawney Crescent	0	135,000	135,000		
Land Acquisition	3,215,213	0	3,215,213	0	
GRAND TOTALS	29,597,788	600,000	30,197,788	600,000	

Housing Investment Programme – Summary of Expenditure as at 30th June 2018

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>Decent Homes</u>					
Bathrooms & WC's	631,946	625,938	79,959	545,979	12.77%
DH Central Heating Upgrades	1,438,147	1,433,837	133,913	1,299,924	9.34%
Responsive Capitalised Heating Replacements	255,000	346,122	77,086	269,036	22.27%
Thermal Comfort Works	408,831	408,831	21,946	386,885	5.37%
Kitchen Improvements	570,351	570,276	90,783	479,493	15.92%
Rewiring	78,911	78,911	4,017	74,894	5.09%
Re-roofing	808,796	756,776	42,063	714,713	5.56%
Lincoln Standard Windows Replacement	600,000	600,000	0	600,000	0.00%
Structural Defects	55,713	105,015	5,627	99,388	5.36%
Wall Structure Repairs	374	6,951	0	6,951	0.00%
Door Replacement	826,799	1,426,799	38,315	1,388,484	2.69%
Decent Homes Decoration Allowance	13,371	13,371	6,905	6,466	51.64%
CO Detector Installation	40,058	40,058	19,839	20,219	49.53%
New services	55,713	47,046	2,280	44,767	4.85%
Void Capitalised Works	1,282,797	1,282,797	0	1,282,797	0.00%
Landscaping and Boundaries	419,410	419,410	0	419,410	0.00%
<i>Prelim Costs & Exceptionals to be allocated</i>			77,398	(77,398)	0.00%
Decent Homes	7,486,217	8,162,138	600,130	7,562,008	
<u>Lincoln Standard</u>					

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
Over bath showers (10 year programme)	987,447	1,000,110	55,897	(944,213)	5.59%
Safety flooring - Supported Housing	51,257	55,369	0	(55,369)	0.00%
Lincoln Standard	1,038,704	1,055,479	55,897	(999,582)	
<u>Health & Safety</u>					
Asbestos Removal	267,424	267,424	23,269	(244,155)	8.70%
Asbestos Surveys	149,312	230,583	35,534	(195,049)	15.41%
Replacement Door Entry Systems	61,596	81,034	0	(81,034)	0.00%
Renew stair structure	0	23,133	0	(23,133)	0.00%
Plastering (HHSRS)	222,854	222,854	0	(222,854)	0.00%
Health & Safety	701,186	825,028	58,803	(766,225)	
<u>New Build Programme</u>					
New Build Programme	4,537,868	4,440,048	0	(4,440,048)	0.00%
New Build Partnership - Waterloo Housing	8,503,680	1,633,680	0	(1,633,680)	0.00%
New Build Partnership - Westleigh	517,567	1,502,054	418,972	(1,083,082)	27.89%
New Build Partnership - Lytton Street	0	700,000	0	(700,000)	0.00%
Alterations to De Wint Court	0	105,010	6,502	(98,508)	6.19%
New Build Site - 1	0	74,767	0	(74,767)	0.00%
New Build Site - 2	0	20,027	0	(20,027)	0.00%
New Build Site - 3	0	38,769	0	(38,769)	0.00%
Blankney Crescent New Build Scheme		0	1,058	1,058	0.00%
New Build Site - Queen Elizabeth Road	0	0	8,712	8,712	0.00%
Ingleby Crescent New Build Scheme	0	6,870,000	0	(6,870,000)	0.00%
New Build Programme	13,559,115	15,384,355	435,244	(14,949,111)	

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>Land Acquisition</u>					
Land Acquisition Fund	1,520,213	1,185,213	0	(1,185,213)	0.00%
Land Acquisition – site 1	0	1,695,000	0	(1,695,000)	0.00%
Land Acquisition – site 2	0	200,000	186,621	(13,379)	93.31%
Land Acquisition – site 3	0	135,000	0	(135,000)	0.00%
Land Acquisition	1,520,213	3,215,213	186,621	(2,893,592)	
Other	750,135	806,444	265,453	(540,991)	32.92%
<u>Contingency Schemes</u>					
Contingency Reserve	637,704	637,704	0	(637,704)	0.00%
Contingency Schemes	637,704	637,704	0	(637,704)	
<u>Other Schemes</u>					
Housing Support Services Computer Fund	111,427	111,427	25,635	(85,792)	23.01%
Other Schemes	111,427	111,427	25,635	(85,792)	
GRAND TOTALS	25,804,701	30,197,788	1,627,783	(13,310,988)	

PERFORMANCE SCRUTINY COMMITTEE

23 AUGUST 2018

SUBJECT:	STRATEGIC RISK REGISTER - QUARTERLY REVIEW
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
LEAD OFFICER:	JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the first quarter 2018-19.

2. Executive Summary

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented to Performance Scrutiny Committee in May 2018 and contained seven strategic risks.
- 2.2 Since reporting to Performance Scrutiny Committee in May 2018, the Strategic Risk Register has been reviewed and updated by the relevant Assistant Directors. This review has identified that there have been some positive movement in the Risk Register.
- 2.3 The updated Register is attached at Appendix A, this contains seven strategic risks.

3. Movements in the Strategic Risk Register

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

Risk No 2) To deliver a sustainable Medium term Financial Strategy - Mitigation action plans to be developed and implemented in response to forecast overspend reported at Q1 – Aug 18. A Budget Strategy including review of assumptions and budget pressures to be prepared in September alongside the development of BR Pilot Bid for 2019/20.

Risk No. 3 - To ensure compliance with statutory duties and appropriate governance arrangements are in place, including: health and safety, Information Management/IT Security and ICT Disaster Recovery - Continue the current review of contracts for personal data and implementing and reviewing processes for retaining and disposing of documents in systems. Further data protection sessions carried out across the teams and the e-learning package and low risk data protection training rolled out.

Risk No. 7 - Ensure sufficient levels of resilience and capacity exist in order to deliver key strategic projects within the Council. Commencement of recruitment process for vacant Director of Housing & Regeneration and management

restructure consultation scheduled in August with approval scheduled by Executive in September 2018.

3.2 The above movement in control actions has resulted in one change to the assessed levels of likelihood and impact of risks identified on risk no. 7).

3.3 Control actions continue to be implemented and risks managed accordingly:

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

A revised Strategic Risk Register is attached at Appendix A.

4. Strategic Priorities

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

5. Organisational Impacts

5.1 Finance – There are no direct financial implications arising as a result of this report. The Council’s Strategic Risk Register contains two specific risks in relation to the Medium Term Financial Strategy and the Towards Financial Sustainability Programme.

5.2 Legal Implications including Procurement Rules – The Council is required under the Accounts and Audit Regulations 2011 to have a sound system of Internal Control which facilitates the effective exercise of the Council’s functions and which includes arrangements for the management of risk. The maintenance of a Strategic Risk Register and the control actions which the Council undertakes are part of the way in which the Council fulfils this duty.

6. Risk Implications

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

7. Recommendations

7.1 Performance Scrutiny are asked to note and comment on the Strategic Risk Register as at the end of the first quarter 2018-19.

[
Key Decision No

Do the Exempt Information Categories Apply? No

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

How many appendices does the report contain? Strategic Risk Register – Appendix A

List of Background Papers: N/A

Lead Officer: Jaclyn Gibson
Chief Finance Officer

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CITY OF LINCOLN STRATEGIC RISK REGISTER

Likelihood	4 Almost Certain				
	3 Probable			6. 7.	2.
	2 Possible			4.3.	1. 5.
	1 Hardly Ever				
		1 Negligible	2 Minor	3 Major	4 Critical
	Impact				

STRATEGIC RISK REGISTER:

REVIEWED DATES:

CMT 07/11/17

Risk owners 06.02.18

CMT 08/02/18

Risk owners 25.04.18

CMT 08.05.18

Tool 1. Risk Appetites - U:\Current_RISK Management\Toolkit - JULY 2018\Tool No 1 Risk appetites.pdf

Those “green” risks that have been on the risk register for 6 months or more can now be classed as “business as usual” risk and therefore be removed from the register

Likelihood	4 Almost certain	Retain	Transfer Modify Retain	Avoid Transfer Modify	Avoid Transfer Modify	Description of occurrence	Occurs several times per year. It will happen.
	3 Probable	Retain	Prioritise for Modifying Retain	Transfer Modify Retain	Avoid Transfer Modify		It has happened before and could happen again.
	2 Possible	Retain	Prioritise for Modifying Retain	Prioritise for Modifying Retain	Transfer Modify Retain		It may happen but it would be unusual.
	1 Hardly ever	Retain	Retain	Retain	Prioritise for Modifying Retain		Never heard of it occurring. We can't imagine it occurring.
		1 Negligible	2 Minor	3 Major	4 Critical		

Impact	Service Delivery	Finance	Reputation	People
Critical (4)	Prolonged interruption to service	Severe costs incurred	Adverse national coverage with significant change in stakeholder confidence	Fatality, disability or serious long term health problem
Major (3)	Key targets missed - some service compromised	Significant costs incurred	Adverse local media coverage with moderate change in stakeholder confidence	Series injuries. Exposure to dangerous conditions
Minor (2)	Management action required to over short – term difficulties	Some costs incurred (handled within management budgets)	Adverse local media for 1-7 days	Minor injuries or discomfort. Feeling unease
Negligible (1)	Handled within day to day routines	Little loss anticipated	No significant comment or media coverage	No injury

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
1.	Engaging with the Council's strategic partners, council staff and stakeholders to deliver against the Council's Vision 2020.	CX	<u>Creative & Aware</u> Projects & Major Change Partnerships	<ul style="list-style-type: none"> New Vision 2020 including 4 new strategic priorities launched internally Vision developed following extensive consultation with, businesses, partners and community groups. Strong focus internally on 4 very clear strategic priorities within the Vision 2020 Resources in MTFS directed towards strategic projects Dedicated officer support to ensure delivery of the 3-year programme, 'keeping the Vision alive'. Communications plan and stakeholder mapping done Review of internal delivery groups to ensure focus on delivery of projects First 4 x Vision Group meetings took place w/c 2.5.17 and continue All Vision 2020 related internal comms now being clearly flagged as being Vision 2020 projects Comms log' now being kept, to keep abreast of all Vision 2020 comms activity – both internal and external External launch of Vision including engagement with the GLLEP, Chamber of Commerce etc. –Feb 2017 Promotion of the Vision through hoarding displays Online 'Engine Room' 	<ul style="list-style-type: none"> High Performing Services monitoring arrangements in place Follow up session with key partners to be arranged following COL Vision 2020 Conferences Q2 Revision of internal and external communication methods to be undertaken– Ongoing Continuation of partner meetings and 3rd sector - ongoing 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
105				<p>launched 22.6.17,</p> <ul style="list-style-type: none"> Physical Engine Room designed in Committee Room 4 Annual Report with a focus on achievements towards Vision 2020 – to be sent to stakeholders by CX/Leader – Nov 2017 Vision 2020 staff roadshows undertaken in January 2018. Sponsorship of Lincolnshire Construction and Property Awards in February 2018 Successful COL Vision 2020 Conference held in March 2018. Alignment of Vision 2020 with Portfolios – May 2018 					
2.	To deliver a sustainable Medium term Financial Strategy	CFO	<u>Creative & Aware</u> Finance & Money	<ul style="list-style-type: none"> MTFS 2018-23 approved in March 2018, continues to support Vision 2020. Good financial management with <ul style="list-style-type: none"> Quarterly monitoring and reporting to CMT, Exec and Performance Scrutiny Committee (including specific risks) SPIT monitoring of capital programme Savings targets monitored through Towards Financial Sustainability (Risk No 4) Key income budgets monitored monthly by CMT with mitigation plans for areas of target monitored quarterly. Monitoring arrangements 	<ul style="list-style-type: none"> Link to TOFS Programme, risk no 4 below. Continued assessment of future funding reforms, including The Fair Funding Review, reset of business rates baselines and 75% retention of business rates – Ongoing – Mitigation action plans to be developed and implemented in response to forecast overspend reported at Q1, including car parking income generation strategy - 			Substantial	Declining

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<p>firmly established for business rates, including the Lincolnshire Pool</p> <ul style="list-style-type: none"> Budget flexibility to deal with in year changes Council has been successful in its bid to be a 100% Business Rates Pilot for 2018/19 with all Lincolnshire Districts together with the County and North Lincolnshire Council. New monitoring arrangements now in place. 	<p>Aug 18</p> <ul style="list-style-type: none"> Budget Strategy including review of assumptions and budget pressures to be prepared – Sept 18 Development of BR Pilot Bid for 2019/20 – Sept 18 				
3. 106	<p>To ensure compliance with statutory duties and appropriate governance arrangements are in place, including:</p> <ul style="list-style-type: none"> Health & Safety Information Management/IT Security ICT Disaster Recovery 	CLT	<p><u>Creative & Aware</u></p> <p>Regulatory standing & legal compliance</p> <p>Cautious</p> <p>Business Continuity</p>	<ul style="list-style-type: none"> Annual Governance Statement reviewed on an annual basis with plan/milestones developed for all significant issues, delivery of which is monitored quarterly through the Assistant Directors Team/Audit Committee Internal audit reviews undertaken as part of annual audit plan Health and Safety Development Plan/Work Programme in progress (includes the development of specific action plans e.g Asbestos) Corporate Groups in place which monitor work programmes/ actions for H&S, e.g. Safety Matters Review Group/Champions Information Management Strategy and Action Plan approved in November 2015. Key elements being training programme for teams now completed and 	<ul style="list-style-type: none"> Continued progression of ongoing actions in Information Governance Strategy. Data Protection e-learning package for all staff. To be re-presented every 2 years Information Management polices to be updated to reflect GDPR by May 18. Continued progression of GDPR Action Plan and Training Needs Plan. Waiting outcome of HSE inspection – outcome could be expected 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
107				<p>Information Asset Audit conducted.</p> <ul style="list-style-type: none"> Information Asset Register created and updated Retention schedules. Info Governance Project Officer post extended to complete action plan – including policy work, staff training. Formation of GDPR working group and Action Plan, being overseen by IG Group and Audit Committee Restructure of Health & Safety Team completed and all roles now recruited to. Positive progression of actions in Health and Safety Development Plan (specific timescales in plan, majority of areas complete). Internal Audit carried out a review of CH&S to assess progress against plan – Mar 17. Substantial assurance ITDR Plans – Business continuity arrangements for IT including new serves at Hamilton House now in place and endorsed at CMT. ITBC plan now endorsed and all critical service BCP's has been reviewed – March 2018 DR procedure manual has been developed (which is expected to change frequently as we build and refine) Revision of procedures for management of non-operational buildings completed and control 	<ul style="list-style-type: none"> anytime up to October 2019 ITDR plan endorsed and now needs testing which is to be scheduled in new financial year Continue the current review of contracts for personal data Implementing and reviewing process for retaining and disposing of documents in systems Data protection sessions carried out across the teams and the e-learning package and low risk data protection training rolled out. 				

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				measures implemented February 2018 <ul style="list-style-type: none"> DPO has been appointed. GDPR included in Vision 2020 project plans. 					
4.	Deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council	CFO	<u>Creative & Aware</u> Projects & Major Change <u>Hungry</u> Reputation and Public Confidence	<ul style="list-style-type: none"> TFS Board and Programme Team in place. Established procedures and monitoring arrangements Reporting of achievement against targets included within quarterly financial monitoring/performance monitoring reports to Executive/Performance Scrutiny Committee Inclusion of ToFS Projects on DMT agendas to ensure focus remains on delivering against timescales. Annual reporting of progress and forward programme PSC Programme of reviews in place and monitored monthly through Board and Team. Target of £3.5m for 2017/18 overachieved. Savings targets increased as part of MTFs 2018-23. Delivery of Phase 5 (designed to overachieve targets in MTFs) commenced in November 2017 with a focus on 3 strands. 	<ul style="list-style-type: none"> Monitor delivery of Phase 5 Programme through established arrangements - ongoing 			Full	Static
5.	Develop an appropriate strategic	CX	<u>Creative & Aware</u>	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local developments 	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local 			Substantial	Static

108

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
	response to the changing structures in Local Government		Partnerships	<ul style="list-style-type: none"> Formation of RLG Group (Reshaping Local Government) has been formed and meets regularly to review local and national developments, which continue to be monitored regularly. This includes the proposed business rate retention consultation, and any proposals for fairer funding arrangements. 	<ul style="list-style-type: none"> developments – ongoing. Reviewing a range of policies, statistics and potential scenarios and keeping a watching brief nationally 				
6. 109	Meet the emerging changes required in the Council's culture, behavior and skills to support the delivery of the council's Vision 2020 and the transformational journey to a "performance culture".	CS	<u>Creative & Aware</u> People	<ul style="list-style-type: none"> Leadership development delivered to CMT, Assistant Directors and Service Managers New HR Manager in post. Lead roles within HR developed for Health and Wellbeing and Performance. New People Strategy and action plan developed, approved March 2017 New appraisal system implemented – June 2017 Coaching Programme for CMT, Assistant Directors and Service Managers to be delivered – started August 2017 Volunteering programme rolled out to support people strategy enhance staff wellbeing and corporate social responsibility– CLT in Nov-Dec 2017 	<ul style="list-style-type: none"> Implementation of People Strategy action plan – annual review. Further coaching programme to be made available for team leaders – TB Staff Recognition scheme in progress to be agreed and rolled out August 2018 CMT to evaluate Coaching programme – July 2018 Sickness Clinics to be progressed in areas of concern– June 2018 Registration of Virgin Corporate Global Challenge for staff – May 2018 			Substantial	Improving
7.	Ensure sufficient levels of resilience and	CX	<u>Creative & Aware</u> Projects &	<ul style="list-style-type: none"> BCP Plans in place for critical services New Vision 2020 launched, with associated 3 year 	<ul style="list-style-type: none"> Allocation of further resources of £140k to areas needed further capacity 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
110	capacity exist in order to deliver key strategic projects within the Council		Major Change	<p>programme, forming basis of service plans and priorities</p> <ul style="list-style-type: none"> • Strategic Projects reported on a quarterly basis to CMT/Exec/PSC • Programme Boards established for key strategic projects. • MTFS 2018-23 allocates resources in line with Vision 2020. • Lincoln Project Management model in place including allocation of Project Managers, Sponsors, appropriate project management records and Identification of critical tasks within specific project plans • Regular reporting of other all Strategic Plan schemes • Development of skills and abilities of key leaders and staff through Leadership Development Programme • Appointments have been made and Officers are in post for the two vacant Assistant Directors in Housing & Regeneration • Interim Assistant Director – Strategic Development is in post. • Priority setting for Phase 2 projects, 2018/19 – 2019/20 commenced through CMT and Portfolio Holders • Vision 2020 Phase 2 projects agreed and work allocations within Directorates reviewed 	<ul style="list-style-type: none"> • Service planning 2018/19 ensured capacity exists – April 2018 • Commencement recruitment process for vacant Director of Housing & Regeneration – Autumn 18 (pending below) • Management restructure, consulted upon and approved by Executive – Sept 18 				

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2018	Level of Mgmt Assurance - (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<ul style="list-style-type: none"> Health and Wellbeing group being set up with staff to support People Strategy – Ongoing 					

111

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SUBJECT:	Q1 2018-2019 OPERATIONAL PERFORMANCE REPORT
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY

1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee a summary of the operational performance position for quarter one of the financial year 2018/19 (from April 2018 to June 2018)
- 1.2 The report is in the following format:
- Executive Summary – highlighting key points of note
 - Background – recent changes to the report
 - Operational performance overview – issues and successes
 - **Appendix A** details all measures by individual directorate grouping – with annual and quarterly measures split separately

2. Executive Summary

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

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

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

2.2 Key Headlines from Performance Results:

Quarter one sees a long list of really good performance results - in Development Management and Housing in particular – mixed with some less positive results. A summary of the key headlines are found below:

2.3

- ✓ (V)The number of face to face enquiries in Customer Services has dropped by 7,336 compared to quarter one last year
- ✓ (V)The number of telephone enquiries that Customer Services answered has decreased by 8,793 compared to quarter one last year
- ✓ The number of users logged into 'MyInfo' this quarter has increased by 1,409 compared to quarter one last year
- ✓ The in-year collection rate for Lincoln Business Rates remains above its target of 30.53% at 35.86%
- ✓ The average days to process housing benefit claim changes of circumstances is better than its target of 5 at 4.72 days
- ✓ The total number of users at our Health & Recreation facilities has increased by 15,697 compared to quarter one last year
- ✓ The percentage of premises fully or broadly compliant with Food Health & Safety inspection has remained above its target of 97% at 98.7%
- ✓ Average time taken to determine a planning application has decreased by 9.9 days to 57.44 days.
- ✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above target at 94.67% and 100% respectively.
- ✓ The rent collected as a proportion of rent owed remains above its target of 96.50% at 97.56%.
- ✓ The current tenant arrears stand at 2.72%, better than the target of 3.5%
- ✓ The percentage of rent lost from voids has decreased by 0.25%, now at 0.72%.
- ✓ The percentage of reactive repairs completed within target time remains above its target of 97.50% at 98%.

- ❖ The average time taken to answer a call to customer services has increased from last quarter by six seconds, to 110 seconds
- ❖ The level of outstanding customer changes in the Revenues team has increased by 156 compared the same quarter last year, now standing at 659.

Note – now that we are implementing Universal Credit, there has been an effect on waiting times in the Benefits areas:

- ❖ The average number of days to process new housing benefit claims has decreased by 5.84 days from the Q4 figure of 24.29, now standing at 30.13 days in Q1 – above its lower target of 26. *
- ❖ The number of Housing Benefits / Council Tax support customers awaiting assessment has increased by 746 compared to Q1 last year, now at 1,323.
- ❖ Percentage of waste recycled or composted has decreased from 30.90% in quarter one last year to 27.4% in quarter one this year, although the full year 2017/18 has achieved within target boundaries
- ❖ In the new environment of an increase to 3622 parking spaces available - the overall percentage utilisation of car parks has increased 3% from last quarter at 48%, but still remains below the lower target of 60%
- ❖ The number of Homelessness applications progressed within the Housing team has increased by 114 compared to quarter one last year, now reporting at 167. However, this must be seen within the context of the implementation of the new homelessness Act (See 4.16 for details)

**CMT has asked that this measure is split to identify UC based claims with housing included which have an automatic 14 day waiting lag – and the rest (which can be compared to past achievements) for Q2.*

2.4 Key Headlines from the Corporate Measures:

The overall sickness data as at the end of June is 2.9 days per FTE (excl. apprentices). This is 0.21 days less per FTE compared to the same point last year.

The cumulative average time across all directorates to respond to formal complaints was 9.4 days, which is an increase of 3.2 days from quarter four 2017/18.

The total number of FTE employees (excluding apprentices) at the end of quarter one was 555.41. During quarter one, there was also an average of 19.43 apprentices.






3. Background

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

4. Main Body of Report











4.1 Key areas of note this quarter

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

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

The report will predominantly report on improving and declining performance.

4.2 Key Performance Areas in Chief Executive’s

- The number of apprentices moving into education, employment or training has increased back to 100% (6/6) 
- The number of face to face enquiries has dropped by 7,336 compared to quarter one last year 
- The number of telephone enquiries answered has decreased by 8,793 compared to the same quarter last year. 
- The number of users logged into the self-service system MyInfo this quarter has increased by 1,409 compared to quarter one last year. 
- Average time taken to answer a call to customer services has increased by six seconds on quarter four, at 110 seconds 
- The in-year collection rate for Lincoln Business Rates remains above its target of 30.53% with a figure of 35.86%. 
- The level of outstanding customer changes in the Revenues team has increased by 156 compared the same quarter last year, now at 659. 
- The average time taken to process new housing benefit claims has increased by 5.84 days from the quarter four figure of 24.29. At 30.13 days in Q1 this does not meet the lower target of 26 days 
- The average time taken to process housing benefit claim changes of circumstances has remained above its target of 5 days at 4.72 days 
- The number of Housing Benefits / Council Tax support customers awaiting assessment has increased by 746 compared to quarter one 

last year, reporting at 1,323 customers

4.3 Customer Services

It is pleasing to report that yet again the number of users who logged into the self-service system 'MyInfo' has increased; from 6,516 in quarter one last year to 7,925 in quarter one this year. A more proactive approach to the marketing and delivery of the MyInfo service is paying off, with a further decrease in the number of face to face enquiries. Just 5,550 people came to City Hall in quarter one, a drop of 7,336 compared to the same point last year. The lack of a travel concession contract has contributed significantly to this drop, as less people have needed to contact or visit us. 8,793 less customers called in quarter one this year, reducing from 38,188 in quarter one last year to 29,395 in quarter one this year. Again, this can be primarily explained due to the lack of the travel concessions contract but also the reduction of garden waste callers (roughly 1,000 less callers in quarter one), which closely matches the increase in customers using the MyInfo system, suggesting more customers are using the councils online services.

However, the average time to answer a call in Customer Services has seen an unexpected increase this quarter reaching 110 seconds, which is 6 seconds higher than last quarter.

This is set against the background of a change in the nature of the work that customer services engages with. The length of call times in Q1 has increased 9.4% on Q1 last year when calls took an average of 175.67 seconds – in Q1 this year they took an average of 192.17 seconds. This increase could be as a side effect of customers moving to electronic access. As customers with straightforward queries or actions more and more accessing the council via electronic means (see below) this means that our agents are dealing with more complex issues, which naturally take longer to resolve. However, this is in line with the council's policy of encouraging direct usage of the website wherever possible, so that agents can help the more vulnerable customers or those with more complex issues.

Other potential impacts on customer services response times include: The number of team leaders has now reduced from 4 FTE to 3.6 FTE, due to a recent retirement. Ongoing issues with the telephony system are also causing problems with logging on to answer calls. The team continues to provide some capacity to manage the bus station information desk. In addition, IT speed has been slower than usual, especially in the last month, which has meant that it took longer to complete forms, put notes on the system and find information.

CMT has commissioned a report to understand the rationale between the various performance results – especially looking at why calls are now taking much longer to handle.

4.4 Revenues Administration

The in-year collection rate for Lincoln Business Rates has remained above its target of 30.53%, with a figure of 35.86%. Whilst only increasing by 0.03% in quarter one this year compared to quarter one last year, the team have collected £13,697 more than the same point in 2017/2018. Our total net receipt has also increased from the same point last year by £1,572,663.

Outstanding revenues customer changes have increased from 503 in quarter one last year to 659 in quarter one this year, an increase of 156. A new staffing contingency plan is in place from July 2018 which should see a significant reduction in the outstanding customer changes during quarter two.

4.5 Housing Benefit Administration

Please note that this table (below) shows new claims only. Housing Benefit numbers are expected decrease as claimants move across to Universal Credit.

The number of new Housing Benefits and Council Tax Support claims

	Q1 2017/18	Q1 2018/19
Housing Benefits	703	372
Council Tax Support	1110	950

The average cumulative days to process housing benefit claim changes of circumstances has exceeded its annual target of five days with an outturn of 4.72 days, compared to 5.38 days at this point last year, but 0.72 days worse off than last quarter (which was four days) – however quarter four performance traditionally has a low turnaround figure due to the number of ‘1-day’ changes actioned in that quarter each year – for example, new year rent changes and pension increases.

It is worth noting that the average cumulative days to process new housing benefit claims has increased from 24.29 in quarter four last year to 30.13 in quarter one this year. The increase in time is due to a delay in income details for those Housing Benefit customers who are now claiming Universal Credit being transferred over. This does mean however that the figure of 30.13 is now below target by 4.13 days.

The number of Housing Benefit / Council Tax support customers awaiting assessment has increased significantly from 577 at quarter one last year to 1,323 in quarter one this year. Of the 1,323 customers, 890 are awaiting a first contact from a Benefits Officer. For the remaining 433 customers, Benefits Officers have made contact and are now awaiting information from the customer.










The rollout of Universal Credit Full Service has had a significant impact on the processing performance, with the section receiving 5,585 Universal Credit documents since 1 April 2018. Each of these documents require assessment – with benefits officers having to review the document and make a decision as to the assessment required. As a result, there has been a significant increase in incoming documents, which has resulted from the outstanding almost doubling within a number of weeks.

The changes are much more complex, and require more time to be taken to ensure accurate processing. The Universal Credit changes are also time limited, whereby a two week grace period on any overpayment has been given, therefore, priority is being given to this piece of work – resulting in the time taken to process changes being reduced. In addition, whilst the number of new claims is reducing, those claims that are being received are for the Universal Credit customers where Housing Benefit is still to be claimed (exempt categories). The housing costs are covered by Housing Benefit. As a result, Local Authorities are having to wait for the Universal Credit decision to be made, which is taking around 6 weeks, before an assessment decision can be taken on the

Housing Benefit entitlement. This delay by Department for Work and Pensions (DWP) has contributed to the 6 day increase for new claims.

As a result, overtime has been offered to staff to improve the processing position and this is taking place during July and August. Whilst it is expected the outstanding number of customers will reduce, it must be noted that the level of information from the DWP continues to be received at a significant rate. Officers will review the position once overtime has been completed.

4.6 Key Performance Areas in Directorate for Communities and Environment

- The total number of users at our Health & Recreation facilities has increased by 15,697 compared to quarter one last year and is now 244,381 this quarter 
- Percentage of waste recycled or composted has decreased from 30.90% in Q1 last year to 27.40% Q1 this year, below the lower target of 35% 
- The overall percentage utilisation of all car parks has increased by 3% from last quarter, it still remains below the 69% reported in quarter one last year with a figure of 48% in quarter one this year. 
- As expected, the number of off street charged car parking spaces has increased by 1,381 compared to quarter one last year. 
- The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has decreased from the Q4 figure of 87% to 80% in Q1, below its lower target of 85%. 
- The percentage of premises fully or broadly compliant with Food Health & Safety inspection has remained above its target of 97% at 98.7% in Q1 
- The end to end time to determine a planning application has decreased by 9.9 days to 57.44 days this quarter. 
- The percentage of Non-Major Planning Applications determined within the government target (70% in eight weeks) measured on a two year rolling basis remains above target (90%) with a figure of 94.67% 
- The percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a two year rolling basis remains above target (90%) with a figure of 100% 

4.7 Recreation and Leisure

In comparison to quarter one last year, the total number of users at our health and recreation facilities has risen by 15,697, now totalling an impressive 244,381 as of quarter one this year. With Birchwood Leisure Centre now reopened with vast improvements, customers have been able to return to the facility. Effective marketing has also promoted the facility much better than ever before, and it is known that some of the increase is from new members who are accessing the new gym facilities. The team have asked for additional data for Q2 to include numbers of new members and also the spread of where they are coming from.

4.8 Waste Management

Note that the data presented here is as usual lagged and thus refers to Q4 2017/18

The percentage of waste recycled or composted has decreased from 30.9% in quarter one last year to 27.4% quarter one this year. This is also well below the lower target of 35%. In quarter one, the further drop in recycling/composting can be explained by the lack of a recycling collection due to the adverse weather experienced earlier this year. This meant some customers had delayed collections of the recycling, pushing their eventual recycling/composting collection into the following quarter. Of the 27.40% collected, 6.88% of waste was composted, and 20.51% of waste was recycled.

However, the full confirmed annual data for the year 2017/18 has now been published and that shows that we achieved 35.1% recycled or composted waste across the period. Of this 19.08 was recycled and 16.06% was composted. This total is within the annual target set.

4.9 Parking Services

The number of off street parking spaces operated by City of Lincoln Council (now standing at 3622) is 1,381 above the same point last year.

Overall utilisation of the car parks has decreased from last year (before the new multi-storey was built) and currently stands at 48% in quarter one this year. But this change needs to be set in the context of the significant increase in parking spaces and is not a drop in total usage. Whilst this is still below the lower target of 60%, income figures for the first quarter of 2018/19 against the same point in 2017/18 show a healthy 21% increase, which shows the additional capacity is creating significant income generation. (See the Q1 financial report for further details).

The Central car park has maintained a continued growth in usage, demonstrating that customers are trying and returning to the highest specification car park in the County.

The new building fits well within the landscape and compliments the rest of the transport hub. There is plenty of positive feedback from customers who like the light and open decks, with wide bays for ease of parking. They also appreciate the pay on foot system which allows payment for the parking actually used. The Central has been awarded the PARKMARK for a safe car park and the police assessors have praised the car park, which in their view, is one of the best in the Eastern region.

4.10 Public Protection and Antisocial Behaviour

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has decreased from last year's quarter one figure of 88% to 80% in quarter one this year. This is below its lower target of 85%, however it should be recognised that an achievement of 80% in an enforcement service is actually very positive.

Customer satisfaction continues to be undertaken by customer services. Over quarter one, April achieved 74% satisfaction, May 79% satisfaction and June 93% satisfaction. It's worth noting that there have not been any changes to how customer satisfaction is processed, however, vacant posts and changes within the team structure in April may

have contributed to this decrease.

4.11 Food Health & Safety (FHS) Enforcement

The percentage of premises fully or broadly compliant with Food Health and Safety inspection has increased slightly from last quarter by 0.7%, and is again sitting above the target of 97% at a figure of 98.7% (98% last quarter). The total number of registered food businesses is 1027. Just 13 businesses are considered to be non-compliant of which 6 of those are new businesses. This is a considerable improvement and demonstrates the commitment of the service to direct resources to those businesses that are the greater risk to public health.

There are just 46 inspections outstanding, which includes the carryover from 2017/2018. There are no high risk red or amber inspections overdue, with six being new businesses and the remainder are green. This measure continues to be closely monitored.





4.12 Development Management

Quarter one saw 247 standard planning applications submitted, an increase of just 13 compared to last quarter. They were however dealt with in a much quicker average of 57.44 days, compared to the 67.34 days in quarter four. This was due to more straightforward applications being submitted that could be dealt with in a much shorter timescale.


The percentage of Non-Major Planning Applications determined within the government target (70% in eight weeks) measured on a two year rolling basis has maintained since last quarter, and is still above its target of 90% at 94.67%. In addition, the percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a two year rolling basis has maintained at an unbeatable 100%, higher than its target of 90%. The Development Management team prioritises Major Developments and manages the timescales effectively in cooperation with the applicant to ensure that this level of performance is achieved and more importantly, maintained.

Finally, the additional workload was completed against a background where 93% of planning applications were accepted and no planning appeals submitted. This kind of performance is evidence of how the team positively and pro-actively deal with growth in the City and is a testament to the work the Officers undertake in negotiating the best outcome prior to determination of an application.

4.13 Key Performance Areas in Directorate for Housing and Regeneration

- The rent collected as a proportion of rent owed remains above its target of 96.50% at a figure of 97.56%. 
- The current tenant arrears has increased by 0.61% from the quarter four figure of 2.11%, now at 2.72%, but better than the target of 3.5%. 
- The number of Homelessness applications progressed within the Housing team has increased by 114 compared to quarter one last year, now reporting at 167 under the new Homelessness Reduction Act changes 
- The percentage of rent lost through dwellings being vacant has decreased 

by 0.25%, now reporting at 0.72%.

- The percentage of reactive repairs completed within target time remains above its target of 97.50% with a figure of 98% 

4.14 Housing Investment

Excluding refusals there are currently 74 properties that are classed as non-decent. These properties are contained within the 2018-19 programme of improvement works to return them to the decent classification. We currently carry out stock condition surveys on our properties ahead of them being included within our yearly improvement programmes of work to ensure that accuracy of data within our asset management system.

We currently have a further 174 properties that are classed as non-decent, we are currently not able to carry out the identified improvement works due to the tenant refusing the work offered or not allowing access for us to carry out the required stock condition surveys.

In the coming year one of three actions will be taken on each of these items – improvement work will be carried out to make them “decent”, the tenant may refuse to allow the work, which is still deemed as a valid need and will be monitored, or the issue could be re-assessed as not requiring work yet.

4.15 Rent Collection and Arrears

In quarter one the level of rent collection decreased slightly from 99.68% to 97.56% this quarter. However it is still above its target of 96.50%. The slight decrease can be explained with the introduction of Universal Credit. A revision in internal targets for rent collection was implemented due to more and more of our existing tenants experiencing delays in receiving their first payment. This consequently affected collection figures for quarter one.

The current tenant arrears as a percentage of the annual rent debit has increased in quarter one to 2.72%, up from 2.11% in the last quarter. Similar to above, more and more tenants were experiencing delays in receiving their first payment with the introduction of Universal Credit, which consequently affected arrears figures. This is however still above the target of 3.5%.

4.16 Housing Solutions (Homelessness)

Due to the Homelessness Reduction Act changes which came into force in April 2018, we now have to open a homeless application/case for anyone eligible, threatened with homelessness within 56 days or is already homeless. The focus now, is to prevent homelessness and to help support people to find and secure accommodation. This means the Council has a duty to start working with people who approach for help and advice, at an earlier stage and help should initially be offered regardless of whether the person has a local connection to Lincoln or a priority need for assistance. It is therefore likely that homelessness presentations will increase but the number of cases where homelessness is prevented will also increase. The team has been working to ensure that the service complies with legislation and over the next few months more work will take

place to further develop and enhance the services offered. The team have also introduced changes to the Allocations Policy which means that the team can secure accommodation for those households who are statutory homeless, more quickly.

The number of homelessness applications progressed within the Housing Solutions team totalled 167 for quarter one. This is a considerable increase of 114 more progressed applications than in quarter one last year. Comparisons externally have shown that this is in line with national averages and not a Lincoln phenomenon, however this still brings pressures for the Housing Solutions team. The team try to prevent homeless applications being necessary and assist through the waiting list, supported housing and the private sector. Unfortunately, it is becoming increasingly difficult to house applicants in the private sector

4.17 Housing Voids

Following the recent focus on turning void properties around, the average re-let time for all dwellings (including major works) has continued to reduce a little in quarter one from 26.77 days in Q4 to 26.42 days in Q1. This is a big drop compared to 31.54 days taken in quarter one last year.

This means that the percentage of rent lost through dwellings being vacant has also seen a decrease of 0.25%, now reporting at 0.72%, from 0.97% last quarter and down 0.43% on this time last year. Future demolition works at De- Wint Court means that the void loss from these properties will not be included because they are no longer in management.

4.18 Housing Maintenance

The percentage of reactive repairs completed within target time has increased again for the fourth consecutive quarter, now reporting at 98%. This is above the target of 97.50% and in comparison to the last quarter, has increased by 0.51%. Last year, the team went back to schedule of rates and reviewed all tasks codes. This has enabled the team to allocate the correct timescales on repairs; for example one, three and 20 day repairs resulting in further improvements which were already made in the prior financial year.

5. OTHER ACHIEVEMENTS DURING THIS QUARTER

5.1 LABC Awards 2018

The Building Control team attended the LABC Excellence in the East Midlands Awards. The team received the following awards for their outstanding efforts.

- Winner of Best Educational Building – Isaac Newton Building Lincoln University with BAM Construction and Maber Architects
- Highly Commended award for Best Educational Building – Constance Stewart Hall, Bishop Grosseteste University with LK2 Architects and Robert Woodheads
- Winner of LABC Non-residential Construction Professional of the year – Rachel Casey with Ian Rainbow for BAM Construction on the Sarah Swift Building Lincoln University.



5.2 Lincoln Transport Hub awards piling up!



Lincoln's brand new Transport Hub has become the first bus station, bus interchange or coach station in the East Midlands to win the Safer Bus Station Award.

The award is a national accreditation which provides owners and operators of bus stations the opportunity to help reassure passengers and staff and reduce any fear they have of crime and anti-social behaviour.

The Safer Bus Station scheme establishes a standard of good practice and accredits individual bus and coach stations whose operators have demonstrated a commitment to working with their local police force and other partners to reduce crime and create a safe and non-threatening environment.

Lincoln Transport Hub was also awarded the 2018 East Midlands Celebrating Construction Civil Engineering Project of the Year, as submitted by Architects JRA

5.3 IRRV Performance Awards 2018

The joint revenues and benefits service has this year been shortlisted for three awards in the Institute of Revenues Rating and Valuation (IRRV) Performance Awards for 2018, with the winners being announced in October 2018. This year the team have been shortlisted as finalist in the categories of:

- Benefits and Welfare Reform Team of the Year
- Most Improved Team of the Year
- Excellence in Partnership Working



5.4 Council Achieves Record-Breaking Fine for Rogue Landlord

City of Lincoln Council took Mr Bijan Keshmiri of Wragby Road, Lincoln to Lincoln Magistrates' Court in June where the judge ordered him to pay £404,886.90 in fines and costs for a total of 28 offences in respect of four self-contained flats on Rosemary Lane and a property converted into two self-contained flats on Spa Buildings.

It is believed to be one of the biggest financial penalties ever handed out for an individual rogue landlord case in Britain.



5.5 100 Guests Roll Out to Lincoln Community Lottery Launch

Lincoln Community Lottery was officially launched at a special event hosted by Lincoln Drill Hall on Tuesday 5 June 2018.



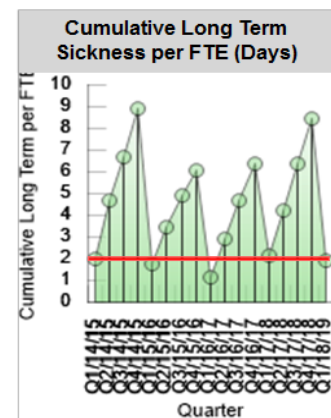
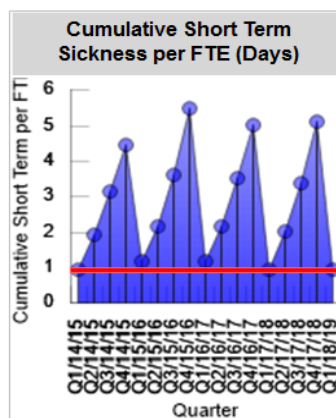
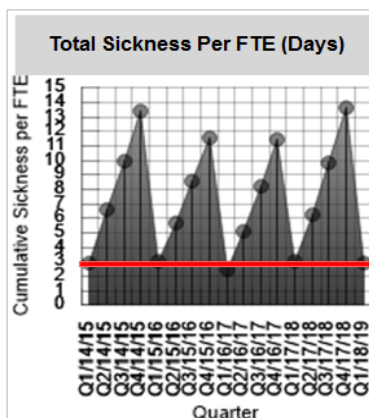
The evening aimed to encourage good causes to reap the rewards from City of Lincoln Council's new lottery, with 60 pence from every £1 ticket helping provide additional funding for charities, voluntary organisations and other good causes that operate in Lincoln and surrounding areas.

Around 100 guests attended the event to discover what the new lottery has to offer, with Lincoln Drill Hall being the first good cause to officially sign up to Lincoln Community Lottery. The first lottery draw will take place on the 11th August and we are hoping to have sold 1,000 tickets by that date.

6. CORPORATE MEASURES

6.1 Sickness Indicators – Q1 cumulative (Year to date) Q1 (only) Sickness data

	Short Term Sickness	Long Term Sickness	Total Sickness	No. of FTE Employees	Short Term Per FTE	Long Term Per FTE	Total Sickness per FTE
CX (exc.appr's)	215.50	354.00	569.50	210.77	1.02	1.68	2.70
DCE	75.00	370.00	445.00	133.95	0.56	2.76	3.32
DMD	1.00	0.00	1.00	7.42	0.13	0.00	0.13
DHR	233.50	363.00	596.50	203.27	1.15	1.79	2.93
TOTAL	525.00	1,087.00	1,612.00	555.41	0.95	1.96	2.90



The overall sickness data as at the end of June is 2.9 days per FTE (excl. apprentices). This is 0.21 days less per FTE compared to the same point last year.

During quarter one, the long term sickness (sickness over 14 days) per FTE stood at 1.96 days. This is 0.21 days less than at the same point last year. In terms of short term sickness per FTE the quarter one figure stood at 0.95 days, which is exactly the same as at the same point last year.

CMT continues to place a keen focus on sickness and has recently conducted a Sickness Performance Clinic on Stress related sickness from which a number of actions have been identified and are being followed up through HR.

In addition, the Global Challenge is continuing at pace, involving 196 staff taking part in a 100 day virtual journey towards a healthier lifestyle. This involves trying to complete 10,000 steps a day and also monitors sleep and nutrition for each individual.

So far employees involved in the challenge Step Range Activity Levels are as follows:

- Under 5,000 per day - (Inactive) - 1.0%
- 5,000 - 7,499 per day - (Somewhat Active) - 7.7%
- 7,500 - 9,999 per day - (Moderately Active) - 14.8%
- 10,000 - 12,499 per day - (Active) - 27.0%
- 12,500+ per day (Highly Active) - 49.5%

The total distance covered by all employees so far is 83,395 km (this equates to walking around the world twice). HR have received some very good feedback from employees on how this activity has made both them and their family members more active and has encouraged them to eat much healthier.

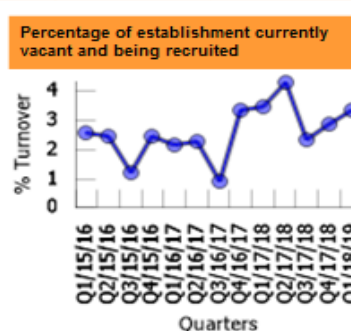
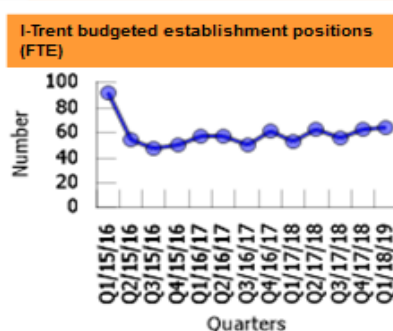
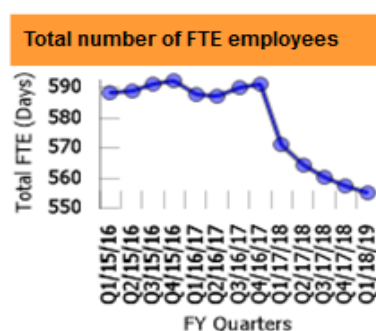
6.2 Apprentices Sickness – Q1 Cumulative

During quarter one, the apprentices lost a total of 46 days due to short term and long term sickness, which equates to a total of 2.41 days per FTE.

Cumulative sickness to Q1	Short term days lost	Long term days lost	Total days lost	Average Number of FTE this Q	Short term days lost per FTE	Long term days lost per FTE	Total days lost per FTE
Apprentice sickness	30	16	46	19.43	1.57	0.84	2.41

6.3 Employees (FTE, Vacancies and Turnover) for Q1

Number of FTE employees (exc. App.s)	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
CX - Number of FTE employees	216.20	211.85	209.46	209.08	210.77
DCE - Number of FTE employees	142.67	140.67	139.18	137.59	133.95
DHR - Number of FTE employees	205.22	203.91	204.18	203.63	203.27
DMD - Number of FTE employees	7.31	0.13	7.81	7.62	7.42
TOTAL	571.40	564.24	560.63	557.92	555.41
Average number of apprentices across the period					19.43
	Q1 2017/2018	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
I-Trent budgeted establishment positions (FTE)			56.20	63.00	64.50
Active vacancies which are being recruited (FTE)	22.00	20.80	25.50	17.00	30.60
	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19
Percentage of staff turnover	3.43%	4.24%	2.35%	2.83%	3.31%



The total number of FTE employees (excluding apprentices) at the end of quarter one was 555.41 with an average of 19.43 apprentices over the period.

In terms of the level of vacancies at quarter one - budgeted establishment unfilled positions (FTE) stood at 64.5 FTE. This figure has increased from that reported at quarter 4. It should be noted that the Council are actively recruiting to 30.6 FTE positions, also an increase over quarter four.

The percentage of staff turnover at the end of quarter one was 3.31%. In comparison to the previous quarter, this has increased by 0.48%.

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

Directorate	Number of vacancies	Post covered e.g. With an agency or secondment	Under review	Impending restructure	Reduced hours/part time	Filled or currently recruiting	To be deleted (no longer exists)
CX	22.3	0	7.6	10.9	0	3.8	0
DCE	17.2	0.4	2.4	0	0.7	10.2	3.5
DHR	24.6	0.5	2	5.5	0	16.6	0
DMD	0.4	0	0	0	0.4	0	0
Total	64.5	0.9	12	16.4	1.1	30.6	3.5

6.4 Corporate Complaints – Q1 Cumulative

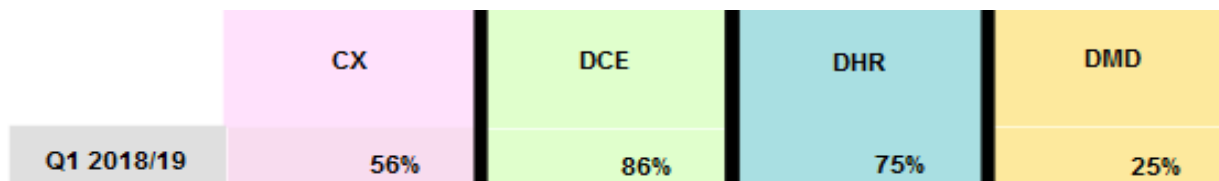
The cumulative number of formal complaints received in quarter one was 75 which is a decrease of 15 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 9.4 days, which is an

increase of 2.6 days than the same point in 2017/18 (Q1).

We have one LGO complaint for DCE Directorate.

	Number of Formal Complaints Received (YTD)	Average time to respond to Formal complaints (Days) (YTD)	LGO complaints decided (YTD)	Number of Ombudsman decisions upheld (YTD)	LHO complaints decided (YTD)
CX	14	6.6	0	0	
DCE	25	15.6	1	0	
DHR	36	8.7	0	0	0
DMD	0	0.0	0	0	
TOTALS	75	9.4	1	0	

6.5 Appraisal Monitoring



Appraisal Monitoring restarted for the year in April, please see below table for the breakdown of percentage of appraisals completed per directorate.

7. Strategic Priorities

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

8. Organisational Impacts

8.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.

8.2 Legal Implications including Procurement Rules – There are no direct legal implications

8.3 Equality, Diversity & Human Rights - Any impact of poor performance on individual groups is the responsibility of the relevant service area to consider. This report is simply a summary monitoring tool.

9. Risk Implications

9.1 (i) Options Explored – not applicable

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

10. Members are asked to:

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

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules apply? No

How many appendices does the report contain? One

List of Background Papers: None

Lead Officer:

Pat Jukes: Business Manager,
Corporate Policy Ext 3657

APPENDIX A - CX Strategic Quarterly Measures Q1

Lean Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q1/17/18	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Status	Q1/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Work Based Learning	WBL 5 - Number of apprentices completing on time	Number	Cumulative	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining	7/7 apprentices within quarter 1 achieved their framework on time			
Work Based Learning	WBL 6 - Number of new starters on apprenticeships	Number	Cumulative	High is good	Seasonal	6	18	17	5	6	Maintaining	6 New starts within quarter 1			
Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	Number	Cumulative	High is good	Seasonal	100%	100%	100%	75%	100%	Improving	6/6 achievers moved in to Education/Employment or Training.	90%	100%	At target
Work Based Learning	WBL 8 - Number of early leavers	Number	Cumulative	Low is good	Seasonal	4	1	0	1	0	Maintaining	No early leavers			
Work Based Learning	WBL 9 - Employers / supervisors rating the WBL team as good or very good	%	Quarterly	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining	100% of employers rated the WBL team as good or very good in quarter 1			
Customer Services	CS 4 - Number of face to face enquiries	Number	Quarterly	Low is good	Seasonal	12,886	12,123	10,388	9,826	5,550	Improving	A significant drop from the same quarter last year, this is because we are no longer issue Travel Concessions			
Customer Services	CS 5 - Number of telephone enquiries answered	Number	Quarterly	Low is good	Seasonal	38,188	36,317	32,102	33,254	29,395	Improving	This is less than the previous quarter 1, we are no longer taking calls for Travel Concessions, a reduction of 8,793 calls from last quarter 1, we have also seen a reduction of 1000 calls for Garden Waste, more customers are self-serving			
Customer Services	CS 6 - Number of users logged into the self-service system MyInfo this quarter	Number	Quarterly	High is good	Seasonal	6,516	6,059	6,409	9,865	7,925	Improving	A more proactive approach to the marketing and delivery of the MyInfo service has meant that this quarter is again higher than the same point last year.			
Customer Services	CS 8 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	Seasonal	57	62	49	104	110	Deteriorating	This is a longer wait than previous quarters. As we have lost the Travel concessions contract we have reduced the number of CSAs and apprentices by 3 FTE and we have reduce team leaders from 4 FTE to 3.6 FTE and we are operating the information desk within our current resource. As well as changes to staffing we have experience unexpected issues, including system errors on our phone system.	50	40	Below Target
Human Resources	HU 4 - Number of grievances	Number	Quarterly	Low is good	Quarterly	0	1	1	0	1	Maintaining				
Human Resources	HU 5 - Number of disciplinary sanctions	Number	Quarterly	Low is good	Quarterly	0	4	2	0	2	Maintaining				
Accountancy	ACC 8 - Average return on investment portfolio	Number	Cumulative	High is good	Seasonal	0.31%	0.31%	0.53%	0.67%	0.57%	Maintaining	No change to the BoE rate this quarter - rates remain steady.			
Accountancy	ACC 9 - Average interest rate on external borrowing	%	Cumulative	High is good	Seasonal	4.07%	4.07%	4.07%	3.90%	3.90%	Maintaining	No further borrowing taken in the quarter - consistent with previous period			
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	Seasonal	27.00%	53.17%	79.77%	97.17%	27.09%	Maintaining	0.09% above 2017/18 = £37,941 The total net receipt has also increased from 17/18 by £2,131,646	26.73%	27.14%	On Target
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	%	Cumulative	High is good	Seasonal	35.83%	61.13%	86.43%	98.87%	35.86%	Maintaining	0.03% above 2017/18 = £13,697 The total net receipt has also increased from 17/18 by £1,572,663	30.07%	30.53%	Above Target
Revenues Administration	REV 6 - Level of outstanding customer changes in the Revenues team	Number	Quarterly	Low is good	Seasonal	503	624	80	121	659	Deteriorating	Increase due to reduced staffing. Contingency plan is in place from 16 July 2018 which should see a significant reduction in the outstanding customer changes during Q2			
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	Quarterly	23.06	23.24	23.73	24.29	30.13	Deteriorating	Increase in time to provide income details for those HB customers who claim UC may be impacting on processing times.	26.00	24.00	Below Target
Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Low is good	Seasonal	5.38	7.62	7.93	4.00	4.72	Maintaining		6.00	5.00	Above Target
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Cumulative	Low is good	Seasonal	577	810	556	696	1,323	Deteriorating	1323 outstanding customers - of these 890 are waiting a fist contact. The increase may be due to the number of contacts via Universal Credit.			

Lean Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q1/17/18	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Status	Q1/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Housing Benefit Administration	BE 7 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Cumulative	High is good	Quarterly	91.00%	91.00%	91.00%	92.00%	87.50%	Maintaining	Whilst the accuracy as a percentage has decreased slightly, the number of claims checked is significantly higher due to the implementation of the quality checking policy	86.50%	91.50%	On target
Housing Benefit Administration	BE 8 - The number of new benefit claims year to date (Housing Benefits / Council Tax Support)	Number	Cumulative	Low is good	Seasonal	1,813	3,731	5,513	7,296	1,322	Maintaining	HB 372/ CTR 950 New claims for HB decreasing as people migrate to UC.			

CX Annual Strategic Measures Q1

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	2016/2017	2017/2018	Status	2017/2018 (Row Comment)	Under Performing	Target	Last Target Status
Debtors & Creditors	DCT 6 - Percentage of invoices paid within 30 days	%	Quarterly	High is good		97.03%	95.17%	Maintaining	Figures are calculated on all invoices & credit notes (not refunds) paid 01/04/2017 to 31/03/2018. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected by supplier from CoLC by Direct Debit classified as late. 2) No credit note taken by CoLC outside of the 30 days classified as late. 3) 0.5% of those invoices paid after 30 days were held in dispute at some point, hence paid later after dispute was resolved 4) 2.0% of those invoice paid after 30 days were held back from payment because the overall balance with the supplier was in credit. This is an increased percentage on last year as two major accounts (SSE and Lex Autolease) were closed during the year and sent refunds to the Council.			
Debtors & Creditors	DCT 9 - Percentage of invoices that have a Purchase Order completed	%	Quarterly	High is good		40.76	41.60	Maintaining	Based on supplier expenditure only. 17,010 GL lines in total representing all supplier expenditure. Of these 7,076 lines were linked to either an Agresso or UH order number.			

APPENDIX A - DCE Strategic Quarterly Measures Q1

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q1/17/18	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Status	Q1/18/19 (Row Comment)	Under Performing	Target	Last Target Status
CCTV	CCTV 6 - Total number of incidents handled by CCTV operators	Num	Quarterly	High is good	Quarterly	3,452	3,519	3,374	3,380	3,191	Maintaining				
Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	Num	Quarterly	High is good	Seasonal	228,684	209,284	190,198	218,181	244,381	Improving	As expected this quarter, the number of users at our Health and Rec facilities has risen. This is due to the fact that Birchwood LC is now fully open, and the effective marketing of the facility is encouraging people to use it.			
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	%	Quarterly	High is good	Seasonal	30.90%	39.90%	38.20%	33.70%	27.40%	Deteriorating	This figure relates to data from quarter 4. 6.88% of waste was composted, and 20.51% of waste was recycled, equating to 27.4% of waste being composted or recycled.	35%	45%	Below Target
Parking Services	PS 6 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	High is good	Seasonal	69.00%	68.00%	70.00%	45.00%	48.00%	Deteriorating	This drop in utilisation is due to Lincoln Central being added into the equation and Tentercroft Street being fully opened therefore more spaces available than demand. We also now operate the University of Lincoln car park at weekends. Income figures for the first quarter of 2018/19 against the same point in 2017/18 show a healthy 21% increase, which shows the additional capacity is creating significant income generation.	60.00%	70.00%	Below Target
Parking Services	PS 7 - Number of off street charged parking spaces	Num	Quarterly	High is good	Seasonal	2,241	2,241	2,880	3,622	3,622	Improving	Floor 4 at Lincoln Central car park opened during March meaning additional spaces. Tentercroft St also reopened in February with 311 spaces (previously 75 Spaces). We also now operate the University of Lincoln car park at weekends.			
Allotments	AM 8 - Percentage occupancy of allotment plots	%	Quarterly	High is good	Seasonal	82.20%	82.87%	82.50%	80.10%	84.20%	Maintaining	As at the end of June 2018, 882 plots of a total 1105 plots were let, equating to 79.8%. Of the 1048 lettable plots, 882 occupied plots which equates to 84.2%.			
Public Protection and Anti-Social Behaviour Team	AB 4 - Number of service requests for Public Protection and ASB	Num	Quarterly	Low is good	Seasonal	978	818	612	587	817	Maintaining	As expected over the warmer months, the service is starting to see an increase in requests for service.			
Public Protection and Anti-Social Behaviour Team	AB 5 - Satisfaction of complainants relating to how the complaint was handled	%	Cumulative	High is good	Quarterly	88.00%	68.00%	89.00%	87.00%	80.00%	Deteriorating	Customer satisfaction continues to be undertaken by customer services. Over the quarter April achieved 74%, May 79% and June 93%. There have not been any changes to process however vacant posts and changes within the team around April may have contributed although it could be coincidental.	85%	87.50%	Below Target
Food and Health & Safety Enforcement	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	Quarterly	96.7%	97.8%	98.1%	98.0%	98.7%	Maintaining	The total number of registered food businesses is 1027. 13 businesses are considered to be non-compliant of which 6 of those are new businesses.	95.00%	97%	Above Target
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	Quarterly	9.00	9.90	13.25	10.40	9.50	Maintaining				
Food and Health & Safety Enforcement	FHS 6 - Percentage of official controls that should have been completed and have been in that time period (cumulative data)	%	Quarterly	High is good	Quarterly	90.10%	81.10%	84.50%	94.00%	90.00%	Maintaining	There are 46 inspections outstanding this includes the carryover from 17/18. There are no high risk red or amber inspections overdue, 6 are new businesses and the remainder are green. This measure continues to be closely monitored.	75.00%	97.00%	On target
Development Management (Planning)	DM 11 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	Quarterly	63.49	54.32	58.04	67.34	57.44	Improving	Marked improvement in performance due to a higher number of more straightforward applications being submitted which can be dealt with in a shorter timescale.			
Development Management (Planning)	DM 13 - Number of live planning applications open	Num	Quarterly	Low is good	Quarterly	161	120	97	126	121	Maintaining	The number of live applications has remained consistent despite receiving more applications overall in the quarter and this is due to the decrease in end to end times.			
Development Management (Planning)	DM 16 - Percentage of applications approved	%	Quarterly	High is good	Quarterly	93%	95%	95%	96%	93%	Maintaining		85%	97%	On Target
Development Management (Planning)	DM 20 - Number of planning appeals allowed	Num	Quarterly	Low is good	Quarterly	0	2	1	0	0	Maintaining				
Development Management (Planning)	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	Quarterly	90.29%	94.30%	95.00%	95.00%	94.67%	Maintaining	Excellent performance sustained for the third consecutive quarter and significantly above the critical nationally set target of 70%.	70.00%	90.00%	Above Target
Development Management (Planning)	DM 22 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	Quarterly	96.36%	98.18%	98.28%	100.00%	100.00%	Maintaining	The team prioritises major developments and manages the timescales effectively in cooperation with the applicant to ensure that this performance is maintained at the highest level.	60.00%	90.00%	Above Target
Development Management (Planning)	DM 8 - Number of applications in the quarter	Num	Quarterly	High is good	Quarterly	278	246	264	234	247	Maintaining				

Annual Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is good	2016/2017	2017/2018	2018/2019	Status	Q1/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Affordable Housing	AH 8 - The number of eligible sites where the full Affordable Housing requirement was negotiated at or above the current target	Num	Quarterly	High	No data	No data	No data	N/A		75%	100%	N/A

APPENDIX A - DHR Strategic Quarterly Measures Q1

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Quarterly or Seasonal	Q1/17/18	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Status	Commentary	Under Performing	Target	Last Target Status
Housing Investment	HI 4 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Cumulative	Low is good	Seasonal	0.00%	0.00%	0.00%	0.00%	0.94%	Maintaining				
Housing Investment	HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	Low is good	Seasonal	3	4	4	4	174	Maintaining	At the start of each financial year a number of properties become non decent as a result of the ageing of key components used to calculate 'Disrepair' and 'Reasonably modern facilities' failures. Since Dec-17, we have attempted to stock condition survey these properties to assess failures and, if necessary, place these properties onto the relevant replacement programme. The Refusals relate to Boilers and Heating systems that have been either serviced or shown to be in good working order or have been capped. The new failures since the year end relate predominately to door replacements and Chimneys/Roofs which are being reassessed through targeted stock condition surveys.			
Housing Investment	HI 7 - Percentage of dwellings with a valid gas safety certificate	%	Cumulative	High is good	Quarterly	99.95%	99.95%	99.95%	99.96%	99.85%	Maintaining				
Control Centre	CC 5 - Percentage of calls answered within 60 seconds	%	Quarterly	High is good	Quarterly	98.48%	98.37%	98.36%	98.25%	99.09%	Maintaining				
Rent Collection	RC 3 - Rent collected as a proportion of rent owed	%	Cumulative	High is good	Quarterly	98.88%	98.21%	99.27%	99.68%	97.56%	Maintaining	Due to the introduction of Universal Credit we have revised our own internal targets for rent collection. Due to more and more of our existing tenants applying for Universal Credit and the delay in tenants receiving their first payment it has affected our collection figures.	93.00%	96.50%	Above Target
Rent Collection	RC 4 - Current tenant arrears as a percentage of the annual rent debit	%	Cumulative	Low is good	Quarterly	2.41%	2.59%	2.22%	2.11%	2.72%	Maintaining	Due to the introduction of Universal Credit we have revised our own internal targets for rent arrears. Due to more and more of our existing tenants applying for Universal Credit and the delay in tenants receiving their first payment it has affected our arrears figures. Our target for rent arrears this year is 3.5% due to this.	5.60%	3.50%	Above Target
Housing Solutions	HS 3 - The number of people currently on the housing waiting list	Number	Cumulative	Low is good	Quarterly	1,751	1,681	1,653	1,693	1,692	Maintaining				
Housing Solutions	HS 4 - The number of Homelessness applications progressed within the Housing team	Number	Cumulative	Low is good	Seasonal	53	127	183	279	167	Deteriorating	Due to the Homelessness Reduction Act changes which came into force in April 2018, we now have to open a homeless application/case for anyone eligible, threatened with homelessness within 56 days or is already homeless which has in turn increased the number of applications recorded.			
Housing Voids	HV 7 - Percentage of rent lost through dwelling being vacant	%	Cumulative	Low is good	Quarterly	1.15%	1.06%		0.97%	0.72%	Improving	Future demolition works at De- Wint Court have caused the void loss to come off these properties because they are no longer in management.			
Housing Voids	HV 9 - Average re-let time calendar days for all dwellings (including major works)	Days	Cumulative	Low is good	Quarterly	31.54	30.00	27.16	26.77	26.42	Maintaining		28	25	On Target
Housing Maintenance	HM 3 - Percentage of reactive repairs completed within target time	%	Cumulative	High is good	Quarterly	97.16%	96.52%	96.98%	97.49%	98.00%	Maintaining	Performance remains strong in this area. Last year we went back to SORs and we reviewed all tasks codes. This has enabled us to allocate the correct timescales on repairs e.g. 1, 3 and 20 day resulting in further improvements which were already made in the prior financial year.	95.00%	97.50%	Above Target
Housing Maintenance	HM 4 - Percentage of repairs fixed first time	%	Cumulative	High is good	Quarterly	86.94%	88.01%	88.91%	90.21%	93.38%	Maintaining				
Housing Maintenance	HM 5 - Appointments kept as a percentage of appointments made	%	Cumulative	High is good	Quarterly	96.52%	96.25%	95.71%	95.85%	96.56%	Maintaining				

PEFORMANCE SCRUTINY COMMITTEE

12 JULY 2018

SUBJECT: WORK PROGRAMME FOR 2018/19

REPORT BY: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: ALI HEWSON, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2018/19 (Appendix A).

2. Background

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

3. Recommendation

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

Key Decision No

Do the Exempt Information Categories Apply No

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

Does the report contain Appendices? Yes

If Yes, how many Appendices? 1

Lead Officer: Ali Hewson, Democratic Services Officer
Telephone 873370

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24 May 2018 (Monitoring Overview)

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Members	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 – Update	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed): Outturn 2017/18 Quarter 4	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Monitoring Outturn 2017/18 Quarter 4	Pat Jukes	Quarterly Report-Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2017/18 (Outturn)	Rob Baxter	Six Monthly Report Professional High Performing Services
Strategic Plan Progress Quarter 4 2017-18	Rob Baxter	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report	Rob Baxter	Quarterly Report Professional High Performing Services
Central Lincolnshire Local Plan Annual Report 2017/18 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth
Corporate Performance Targets	Pat Jukes	Report-Professional High Performing Services

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Professional High Performing Services
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Item(s)		
Thematic Review - Homelessness	Yvonne Fox/Alison Timmins	Review Report Lets Deliver Quality Housing
Christmas Market Outturn Report 2017	Simon Colburn	Annual Report Lets Drive Economic Growth

23 August 2018 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19	Democratic Services	Regular Report
City of Lincoln Council Annual Report 2018	James Wilkinson	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Pat Jukes	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Revenues and Benefits Shared Service Update	Claire Moses	Annual Report Professional High Performing Services
Income/Arrears Monitoring report	Claire Moses	Annual Report Professional High Performing Services

4 October 2018 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Drive Economic Growth
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Economic Growth Vision 2020 Progress Report	Kate Ellis	Regular Report Lets Drive Economic Growth
Monitoring Items		
City of Lincoln Profile	Pat Jukes	Annual Report Lets Reduce Inequality
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
Other Item(s)		
Christmas Market Stalls/Budget – Brief pre event report	Simon Colburn	Requested Lets Drive Economic Growth

22 November 2018 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Reduce Inequality
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Lets Reduce Inequality
Reduce Inequality Vision 2020 Progress Report	Angela Andrews	Regular Report Lets Reduce Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Rob Baxter	Half Yearly Report Professional High Performing Services
Other item(s)		
Budget Theme Group – Nominees-	Rob Baxter	Annual Appointment Professional High Performing Services

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Deliver Quality Housing
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Quality Housing Vision 2020 Progress Report	B Ledger	Lets Deliver Quality Housing
Monitoring Item(s)		
Christmas Market Outturn 2018- Update	Simon Colburn	Pre Annual Report Lets Drive Economic Growth
Performance Report-HRS	Paula Burton	Annual Report Lets Deliver Quality Housing
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

21 February 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2018-19 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Remarkable Place Vision 2020 Progress Report	Simon Walters	Regular Report Lets Enhance Our Remarkable Place
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Rob Baxter	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Rob Baxter	Annual Report Professional High Performing Services

28 March 2019

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2019/20	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
High Performing Services Vision 2020 Progress Report	Angela Andrews	Annual Progress Report Professional High Performing Services
Other item(s)		
Christmas Market 2018 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth

Portfolio Under Scrutiny Sessions

Date	Portfolio
12 July 2018	Our People and Resources
4 October 2018	Economic Growth
22 November 2018	Reducing Inequality
25 January 2019	Housing
24 February 2019	Remarkable Place
28 March 2019	Customer Experience and Review

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